



Terms of Reference (TOR)

INDIVIDUAL CONTRACT: HUMAN RESOURCE DEVELOPMENT EXPERT

A. GENERAL INFORMATION

Services/Work Description: The Human Resource Development Expert to take stock of project capacity building interventions, conduct a capacity gap analysis and identify training needs for the technical departments of both the MFRSC and relevant line ministries and land managers.

Project/Program Title: Reducing Vulnerability from Climate Change in the Foothills, Lowlands and Senqu River Basin (RVCC)

Type of Contract: Individual contract – National Consultant

Post title: Human Resource Development Expert

Duty Station: Own premises based with frequent interactions with relevant departments and trips to the project site in Mphahle's Hoek

Duration of Contract: 3 Months

Expected Start Date: Immediately after signing the contract

B. BACKGROUND AND PROJECT DESCRIPTION

Climate change – including rising temperatures and a greater frequency of droughts and extreme rain events – is negatively affecting local communities living in rural parts of Lesotho. The fragile mountain ecosystems of Lesotho provide a range of benefits that increase the resilience of such communities to climate change. These include regulating services such as storing and retaining water as well as mitigating floods. However, these

ecosystems are characterised by widespread degradation as a result of unsustainable land management and exploitation of natural resources. The effects of this ecosystem degradation in Lesotho include loss of vegetative cover and extreme soil erosion. Such effects reduce the capacity of these ecosystems to protect vulnerable communities from the increasingly negative impacts of climate change that are threatening their livelihoods.

The Government of Lesotho have some limitations on appropriate policies and sector specific strategies in place to adapt to the anticipated impacts of climate change. For example, ongoing initiatives related to addressing ecosystem degradation currently do not take into account climate change-related risks and adaptation needs. Furthermore, the capacity of Lesotho's line ministries and various socio-economic sectors to plan and implement appropriate climate change adaptation interventions is hindered by the limited availability of technical skills, up-to-date climate information and best-practice examples to inform the design of locally appropriate adaptation measures.

The preferred solution to the climate change problem facing Lesotho is to strengthen the resilience of climate-vulnerable communities by: i) enhancing the capacity of government institutions and local communities to mainstream climate change risks into policies, plans and programmes; ii) implementing climate-smart ecosystem rehabilitation and management measures using a community/household based approach; and iii) establishing a system for monitoring and evaluating the effectiveness of various approaches to climate change adaptation to inform a process of adaptive management

In response to above-mentioned challenges, the Government of Lesotho and the Lesotho UNDP Country Office are currently implementing a five year (2015-2020) GEF-financed project "**Reducing Vulnerability from Climate Change in Foothills, Lowlands and Lower Senqu River Basin (RVCC)**" in Lithipeng, Khoelenya and Thaba Mokhele Community Councils areas of Molepolole's Hoek District. The Objective of the project is to mainstream climate risk considerations into the Land Rehabilitation Programme of Lesotho for improved ecosystem resilience and reduced vulnerability of livelihoods to climate shocks. The project is supporting the integration of climate change adaptation into national and sub-national land use planning and decision-making.

Project Objective and Outcomes

The project Objective is to mainstream climate risk considerations into the Land Rehabilitation Programme of Lesotho for improved ecosystem resilience and reduced vulnerability of livelihoods to climate shocks.

There are five project Outcomes, which are intended to achieve the project Objective, as follows:

1. Increased technical capacity of the Ministry of Forestry, Range and Soil Conservation (MFRSC) and relevant Departments to apply up-to-date climate science for the management of evolving risks and uncertainty linked to climate change.¹
2. Communities empowered with skills, knowledge, partnerships and institutions for managing natural resources to reduce vulnerability to climate change and increase resilience of natural and social capital (over 7000 households with potential for up scaling to cover 20,000).
3. Over 50,000 hectares of land across the Foothills, Lowlands and the Lower Senqu River Basin rehabilitated through operationalization of the climate-smart Land rehabilitation programme.
4. National strategies for rangelands and wetlands management strengthened by the integration of climate change/variability and ecosystem management.
5. NSDP mainstreamed into local development strategies to support the constituency-wide adoption of the climate smart land rehabilitation programme.

Progress towards capacity building of the MFRSC and line ministries

Outcome 1 and 2 are of relevance to this assignment, and are being implemented at both national, district and community level. The planned outputs under Outcome 1 and 2 include establishing a geo-based climatic agro-ecological and hydrological information system to assess baseline data and support better planning for climate change adaptation under the Land Rehabilitation Programme; strengthening a socio-economic unit in the MFRSC, developing technical guidelines to climate change adaptation interventions; training of national and district technical teams, land managers, communities on application of climate science and restoration and management of ecosystems and agro-ecological landscapes; and developing a strategy for maintaining technical capacity in the MFRSC and relevant departments.

Currently, technical staff, land managers and communities have received training on climate change adaptation, climate science and planning, implementation and management of ecosystems. Furthermore, there is an ongoing capacity building of the GIS team and the socio-economic unit to consider social capital issues in the selection of interventions. Assessing training needs for the three technical departments of the MFRSC and relevant departments, its supporting offices and land managers or users forms basic rationale for this assignment. The assignment has complementary links to other project outputs.

C. SCOPE OF WORK

Under the overall supervision of the Project Coordinator, and in collaboration with project staff and the Ministry of Forestry, Range and Soil Conservation (MFRSC), the consultant will take stock of capacity building interventions carried out by the project

up to date hence conduct capacity gap analysis within the three technical departments of the ministry as well as other relevant ministries/departments (agriculture, environment, local government) at national, district and community councils of Lithipeng, Khoelenya and Thaba-Mokhele using among others UNDP capacity assessment score card. The assessment should establish the capacity of the institutions to identify, prioritise, implement, monitor and evaluate climate adaptation measures and determine the training needs that exist and what training is required to fill the gaps. The capacity development recommendations should inform priority areas which the ministries will focus on even beyond the project life.

The consultant will also be expected to design an appropriate tool that can assess the capacity of the land managers including community Inter-council, on application of basic climate adaptation measures and indigenous knowledge for restoration and management of ecosystems and agro-ecological landscapes.

Specific tasks:

- Take stock of capacity building initiatives supported by the project up-to-date.
- Conduct capacity assessment of the MFRSC and relevant departments to identify, prioritise, implement, monitor and evaluate climate adaptation measures using the UNDP capacity assessment score card. For the land managers the consultant will be expected to develop an appropriate tool that will be used to assess their capacity.
- Collate information from different sections of the MFRSC and relevant departments based on the capacity gap analysis and compile a report outlining capacity development priorities of the MFRSC for future human resource development considerations.
- Triangulate information from the reports based on the above and from key informants within the MFRSC and the project management unit to make an informed scoring of the MFRSC to inform projects achievements on the targets as outlined in the project reporting guidelines (PIR and SRF).
- Prioritize and recommend strategic capacity building gaps implementable before project completion.

D. EXPECTED OUTPUTS AND DELIVERABLES

Table 1: Deliverable/Milestone

Deliverables/Expected Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required <i>(Indicate designation of person who will review output and confirm acceptance)</i>
Submission of workplan and presentation of inception report	2 week	10 July 2020	Project Coordinator
Approved report on: <ul style="list-style-type: none"> • Stocktaking on capacity building interventions supported by the project • Capacity Gap Assessment of the Ministry of Forestry, Range and Soil Conservation and relevant departments to identify, priorities, implement, monitor and evaluate climate adaptation measures. The assessment report should outline procedure and main findings from the capacity gap outlining : <ol style="list-style-type: none"> a. Strategic capacity building intervention implemented. b. the human capacity gaps identified c. the organizational capacity gaps. d. Training Needs • Collate information from different sections of the MFRSC and relevant departments based on the capacity gap analysis and compile a report outlining capacity development priorities of the MFRSC for future human resource development considerations. 	5 weeks	14 August 2020	Project Coordinator

<ul style="list-style-type: none"> • Triangulate information from the reports based on the above and from key informants within the MFRSC and the project management unit to make an informed scoring of the MFRSC to inform projects achievements on the targets as outlined in the project reporting guidelines (PIR and SRF). 			
Final report inclusive of technical staff capacity development recommendations for both remaining project implementation period and for future considerations, and capacity score position of the MFRSC in contrast to the projects' capacity building targets. The report should include costed strategic training plan	6 weeks	25 September 2020	Project Coordinator

E. INSTITUTIONAL ARRANGEMENT/REPORTING RELATIONSHIPS

The Consultant will report to, and work under the supervision of the Project Coordinator with technical support provided by the Chief Technical Officer (CTA) as maybe required. Overall guidance will be provided by UNDP Lesotho Sustainable Development Specialist and UNDP Lesotho Deputy Resident Representative. The Consultant will be required to present above-mentioned deliverables and any related information/findings to the Technical Advisory Committee (TAC), the Project Steering Committee (PSC) and the MFRSC as may be required during the contract.

The Consultant will be expected to utilise their own transportation to and from the project areas as well as stationery etc. while the project will be responsible for transportation and conference facilities for partners during the consultancy duration. The consultant will have access to the PMU offices if possible and will be supported by the PMU in setting up meetings with various stakeholders.

F. DURATION OF THE ASSIGNMENT

The consultancy of is expected to run for three months, starting from June 2020 and ending August 2020.

G. DUTY STATION

The Consultant should be based in own premises with frequent interactions with relevant department and trips to the project site in Mphahle's Hoek, where most of the information will be collected, for the duration of the assignment.

H. QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONSULTANT

Educational Qualification and competence of the Human Resource Development Expert:

- A university degree or higher in Education, Human Resource Development or related discipline

Experience

- A minimum of 10 years of extensive and relevant experience of working on human resource development.
- At least 5 years' experience in conducting capacity gap assessments, developing training plans and conducting technical trainings.
- Experience in working collaboratively with government officers at the national and district level, and also with land users.
- Have good organizational, report writing, presentation, communication and interpersonal skills.
- Fluent in Sesotho and English.

Core values to subscribe to:

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism; and
- Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment.

I. SCOPE OF PRICE PROPOSAL AND SCHEDULE OF PAYMENTS

The prospective consultant/s will indicate the cost of services for each deliverable in Maloti when applying for this consultancy:

- The proposed price must be a lump-sum contract amount which is an ‘all-inclusive package’ including duty travel, accommodation and daily subsistence allowances.
- The contract is fixed regardless of changes in the cost components;
- Payment shall be done after approval of satisfactory completion, submission and delivery of every milestone outlined in table below:

Table 2: Payment Schedule

Deliverables/Expected Outputs	Target Due Dates	Payment Schedule
Submission of workplan and presentation of inception report	10 July 2020	10%
Approved report on: <ul style="list-style-type: none"> • Stocktaking on capacity building interventions supported by the project • Capacity Gap Assessment of the Ministry of Forestry, Range and Soil Conservation and relevant departments to identify, priorities, implement, monitor and evaluate climate adaptation measures. The assessment report should outline procedure and main findings from the capacity gap outlining : <ul style="list-style-type: none"> a. Strategic capacity building intervention implemented. b. the human capacity gaps identified c. the organizational capacity gaps. d. Training Needs • Collate information from different sections of the MFRSC and relevant departments based on the capacity gap analysis and compile a report outlining capacity development priorities of the MFRSC for future human resource development considerations. • Triangulate information from the reports based on the above and from key informants within the MFRSC and the project management unit to make 	14 August 2020	50%

an informed scoring of the MFRSC to inform projects achievements on the targets as outlined in the project reporting guidelines (PIR and SRF).		
Final report inclusive of technical staff capacity development recommendations for both implementation during the remaining project period and for future considerations and capacity score position of the MFRSC in contrast to the projects' capacity building targets. The plan should include costed strategic training plan.	25 September 2020	40%

J. Recommended Presentation of Offer

Interested consultants must submit the following documents to facilitate evaluation of their suitability for this assignment:

1. Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP (Annex I);
2. **Personal CV or P11**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references (Annex II);
3. **Brief description** of why the individual or team/firm consider themselves as the most suitable for the assignment.
4. **Technical Proposal/methodology**: Provide detailed approach, with timelines, of how the assignment will be conducted in relation to the terms of reference and proposal format provided (Annex III).
5. **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided (Annex IV).

K. Criteria for Selection of the Best Offer - Cumulative analysis

The award of the contract will be made to the consultant/s whose offer has been evaluated and determined as:

- a) responsive/compliant/acceptable, and
- b) having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

* Technical Criteria weight (Qualification, Methodology, Experience); 70%

* Financial Criteria weight; 30% (to be computed as a ratio of the proposal's offer to the lowest price among the proposal received by UNDP)

Only candidates obtaining a minimum of 70 points in the technical evaluation would be considered for the Financial Evaluation as per evaluation criteria in table below:

Table 3: DETAILED EVALUATION CRITERIA

Criteria	Total Point 100
<i>Technical</i>	70%
Qualification	
A university degree or higher education in Education, Human Resource Development or related discipline	10%
Methodology:	15%
Experience:	
A minimum of 10 years of extensive and relevant experience of working on human resource development	15%
At least 5 years' experience in conducting capacity gap assessments, developing training plans and conducting technical trainings	15%
Experience in working collaboratively with government officers at the national and district level, and also with land users	5%
Have good organizational, report writing, presentation, communication and interpersonal skills.	5%
Fluent in Sesotho and English	5%
<i>Financial</i>	30%
Total – technical + financial (70% + 30%)	100

L. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The Individual Consultant shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP.

M. Annexes to the TOR

Annex 1- Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;

Annex 11- **Personal CV or P11**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;

Proposals with the requirements listed above may be submitted to:

United Nations Development Programme.

The Resident Representative.

REF:-NC: Human Resource Development Expert

3rd Floor UN House.

P.O. Box 301

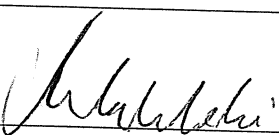


MASERU, LESOTHO.

TEL:- +266 2231 3790 Fax:- +266 2231 0042

E-MAIL: ls.procurement@undp.org

Only short-listed contractors will be responded to.

This TOR is:

	Prepared by:	Endorsed by:	Approved By:
Name	Lebone Molahlehi	Limomane Peshoane	Maseithati Mabeleng
Designation	Project Coordinator	Sustainable Development Specialist	PS – Ministry of Forestry, Range and Soil Conservation
Signature			
Date	03-06-2020	03/06/2020	04.06.2020