

## **SUPPORT TO IMPLEMENTATION OF LESOTHO NATIONAL REFORMS PROGRAMME**

### **TERMS OF REFERENCE FOR A CONSULTANCY FIRM TO CONDUCT INSTITUTIONAL GAP ASSESSMENT OF CORE GOVERNANCE INSTITUTIONS IN THE KINGDOM OF LESOTHO**

Location:	Maseru
Type of Contract:	Professional services
Languages Required:	English
Duration of Initial Contract:	May 2022 - 20 August 2022
Expected Duration of Assignment:	Up to 40 days over four Months

#### **I. BACKGROUND**

Since independence, the Kingdom of Lesotho has had a chequered history of cyclic instability, security disturbance, unpredictable politics and challenges in the judiciary. The population of Lesotho remains overwhelmingly rural-agrarian and despite some economic growth, gains in GNI per capita have been small. Healthy life expectancy dropped by 10 years between 1990 and 2013 and in 2013, Lesotho was placed below average for countries classified by the United Nations as 'low human development. These challenges are compounded by piecemeal interventions in governance transformation and the failure to fully address fundamental governance issues such as the relationship between traditional institutions and the state, de-politicisation of the public sector notably, the civil, judiciary and security services.

In 2018, the Government of Lesotho in collaboration with the United Nations, the Southern African Development Community, the Delegation of the European Union, the Civil Society, and other stakeholders initiated a national dialogue and reforms process to address the underlying democratic governance challenges with a view to transform and stabilize Lesotho. The process was designed to achieve national consensus and trust building through multi-level dialogue on reforms. The initiative successfully completed the dialogue process; generated nationally agreed reforms contents; created the legal framework for their implementation through the enactment of National Reforms Authority Act, 2019; initiated fundamental steps towards professionalization of the security sector and catalysed adequate Development Partner support for the reforms process.

The successful conclusion of the national dialogue and the establishment of a National Reforms Authority, inaugurated on 06 February 2020, provides a historic opportunity for Lesotho to stabilize and transform. The national dialogue on reforms provided the country platforms for public consultations and opened-up space for national healing and reconciliation. In addition to multi-stakeholder dialogue and consensus building on the challenges facing the country and how to address them, the process restored hope that, through reforms, another Lesotho is possible. At the Multi-Stakeholder National Dialogue Plenary II of 26 November 2019, Basotho charted a way forward by identifying and agreeing on what needs to be done in seven thematic sectors – Constitutional, Security, Public Service, Economic, Justice, Parliamentary and Media – considered pivotal to national stability and transformation. Throughout this process Development Partners remained committed, fully supporting the Government, and strongly advocating for the reforms.

To sustain the momentum created by the national dialogue process, UNDP has secured funds from the Delegation of the European Union for the Support to Implementation of Lesotho National Reforms Programme in collaboration with the National Reforms Authority. The Programme focuses on:

1. Operationalising the National Reforms Authority to effectively discharge its mandate. in close collaboration with the Basotho.



Co-funded by  
the European Union

2. Improving democratic governance and economic performance through targeted short-term Legal, Policy and Institutional Reforms in the Constitutional sector; Justice sector; Parliamentary sector; Economic sector; Public Service sector; Security Sector; Media sector.
3. Enhancing citizen participation in the implementation of national reforms.
4. Efficient and effective information, education and communication for reforms implementation.
5. Effective and efficient Programme Management.

Throughout the dialogue process and consolidation of popular views into reforms content, a key concern amplified was a considerable performance gap related to technical and management capabilities in core governance institutions (National Assembly - Parliament and Senate; Judiciary and, The Executive – Office of the Prime Minister, Ministries of Justice and Law; Development Planning; Foreign Affairs and International Relations; Defence and National Security and Police and Public Safety) compatible to the ambitious reforms journey and aspirations of the Basotho. In order to develop the Parliament and Senate, Judiciary and, The Executive – selected line Ministries capacity in line with long term goals of the Lesotho National Reforms agenda, it is believed that a systematic institutional gap assessment should be conducted with the aim to identify critical capacity gaps and propose strategic and tailored capacity development strategies and develop a comprehensive Capacity Development Project Document that would guide the Parliament and Senate, Judiciary and, The Executive for the next 4 years beyond the current programme of support. UNDP in collaboration with the Government of Lesotho, the European Union and other Partners intends to commission consultancy for a comprehensive institutional gap assessment of the Parliament and Senate, Judiciary and, The Executive – selected line Ministries leading to the development of tailored capacity building strategy and project document that would enable these core governance institutions to deliver on the national reforms more effectively and efficiently.

## **II. OBJECTIVES OF THE CONSULTANCY ASSIGNMENT**

The objectives of the institutional gap assessment are to:

1. Undertake an institutional gap assessment in the National Assembly and Senate; Judiciary and, The Executive – Office of the Prime Minister, Ministries of Justice and Law; Development Planning; Foreign Affairs and International Relations; Defence and National Security and Police and Public Safety and propose strategic capacity development responses based on the UNDP Capacity Assessment Framework;
2. Develop a comprehensive implementable institutional capacity development programme that can enable the National Assembly and Senate; Judiciary and, The Executive – Office of the Prime Minister, Ministries of Justice and Law; Development Planning; Foreign Affairs and International Relations; Defence and National Security and Police and Public Safety develop medium and large scale implementation arrangements for the agreed national reforms with clear prioritization of interventions for the next four – five years.
3. Conceptualise, design and produce an institutional capacity development project document to support operationalisation of the comprehensive implementable institutional capacity development programme for the National Assembly and Senate; Judiciary and, The Executive – Office of the Prime Minister, Ministries of Justice and Law; Development Planning; Foreign Affairs and International Relations; Defence and National Security and Police and Public Safety in delivering on agreed national reforms.
4. Develop and formulate a resource mobilisation strategy for implementation of the institutional capacity development programme for the National Assembly and Senate; Judiciary and, The Executive – Office of the Prime Minister, Ministries of Justice and Law; Development Planning;



Foreign Affairs and International Relations; Defence and National Security and Police and Public Safety in delivering on agreed national reforms.

### III. SCOPE OF WORK

The consultancy service will be based in Maseru and aims to conduct an institutional capacity gap assessment of the National Assembly - Parliament and Senate; Judiciary and, The Executive – Office of the Prime Minister, Ministries of Justice and Law; Development Planning; Foreign Affairs and International Relations; Defence and National Security and Police and Public Safety to plan, implement, coordinate, monitor and deliver key targeted reforms articulated in the national reforms agenda. In addition, the consultancy work is expected to develop a response strategy for the identified gaps but following a multi-layer, consultative and comprehensive approach. This is expected to be guided by UNDP's capacity assessment framework.

The methodology to be applied would involve the three levels of capacity development (individual, organizational and institutional) at the various levels of the operation (national and regional) for each of the core governance institutions and would be expected to provide a capacity development programme that address these three levels. The exercise should move away from the traditional capacity building approach: it needs to be purpose-oriented and make reference to international practices, standards and norms when it comes to the functions of the core governance institutions.

The consultant is also expected to prepare a Project document and a resource mobilisation strategy relevant to the context containing:

- Project Result Framework
- Development planning, management and governance, how to achieve institutional goal
- Policy and implementation gaps, advocacy strategies
- Approach to innovation
- Medium to long term priorities
- Design to generate solution at scale
- Strategy for achieving results
- A modular approach to programming, thematically and geographically
- Proposed resource mobilization and partnership strategy

The consultancy is thus expected to perform the following major tasks;

- ***Conduct an institutional gap assessment:*** During the gap assessment, data and information are collected on desired and existing capacity. This data and information can be gathered by a variety of means, including interviews and focus group discussions. Review of best practices from other countries or institutions in the country will also form an essential part of the assessment.
- ***Identify development partners supporting the core governance institutions:*** During the capacity assessment, the consultant shall examine in detail interventions by other donors and development partners supporting in the core governance institutions so as to help identify synergies and reduce duplication of efforts. Information shall be gathered from all partners supporting the National Assembly - Parliament and Senate; Judiciary and, The Executive – Office of the Prime Minister, Ministries of Justice and Law; Development Planning; Foreign Affairs and International Relations; Defence and National Security and Police and Public Safety.
- ***Identify institutional capacity gaps:*** The consultant shall perform a comparison of desired capacities against existing capacities to determine the optimal level of effort required to bridge the gap and inform the formulation of a capacity development response.

- Development of institutional capacity development programme: On the basis of the identified institutional capacity gaps, the consultant shall develop a comprehensive implementable institutional capacity development programme to enable the National Assembly - Parliament and Senate; Judiciary and, The Executive – Office of the Prime Minister, Ministries of Justice and Law; Development Planning; Foreign Affairs and International Relations; Defence and National Security and Police and Public Safety develop medium and large scale implementation arrangements for the agreed national reforms with clear prioritization of interventions for the next four – five years.
- **Conceptualise and formulate a project document** : Based on the capacity assets, needs identified, institutional capacity development programme the consultant shall conceive and develop a project document for implementational of institutional capacity development in the core governance institutions. This is an integrated set of deliberate and sequenced actions that are a combination of quick-impact initiatives (one - two year) and short- to medium-term (three years or longer) initiatives embedded in a programme or project to address the three guiding questions: ‘institutional capacity for why?’, ‘institutional capacity for whom?’ and ‘institutional capacity for what?’ Among other things. the project document is expected to include: the expected outcome contribution, outputs, indicators, targets, and cost estimates of the project.
- **Develop and formulate a resource mobilization strategy**: The consultant that formulate a resource mobilization strategy for implementation of the institutional capacity development programme for the core governance institutions. In so doing, the consultant shall provide a contextual analysis of the current financial situation of the core governance institutions; review of the UNDP and Government’s existing fundraising strategy; assess the development partner funding arrangements in Lesotho targeting the core governance institutions; generate financing needs for the core governance institutions; estimate the minimum resource mobilization Target; Sources of revenue and point where government should to bridge the gap; communications for resource mobilization.

#### IV. TASKS AND RESPONSIBILITIES OF THE CONSULTANCY FIRM

The tasks of the consultancy includes, inter alia:

- Review of the mandates of the National Assembly and Senate; Judiciary and, The Executive – Office of the Prime Minister, Ministries of Justice and Law; Development Planning; Foreign Affairs and International Relations; Defence and National Security and Police and Public Safety national water policy and strategy and other relevant laws;
- Review National Assembly and Senate; Judiciary and, The Executive – Office of the Prime Minister, Ministries of Justice and Law; Development Planning; Foreign Affairs and International Relations; Defence and National Security and Police and Public Safety targets and performance, development plans and strategies;
- Assess and review the mandates of the Directorates within National Assembly and Senate; Judiciary and, The Executive – Office of the Prime Minister, Ministries of Justice and Law; Development Planning; Foreign Affairs and International Relations; Defence and National Security and Police and Public Safety mapping their responsibilities and relationships between the Directorates and agencies;
- Review and identify gaps of in the technical guidelines, standards and protocols in use by the National Assembly and Senate; Judiciary and, The Executive – Office of the Prime Minister,



Ministries of Justice and Law; Development Planning; Foreign Affairs and International Relations; Defence and National Security and Police and Public Safety;

- Assess the efficiency and effectiveness of the Directorates under the National Assembly and Senate; Judiciary and, The Executive – Office of the Prime Minister, Ministries of Justice and Law; Development Planning; Foreign Affairs and International Relations; Defence and National Security and Police and Public Safety in exercising their current mandates;
- Asses the budget allocation, work procedures, and their adequacy to the mandates of the different Directorates in National Assembly and Senate; Judiciary and, The Executive – Office of the Prime Minister, Ministries of Justice and Law; Development Planning; Foreign Affairs and International Relations; Defence and National Security and Police and Public Safety.
- Assess and identify gaps in skills match (duties, qualifications, experience) and the current performance measurement mechanism for the top leadership in the National Assembly and Senate; Judiciary and, The Executive – Office of the Prime Minister, Ministries of Justice and Law; Development Planning; Foreign Affairs and International Relations; Defence and National Security and Police and Public Safety.
- Assess and identify gaps in the existing capacity development strategies in the National Assembly and Senate; Judiciary and, The Executive – Office of the Prime Minister, Ministries of Justice and Law; Development Planning; Foreign Affairs and International Relations; Defence and National Security and Police and Public Safety.
- Review the policy coordination mechanisms and working relations between the National Assembly and Senate; Judiciary and, The Executive – Office of the Prime Minister, Ministries of Justice and Law; Development Planning; Foreign Affairs and International Relations; Defence and National Security and Police and Public Safety.
- Analyse, consolidate and produce an institutional gap assessment report with capacity development plan for short, medium and long term implementations.
- On the basis of the institutional gap assessment, develop a comprehensive Project Document to address the gaps therein together with a resource mobilisation strategy for its implementation.

## V. METHODOLOGY

The definition of capacity adopted for this assignment is the one put forward by UNDP. According to UNDP, capacity development is defined as the process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time. This definition reflects the viewpoint that capacity resides within the following three levels:

- The **enabling environment** describes the broader system within which individuals and organizations function and one that facilitates or hampers their existence and performance. This level of capacity is central to the understanding of capacity issues, as it determines the ‘rules of the game’ for interaction between and among organizations. Capacities at the level of the enabling environment include policies, legislation, power relations and social norms, all of which govern the mandates, priorities, modes of operation across different parts of society.
- The **organizational level** of capacity comprises the internal policies, arrangements, procedures and frameworks that allow an organization to operate and deliver on its mandate, and that enables the coming together of individual capacities to work together and achieve goals. If these exist, are well-



resourced and well-aligned, the capability of an organization to perform will be greater than that of the sum of its parts.

- The **individual level**, at which capacity refers to the skills, experience and knowledge that are vested in people. Some of these are acquired through formal training and education, others through learning by doing and experience.

The consultant is thus expected to follow UNDP Capacity Assessment Framework. This would include the following three dimensions:

- **Points of entry:** these are the three levels mentioned above. Each of these levels can be the point of entry for a capacity assessment. The three levels interact, with each level influencing the other through complex co-dependency relationships.
- **Core issues:** These are the capacity issues that are most commonly encountered across sectors and levels of capacity: 1) institutional arrangements; 2) leadership; 3) knowledge; and 4) accountability. Not every assessment needs to cover all four issues, and it can be amended based on its relevance and appropriateness to the National Assembly and Senate; Judiciary and, The Executive – Office of the Prime Minister, Ministries of Justice and Law; Development Planning; Foreign Affairs and International Relations; Defence and National Security and Police and Public Safety.
- **Functional and technical capacities:** These are necessary for creating and managing policies, legislations, strategies and programmes. The following functional capacities are key: 1) engage stakeholders; 2) assess a situation and define a vision and mandate; 3) formulate policies and strategies; 4) budget, manage and implement; and 5) evaluate. Various technical capacities may also need to be assessed, depending on the situation and; they may be added to the set of functional capacities as required.

The Firm is expected to undertake the institutional gap assessment by employing appropriate methods and review best practices in the structuring and functioning of other countries whose experiences are relevant for Lesotho. Specifically, shall therefore examine existing strategies, identify major gaps; conduct consultation meetings with key partners and identify potential partnerships and resources and; formulate a capacity development project document.

## VI. EXPECTED OUTPUTS AND DELIVERABLES

To fulfil the objectives of the assignment specified in Part B; the scope of the work in Part C; the detailed tasks and responsibilities provided in Part D using the approach and methodology elaborated in Part E, the consultant shall be required to produce the following of the consultancy assignment:

**Deliverable 1:-** Inception report showing the approach and methodology that the consultant will follow in preparing the institutional gaps assessment and the project document, how gender will be mainstreamed in the methodology, interpretation of the terms of reference, the work plan and resources within the first five days upon signing the contract.

**Deliverable 2:-** A draft institutional gap assessment and capacity development programme report with gender mainstreamed.

**Deliverable 3:-** Final institutional gap assessment and capacity development programme report with gender mainstreamed for the long-term capacity development of the National Assembly and Senate; Judiciary and, The Executive – Office of the Prime Minister, Ministries of Justice and Law; Development Planning; Foreign Affairs and International Relations; Defence and National Security and Police and Public Safety.

**Deliverable 4:-** A draft Project Document for implementation of the institutional capacity development programme in particular capturing issues of Gender Equality and Empowerment of Women as well as vulnerable groups.

**Deliverable 5:-** Final comprehensive Project Document for implementation of the institutional capacity development programme and Empowerment of Women as well as vulnerable groups incorporating comments and suggestion of Government, UNDP, the European Union and other stakeholders.

**Deliverable 6:-** A draft Resource Mobilisation Strategy for institutional capacity development programme of the National Assembly and Senate; Judiciary and, The Executive – Office of the Prime Minister, Ministries of Justice and Law; Development Planning; Foreign Affairs and International Relations; Defence and National Security and Police and Public Safety.

**Deliverable 7:-** Final Resource Mobilisation Strategy for institutional capacity development programme of the National Assembly and Senate; Judiciary and, The Executive – Office of the Prime Minister, Ministries of Justice and Law; Development Planning; Foreign Affairs and International Relations; Defence and National Security and Police and Public Safety.

**Table 1. Schedule of Deliver**

Deliverables	Estimated <u>CONCURRENT</u> duration to complete	Targeted Due Date	Approvals and Reviews Required
1 Inception report showing the approach and methodology that the consultant will follow in preparing the institutional gaps assessment and the project document specifying – a) Interpretations of Terms of Reference; b) gender sensitive Methodology; c) Workplan and Milestones; d) Budget	5 days/partly homebased	15 May 2022	UNDP and Programme Implementation Committee
2. A draft institutional gap assessment and capacity development programme report capturing issues of Gender Equality and Empowerment of Women as well as vulnerable groups.  3. Final institutional gap assessment and capacity development programme report for the long-term capacity development with gender mainstreamed for the long-term capacity development of the National Assembly and Senate; Judiciary and for the National Assembly - Parliament and Senate; Judiciary and, The Executive – Office of the Prime Minister, Ministries of Justice and Law; Development Planning; Foreign Affairs and International Relations; Defence	15 working days over 1 month period/partly home based	15 June 2022	UNDP and Programme Implementation Committee

and National Security and Police and Public Safety.			
<p>4. A draft Project Document for implementation of the institutional capacity development programme issues of Gender Equality and Empowerment of Women as well as vulnerable groups.</p> <p>5. Final comprehensive Project Document for implementation of the institutional capacity development programme issues of Gender Equality and Empowerment of Women as well as vulnerable groups incorporating comments and suggestion of Government, UNDP, the European Union and other stakeholders.</p>	10 working days over 1 month period/partly home based	15 July 2022	UNDP and Programme Implementation Committee
<p>6. A draft Resource Mobilisation Strategy for institutional capacity development programme of the National Assembly and Senate; Judiciary and, The Executive – Office of the Prime Minister, Ministries of Justice and Law; Development Planning; Foreign Affairs and International Relations; Defence and National Security and Police and Public Safety.</p> <p>7. Final Resource Mobilisation Strategy for institutional capacity development programme of the National Assembly and Senate; Judiciary and, The Executive – Office of the Prime Minister, Ministries of Justice and Law; Development Planning; Foreign Affairs and International Relations; Defence and National Security and Police and Public Safety.</p>	10 working days over 1 month period/partly home based	30 August 2022	UNDP and Programme Implementation Committee

## VII. INSTITUTIONAL ARRANGEMENT

- The Firm will be engaged by UNDP and becomes directly responsible to UNDP. Under the overall guidance of the Deputy Resident Representative, technical approvals by the Programme Implementation Committee and direct supervision of the Programme Manager, Support to Implementation of Lesotho National Reforms hereafter (Programme Manager), the Firm shall undertake the institutional gap assessment for the core governance institutions identified in this Terms of Reference.
- The Programme Manager will be the focal point for the assignment with the Support to Implementation of Lesotho National Reforms Programme Implementation Committee (PIC)





being the final body to determine acceptability of the quality of the final deliverables produced by the Firm.

- The Programme Manager will facilitate access to internet and office space as necessary and provide all the logistical support related to the assignment.
- The Firm will prepare and submit deliverables as schedule of deliverable due date specified in Section F of the Terms of Reference. A minimum period of 7 days must be allowed for review and feedback on submitted Deliverables. Payment will be made on final reports approved by the PIC.
- The Firm is expected to engage where relevant with UNDP partners, inclusive of various institutions, government and development partners working to ensure participation of all relevant stakeholders in this regard.

## **VIII. DURATION OF THE ASSIGNMENT**

Given the scope of the work required the Contract of 40 days is offered on a retainer basis over a period not exceeding four months.

## **IX. DUTY STATION**

- The assignment comprises both home-based and on-site deliverables.
- The Firm should be physically in-country to present Inception Report as per the interpretation of Terms of Reference, Agreed Workplan and schedule of deliverables

## **X. QUALIFICATIONS AND EXPERIENCE OF THE SUCCESSFUL FIRM MEMBERS**

### **The Lead Consultant/Team Leader (1)**

#### **Education**

The Lead Consultant/Team Leaders must possess at least a recognized Masters degree, PhD preferred, with equivalent experience in governance, political science, social sciences, organisational development, public policy or other closely related field from a recognised university.

#### **Special Skills and Experience**

In addition, the Consultant(s) must possess

- At least 10 year of professional experience for PhD degree level or at least 10 years of professional experience for Masters degree level in democratic governance, institutional development, institutional reforms, public sector transformation;
- Experience in leadership development, organisational development, or change management in the public sector
- Demonstrated substantive experience with a sustained record of leading transformation of core governance institutions, undertaking institutional gap assessments of core governance institutions and in drafting high quality products policy documents in democratic governance.
- Track record conceptualising, designing and development project and resource mobilisation documents in democratic governance preferably for UNDP.
- Significant experience with participatory assessment processes, knowledge of organisational development processes with core business in advisory work in core governance institutions.
- Demonstrated capability in gender analysis, mainstreaming gender in public policies and processes.

### **Team Member – Parliamentary Capacity Development Expert (1)**

#### **Education**

Team Member – **Parliamentary Capacity Development Expert** must possess Masters degree, PhD preferred with specialisations in political science, parliamentary development, institutional and organisational development, Education, governance or closely related field.

Specific experience related to the assignment:

- 7 years' experience in parliamentary capacity assessments with recommended solutions.
- Experience in development of parliamentary capacity development programmes.



- Prior experience in analysis and developing parliamentary systems or legislative systems.
- Demonstrated experience working with Parliamentarians, parliamentary Experts and secretariats.
- Proven experience working on parliamentary issues in developing country context.

## **Team Members – Public Service Organisational Development Expert (1)**

### **Education**

The candidate must possess at least a recognized Master's degree, PhD preferred, with equivalent experience in Organisational Development, Public Administration, Public Policy, Organisation of Government Business; Business Administration or other closely related field.

Specific experience related to the assignment:

- 7 years' experience in leadership development, organisational development, or change management in the public sector.
- Experience in overseeing the development and implementation of the public sector strategic plans.
- Demonstrated hands on experience in leading organisation development and capacity building programmes in the government ministries..
- Experience in leading change management processes in the public sector.
- Contribution in developing policy papers geared towards a multi-stakeholder audience, i.e. government and civil society on justice sector reforms.
- Demonstrated experience in leadership development for the public sector.
- Prior experience working at the core of government business such as Secretary or Advisor to Cabinet, Ministries of Finance, Planning and National Development, Defence and Foreign Affairs

## **Team Members – Judiciary Organisational Development Expert (1)**

### **Education**

The candidate must possess at least a recognized Master's degree, PhD preferred, with equivalent experience in Organisational Development, Public Administration, Public Policy, Organisation of Government Business; Business Administration or other closely related field.

Specific experience related to the assignment:

- 7 years' experience in leadership development, organisational development, or change management in the public sector.
- Experience in overseeing the development and implementation of the public sector strategic plans.
- Demonstrated hands on experience in leading organisation development and capacity building programmes in the government ministries..
- Experience in leading change management processes in the public sector.
- Contribution in developing policy papers geared towards a multi-stakeholder audience, i.e. government and civil society on justice sector reforms.
- Demonstrated experience in leadership development for the public sector.
- Prior experience working at the core of government business such as Secretary or Advisor to Cabinet, Ministries of Finance, Planning and National Development, Defence and Foreign Affairs

## **One (1) Gender Expert**

### **Education**

Master's degree in Development Studies, Political Science, Sociology, or a related field. Demonstrated project and/or sectoral level expertise in gender mainstreaming.

Specific experience related to the assignment:

At least 5 years of working experience relevant to the assignment:

- Knowledge of stakeholder's engagement
- Understanding of gender issues in the justice sector

- Prior working experience with international organizations on gender mainstreaming in the justice sector or related fields is an asset

#### XI. LANGUAGE REQUIREMENT:

- Excellent English communication skills – oral and written; knowledge of Sesotho among team members is an added advantage

#### XII. COMPETENCIES

- *Demonstrates integrity by modelling the UN's values and highest ethical standards demonstrating effectiveness in:* Communicating with sensitivity to cultural values and beliefs, Acting without deception and in accordance with the law, Representing the organisation truthfully, fairly and accurately, Enabling mutual understanding and respect, Adhering to guided policies, standards and governance frameworks and, adhering to a code of ethics for professional communicators.
- *Research, Analysis and Measurement:* demonstrated proactive use of research to inform and refine the practices and measure the outcome of their strategies:
- *Strategic thinking: Demonstrated ability to apply strategic thinking and interpret organisational needs as part of their communication strategy, to deliver meaningful results.*
- 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 favouritism.

#### XIII. SCOPE OF BID PRICE AND SCHEDULE OF PAYMENTS

- The contract price will be fixed output-based price regardless of extension of the herein specified duration of the assignment.
- The financial proposal should be presented as a Lump Sum Amount –representative of payments closely linked to deliverables.
- Payments will be made upon acceptance and approval by the UNDP and the High Court of Lesotho of planned deliverables and components,
- Payments will be scheduled as follows, with the corresponding percentage per milestone/output, including the conditions/documentations required prior to the release of any tranches of payment

**Table 2. Payment Schedule**

Deliverables	Estimated concurrent duration to complete	Targeted Due Date	% of lump sum to be paid
1 Inception report showing the approach and methodology that the consultant will follow in preparing the institutional gaps assessment and the project document specifying – a) Interpretations of Terms of Reference; b) gender sensitive Methodology; c) Workplan and Milestones; d) Budget	5 days/partly homebased	15 May 2022	15%
2. A draft institutional gap assessment and capacity development programme report capturing issues of Gender Equality and Empowerment of Women as well as vulnerable groups.	15 working days over 1 month period/partly home based	15 June 2022	45%

<b>Deliverables</b>	<b>Estimated concurrent duration to complete</b>	<b>Targeted Due Date</b>	<b>% of lump sum to be paid</b>
3. Final institutional gap assessment and capacity development programme report for the long-term capacity development with gender mainstreamed for the long-term capacity development of the National Assembly - Parliament and Senate; Judiciary and for the National Assembly - Parliament and Senate; Judiciary and, The Executive – Office of the Prime Minister, Ministries of Justice and Law; Development Planning; Foreign Affairs and International Relations; Defence and National Security and Police and Public Safety.			
4. A draft Project Document for implementation of the institutional capacity development programme issues of Gender Equality and Empowerment of Women as well as vulnerable groups.  5. Final comprehensive Project Document for implementation of the institutional capacity development programme issues of Gender Equality and Empowerment of Women as well as vulnerable groups incorporating comments and suggestion of Government, UNDP, the European Union and other stakeholders.	10 working days over 1 month period/partly home based	15 July 2022	20%
6. A draft Resource Mobilisation Strategy for institutional capacity development programme of the National Assembly - Parliament and Senate; Judiciary and, The Executive – Office of the Prime Minister, Ministries of Justice and Law; Development Planning; Foreign Affairs and International Relations; Defence and National Security and Police and Public Safety.  7. Final Resource Mobilisation Strategy for institutional capacity development programme of the National Assembly and Senate; Judiciary and, The Executive – Office of the Prime Minister, Ministries of Justice and Law; Development Planning; Foreign Affairs and International Relations; Defence and National Security and Police and Public Safety.	10 working days over 1 month period/partly home based	30 August 2022	20
<b>TOTAL</b>	<b>40</b>	<b>May 2022–30 August 2022</b>	<b>100%</b>

#### **XIV. RECOMMENDED PRESENTATION OF PROPOSAL**

Interested consultancy firms should submit their applications on the specified templates and include the following:

- Brief description on why the firm is the most suitable for the assignment, and a methodology on how they will approach and complete the assignment.
- Institutional profile, with at least three institutional references.
- Individual CV of experts that the institution will nominate to conducting the evaluation; indicating all experience from similar projects, as well as the contact details (email and telephone number);
- Financial proposal

#### **XV. CRITERIA FOR SELECTING THE BEST OFFER**

A successful consultancy firm will be selected based on the Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%, broken down as:

- a) Technical Proposal (70%)
  - Expertise of the firm 20%
  - Proposed methodology 50%
  - Personnel 30%
- b) Financial Proposal (30%), to be computed as a ratio of the lowest price among the proposals received by UNDP

#### **XVI. ANNEXURES TO THE TOR**

- a. Template for Technical Proposal
- b. Template for Financial proposal
- c. Request for Proposals

#### **XVII. OFFERS WITH THE REQUIREMENTS LISTED ABOVE TO BE SUBMITTED TO:**

**United Nations Development Programme**  
**The Resident Representative,**  
**REF: GAP ASSESSMENT**  
**United Nations Road**  
**3<sup>rd</sup> Floor UN House**  
**P.O. Box 301**  
**MASERU, LESOTHO**  
**Tel: +266-2222-8127/+266-2222-8106**  
**Email: [ls.procurement@undp.org](mailto:ls.procurement@undp.org)**



MASERU, LESOTHO

Tel: +266-2222-8127/+266-2222-8106

Email: [ls.procurement@undp.org](mailto:ls.procurement@undp.org)

#### XVIII. APPROVAL

Approved by:

Name: Adv. Mafiroane Motanyane

Designation: NRA Chief Executive Officer

Signature: 

Date: 30/03/2022

Name: Betty Wabunoha

Designation: UNDP Resident Representative

Signature: 

Date: 30/03/2022

