



## Consultancy For Public Sector Investment Programme Prioritisation

### Terms of Reference

Type of Contract	Individual Consultant
Time Commitment:	45 Working Days

#### A. Background

Lesotho is currently implementing the National Strategic Development Plan II (NSDP II) -2018/19-2022/23 and initiating the NSDP III process. The National Strategic Development Plans provide goals and objectives that Lesotho aims for towards attainment of its national development aspirations and Sustainable Development Goals (SDGs). To implement the National Strategic Development Plans and monitor performance, an Investment Programme is developed to operationalize the national plans, i.e., the strategic actions are translated into tangible investment programmes and projects and are packaged into a Public Sector Investment Programme (PSIP). The PSIP is based primarily on infrastructure investment projects to be financed and implemented within a specific plan period. The PSIP is intended to ensure that priorities are aligned to the budget and public expenditure for achievement of development results.

The PSIP is mainly financed through Government revenue resources, loans and grants from Development partners. Due to limited fiscal space for capital spending, financing and implementation of pipeline projects is sequential upon completion of ongoing projects. This requires a clear approach and prioritization criteria to ensure that the selected projects in a cycle are responsive to development needs and deliver the desired development results. However, there is no clear criteria for selection of pipeline projects and there are insufficient guidelines on the financing modalities of these projects. Prioritisation of the capital projects would help determine and guide the government investment decisions to maximise potential development results and value addition. It would also help balance the volume of projects that can be implemented, without compromising quality, given the capability of the government.

The government of Lesotho has institutionalized the PSIP selection and prioritization process by establishing the Public Sector Investment Committee (PSIC). The PSIC is mandated to screen, approve, and prioritize public sector projects based on the PSIP appraisal guidelines to ensure alignment of public expenditure to development needs of the country. The PSIC was established by Cabinet as highest administrative authority for the appraisal of projects for inclusion in the Capital Estimates and the Public Sector Investment Programme (PSIP). The PSIC is currently

chaired by the PS, Ministry of Development Planning (MDP), and co-chaired by the PS, Ministry of Finance (MoF). Membership consists of senior management representatives of twelve Ministries, including MDP, MoF and ten Line Ministries. This committee has limited technical capacities to develop and implement necessary tools to guide prioritisation and appraisal of submitted projects, resulting in an extensive PSIP and compromising the list of projects proposed for government budget financing (World Bank, 2018).

It is against this background that the Government of Lesotho through the Ministry of Development Planning would like to engage an individual consultant to develop criteria-based index to guide prioritisation and selection of projects for the PSIP (for ongoing and pipeline projects). The Consultant will also build the capacity of the PSIC for application to enhance the internal screening and prioritisation processes and ensure alignment in budgeting and planning processes. This will complement the existing manuals and templates for submission of proposals to the PSIC.

## **B. Objectives**

The overall objective of this assignment is to develop national capacity on public investment prioritization to facilitate establishment of a responsive and NSDP-aligned PSIP and enable accelerated achievement of the national priorities and the Sustainable Development Goals (SDGs). Specific objectives are as follows:

1. Assess and redefine the PSIP process for delivery of the medium-term national priorities, to ensure effective mechanisms for appraisal and quality assurance of submitted proposals and alignment to national planning and financing objectives (MTEF, NSDP and SDGs).
2. Provide training to Public Sector Investment Committee (PSIC) and the Secretariat on the PSIP development and prioritization.
3. Provide a technical support to the PCM team in continuing to update prioritised PSIP.

## **C. Scope of work**

The Public Sector Investment Expert is expected to deliver the following:

1. Assess and redefine the PSIP process for delivery of the medium-term national priorities, to ensure effective mechanisms for appraisal and quality assurance of submitted proposals and alignment to national planning and financing objectives (MTEF, NSDP and SDGs).
  - Review the existing templates for submission of the proposals from the line ministries and partners, and update to ensure quality of proposals.
  - Develop simple and easy project appraisal manuals based on the international best practices for selection and prioritization processes.
  - Develop a project appraisal criterion that includes a weighted criteria-based index that will enable prioritising public sector projects into PSIP.
  - Determine opportunities and requisite attributes for mobilising non-state resources and investments for financing the PSIP and integrate in relevant tools and manuals
  - Propose structure and composition of the PSIC membership for improved

efficiency to perform the PSIC mandate.

2. Provide training to Public Sector Investment Committee (PSIC) and the Secretariat on the PSIP development and prioritization.
  - Conduct a needs assessment to inform focus and structure of the training programme.
  - Develop training programme and appropriate tools for PSIC capacity building on PSIP development and projects appraisal
  - Develop and train PCM on the tools to aid for the dissemination of the PSIP
3. Prepare a detailed workshop report and action plan for further implementing and maintaining the PSIP.

#### **D. Expected Outputs and Deliverables**

The schedule of outputs is expected to be as follows:

<b>Expected Output</b>	<b>Duration</b>	<b>Target Dates</b>	<b>Responsible for review</b>
1. Inception report (Proposed methodology and timelines)	5 days	4 <sup>th</sup> November 2022	Ministry of Development Planning (PCM) / UNDP
2. A brief assessment report on the national processes for appraisal and prioritisation of the PSIP and recommendation on composition and financing options, with: <ul style="list-style-type: none"> <li>• Revised project proposal templates and manuals</li> <li>• Project appraisal guidance tool and a weighted index</li> </ul>	20 days	9 <sup>th</sup> December 2022	Ministry of Development Planning (PCM) / UNDP
3. Needs Assessment and training Program	10 days	23 <sup>rd</sup> December 2022	Ministry of Development Planning (PCM) / UNDP
4. Capacity building for PSIC on PSIP development and projects appraisal	5 days	9 <sup>th</sup> -13 <sup>th</sup> January 2023	Ministry of Development Planning (PCM) / UNDP
5. Final Report	5 days	20 <sup>th</sup> January 2023	Ministry of Development Planning (PCM) / UNDP

## **E. Institutional Arrangements**

- The consultant will be engaged by UNDP and directly responsible to the UNDP Deputy Resident Representative.
- The consultant will work under direct supervision of the NSDP III Coordinator (Ministry of Development Planning) to deliver this assignment.
- The consultant will liaise with relevant UNDP Programme Officer and designated officers in the Ministry of Development Planning, Department of Project Cycle Management to ensure delivery of quality results.
- The consultant shall develop protocols and mechanisms for managing inclusive stakeholder participation.
- Payment will be made on submission of satisfactory outputs required in this assignment
- The consultant should have own computer and facilitate own access to internet, transport and organize own logistical arrangements as necessary.

## **F. Duration of the Work and Duty Station**

- The assignment will require 45 working days during the months of November 2022 – January 2023.
- The assignment will be carried out both physically and on virtual platforms.

## **G. Qualifications and Experience**

### **Qualifications:**

#### **Education:**

- Advanced university degree in Development Economics, Project management

#### **Professional Experience:**

- At least ten years in the field of economic Development
- Demonstrated experience conducting similar assessments
- Demonstrated knowledge of Lesotho development issues particularly related to the private sector
- Should have proven track record supported by references.

#### **Competencies:**

- Excellent communication skills and ability to engage stakeholders in different capacities
- Focused and results oriented.
- Strong organizational skills.

- Ability to work independently, produce high quality outputs.
- Proficient in the use of all Word Office programs, incl. PowerPoint, and proficiency with other learning management systems.
- Demonstrated ability to meet deadlines and work under pressure.

#### H. Scope of Bid Price and Schedule of Payments

The financial proposal should be presented as a Lump Sum Amount – representative of payments closely linked to deliverables.

- The lump sum amount must be “all-inclusive”; and provide a breakdown consistent to the project deliverables
- The contract price is fixed regardless of changes in the cost of components

Payments will be scheduled as follows:

Expected Output	% Payment	Due Date	Review and Approvals
6. Inception report (Proposed methodology and timelines)	10%	4 <sup>th</sup> November 2022	Ministry of Development Planning (PCM) / UNDP
7. A brief assessment report on the national processes for appraisal and prioritisation of the PSIP and recommendation on composition and financing options, with: <ul style="list-style-type: none"> <li>• Revised project proposal templates and manuals</li> <li>• Project appraisal guidance tool and a weighted index</li> </ul>	50%	9 <sup>th</sup> December 2022	Ministry of Development Planning (PCM) / UNDP
8. Capacity building for PSIC on PSIP prioritization and project appraisal Final Report	40%	20 <sup>th</sup> January 2023	Ministry of Development Planning (PCM) / UNDP

#### I. Recommended Presentation of Offer

- Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP.
- **Personal CV or P11**, indicating all experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references.

- **Brief description** of why the individual considers him/herself as the most suitable for the assignment, and a methodology, on how they will approach and complete the assignment.
- **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

#### J. Criteria for Selection of the Best Offer

A successful Consultant 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%. The criteria for scoring will be guided by the following:

Criteria for technical evaluation	Ranking
Academic Qualification	30%
Professional Experience:	40%
<ul style="list-style-type: none"> <li>• At least ten years in the field of economic Development</li> </ul>	(10%)
<ul style="list-style-type: none"> <li>• Demonstrated experience conducting similar assessments</li> </ul>	(20%)
<ul style="list-style-type: none"> <li>• Demonstrated knowledge of Lesotho development issues particularly related to the private sector</li> </ul>	(10%)
Methodology and Technical Proposal	30%
<b>Total</b>	<b>100%</b>

#### K. Annexes to the TOR

- Letter of confirmation interest and availability template
- P11 template

#### L. Submissions

Interested offerors may submit their applications to:

**REF: Consultancy For Public Sector Investment Programme Prioritisation**

Ms Betty Wabunoha

UNDP Resident Representative

Electronic submissions must be sent to: [ls.procurement@undp.org](mailto:ls.procurement@undp.org).

**M. Approval**

This TOR is approved by:

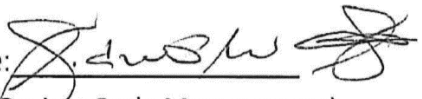
Name: Ms Nessie Golakai

Signature:   
Deputy Resident Representative

Date of signing: 15-Sep-2022

Prepared by:

Name: Mr Mothobi Letooane

Signature:   
Director (Project Cycle Management)

Date of signing: 19/09/2022