Terms of Reference (TOR)

Terms of Reference for developing a system of Feedback and Grievance Redress Mechanism (GRM) for integrated watershed management for improved agro-pastoral livelihoods in the Sebapala sub-catchment project.
A BACKGROUND

The Ministry of Forestry, Range and Soil Conservation is implementing a four-year Integrated Watershed Management for Improved Agro-Pastoral Livelihoods in the Sebapala Sub-Catchment Project in Quthing District. The long-term goal of Integrated Watershed Management for improved agro-pastoral livelihoods in the Sebapala sub-catchment project is to safeguard the ecological functionality and biological productivity of the Sebapala Watershed, and ensure that the people in this watershed benefit from the conservation, use and sustainable management of land and water resources. This is to be achieved by adopting an integrated catchment management approach that creates the conditions for land- and water-resource users, managers and decision-makers to plan and work together to restore, reduce, and avoid land degradation in the Sebapala Watershed, through uptake of Sustainable Land and Water Management (SLWM) practices. Because the solutions to the problems of land degradation and low land productivity are many and complex, they can only be effectively addressed when implemented in the context of a holistic framework, such as the integrated catchment or watershed planning approach.

The objective of the project is to mainstream sustainable rangeland management and restoration into the use of watersheds to combat land degradation, enhance the flow of agro-ecosystem goods and services, and improve the livelihoods of agro-pastoral communities in the Sebapala Watershed in the Lower Senqu Basin. Its strategy for delivering on this objective will be to strengthen conditions (plans, institutional capacity, practical skills, demonstration projects, knowledge management and M&E systems and gender mainstreaming) for enabling the uptake of sustainable and integrated management in the Sebapala Watershed. The project strategy is centred on an Integrated Catchment Management approach to put in place plans, systems and capacities to catalyse and sustain the integrated landscape management practices required to shift the Sebapala Watershed and Sub-catchment towards land degradation neutrality. Under this approach, stable institutional arrangements for watershed-governance will be put in place. To enable meaningful collaboration between resources user groups and to effectively champion the adoption of IWM measures, Sebapala project must embrace ICM as an approach for addressing degradation of land and water resources including necessary governance structures.

During implementation of projects, it is not uncommon that unexpected externalities occur that may have unpleasant effects on stakeholders. For all UNDP-supported projects, it is important to have in place accountability Mechanism e.g. grievance mechanism framework. As a primary tool to raise and address project-related grievances during operations in the project area, grievance mechanism frameworks are intended to provide as much as possible a site specific analytical and logistical support to project stakeholders.
B CONSULTANT TASKS

➢ To develop a feedback and grievance redress mechanism (a set of arrangements that enable local communities and other affected stakeholders to raise grievances and receive redress when they perceive a negative impact) aimed at settling grievances of the resource users and stakeholders at the project site in shortest possible time and at lowest possible level of authority.

➢ Identify and assess existing formal and informal grievance redress mechanisms (GRM) feedback at local and national level.

➢ Identify potential grievances and conflicts that may arise resulting from the project.

➢ Identify current institutional strengths and capacity gaps for grievance resolution.

➢ Analyze the issues/concerns/grievances in the project context and advise on policy compliance.

➢ Develop a framework for the feedback and grievance redress mechanism, including a plan for building on strengths and closing the gaps.

➢ Conduct/organize consultations and stakeholder workshops to present the findings, observations and key recommendations for ensuring that key decision-makers across all sectors at District and Community Council level and other relevant role players are fully briefed on GRM.

➢ Advise on possible solutions and best practices

➢ Establish a grievance repository to inform subsequent plans and draw experiences and good practices to foster the generation of further knowledge.

➢ Propose a plan to continuously improve GRM and communicate the final GRM to stakeholders.

➢ Organize and conduct training of trainers’ workshop on establishment, implementation and monitoring of GRM.

➢ Develop a detailed phased implementation plan that includes: (i) institutional arrangements for governance, collaboration and monitoring; (ii) a detailed monitoring and evaluation framework; (iii) a financing strategy and sustainability plan.

The plan should clarify roles and responsibilities, operating procedures, protocols for reporting and communication.

➢ Produce a simple and user-friendly operational manual/tool kit as reference material to ensure sustainability beyond the project life.
## EXPECTED OUTPUTS

The following are the expected assignment deliverables.

<table>
<thead>
<tr>
<th>Deliverables/Outputs</th>
<th>Estimated Duration to Complete</th>
<th>Project Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Approved inception report and presentation of inception report</td>
<td>2 weeks after signing of the contract</td>
<td>2</td>
</tr>
<tr>
<td>2 A first draft of the feedback and grievance redress mechanism and costed implementation plan</td>
<td>4 weeks after approval of inception report</td>
<td>2</td>
</tr>
<tr>
<td>3 Stakeholder workshops to present and grievance redress mechanism framework.</td>
<td>A week after concluding first draft</td>
<td>2</td>
</tr>
<tr>
<td>4 Grievance repository</td>
<td>Part of the report</td>
<td>2, 3&amp;4</td>
</tr>
<tr>
<td>5 Monitoring and evaluation plan</td>
<td>Part of the report</td>
<td>2, 3&amp;4</td>
</tr>
<tr>
<td>6 A final version of the feedback and grievance redress mechanism and costed Action Plan, incorporating comments on the first draft.</td>
<td>2 weeks after stakeholders’ workshop</td>
<td>2&amp;3</td>
</tr>
<tr>
<td>7 Approved operational manual/tool kit</td>
<td>2 weeks before training session</td>
<td>2&amp;3</td>
</tr>
<tr>
<td>8 Capacity/training to implementing staff regarding implementation and maintenance of grievance and mechanism framework.</td>
<td>4 weeks after finalization of the strategy</td>
<td>2&amp;3</td>
</tr>
<tr>
<td>9 Financial strategy, sustainability plan and a detailed monitoring and evaluation framework</td>
<td>Be part of the report submission</td>
<td>2&amp;3</td>
</tr>
<tr>
<td>10 Interim progress briefs on the status of the assignment</td>
<td>To be agreed upon with the supervisor</td>
<td>2,3&amp;4</td>
</tr>
<tr>
<td>11 Approved, comprehensive and fully referenced report. The report must contain an in-depth analysis of the issues described in the objectives and should include clear, implementable and verifiable information on the feasibility, resource requirements and implementation time of the recommended measures.</td>
<td>3 weeks before contract expiry</td>
<td>4</td>
</tr>
</tbody>
</table>
D  INSTITUTIONAL ARRANGEMENT

- The service provider/consultant/institution will be engaged by FRSC and will report to and work under direct supervision of the appointed officer.
- PS-FRSC will be overseeing the design and implementation of this assignment.

E.  DURATION OF THE WORK AND DUTY STATION

This assignment is expected to run through the life of a project and renewal will be based on performance. The first engagement will last for 20 days spread over a period of a year, starting from July 2023. The service provider/consultant/expert/specialist will work from home and will agree with the project leader for reporting and in person engagement.

F.  SCOPE OF BID PRICE AND SCHEDULE OF PAYMENTS

a) The contract price will be fixed output-based price regardless of extension of the herein specified duration of the assignment.

b). Payment will be disbursed through a bank transfer upon a satisfactory report based on the completion and acceptance of the deliverables.

c) 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.

- Provision of a copy of Tax Clearance before the signing of the contract is mandatory.
Payments scheduled of deliverables

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Payment (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivery and acceptance of the concept note paper and approved Inception Report</td>
<td>20</td>
</tr>
<tr>
<td>Stakeholder workshops to present and grievance redress mechanism framework and a first draft of the feedback and grievance redress mechanism and costed implementation plan</td>
<td>20</td>
</tr>
<tr>
<td>A final version of the feedback and grievance redress mechanism and costed Action Plan, incorporating comments on the first draft as well as a monitoring plan</td>
<td>30</td>
</tr>
<tr>
<td>Approve operational Tool KIT</td>
<td>10</td>
</tr>
<tr>
<td>Delivery, acceptance and approval of the final draft report</td>
<td>20</td>
</tr>
</tbody>
</table>

G CRITERIA FOR SELECTION OF THE BEST OFFER

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)

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

H CONFIDENTIALITY AND PROPRIETARY INTERESTS

The 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 the Ministry.
I. LANGUAGE
The report should be written in English, however, the consultations may be conducted in Sesotho depending on the target group. Fluency of other language e.g. Sephuthi, Sexhosa is an advantage.

J. QUALIFICATIONS AND EXPERIENCE
Education:
Postgraduate (Masters or PhD) university degree in relevant social sciences or related field. The expert/ Service provider/Consultant interested in this assignment should be reputable and have experience in natural resources management, ecology, community development, sustainable rural development, policy matters issues as well as extensive use of data.

Work Experience:
✓ At least 10 years experiences with demonstrable knowledge and exposure in grievance and redress matters.
✓ Deep understanding and knowledge of the general social, economic and political environment in the rural setting.
✓ A minimum of five (5) years’ experience conducting large surveys and/or research.
✓ Experience in working with the Government ministries, NGOs and development agencies is an added advantage.
✓ Proven report writing skill
✓ Fluency in Sesotho and English. Ability to communicate in local language fluently is essential.
✓ Knowledge of Sustainable Land and water Management issues in Lesotho, and experience working with stakeholders in different sectors, including chiefs, community councils, CBOs, communities, farmers, farmer groups and associations
✓ Knowledge of MS Windows and MS Office etc
✓ Must have understanding and experience in gender issues and women’s empowerment in natural resources management

Skills
1. Sensitivity to other’s point of view.
2. Strong researching, analysing, negotiation, facilitation, consultation, mediation, adjudication and arbitration.
3. Ability to run/facilitate effective meetings and group discussions to lead decision-making processes.
4. Developing GMR tools and options.

Competencies
1. Teamwork
2. Respecting and promoting individual and cultural differences
3. Communication
4. Producing results

Additional information
1. Interested candidates must submit the following:
   • CV
   • Example of previous works
2. Only candidates under serious consideration will be contacted;
3. If your candidature is retained for an interview, you will be required to provide, original copy of the degree(s)/diploma(s)/certificate(s) relevant for this assignment.

K. RECOMMENDED PRESENTATION OF PROPOSAL
Interested candidates must submit the following:

- Detailed technical Proposal (Separate envelope)
- A signed letter of interest stating why you are eligible for the assignment.
- Signed Individual CV of service provider/consultant/expert/s identified to lead the assignment including a summary of similar assignments undertaken previously indication areas of responsibility and contact details (email and telephone number)
- Provide us with the original copy of the technical proposal and four (4) copies of this technical proposal.
- On a separate envelope, submit financial proposal (Detailed budget including professional fee (in Maluti or USD).
- Both technical and financial proposals will be submitted in one envelope labelled: Grievance Redress Mechanism (GRM) expert/Consultant/Service provider
- The contract price is fixed regardless of changes in the cost components

L. MANDATORY DOCUMENTS
- Signed application letter
- Signed CV together with supporting educational certificates

M. CRITERIA FOR SELECTION OF THE BEST OFFER
Only applications submitted before or by the deadline will be considered. 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.

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

A successful Service provider/consultant/entity will be selected based on the Combined Scoring method – where the technical proposal will be weighted; 70 points, and financial criteria will be weighted; 30 points, broken down as:
EVALUATION SHEET FOR FEEDBACK AND GRIEVANCE REDRESS MECHANISM (GRM)

<table>
<thead>
<tr>
<th>Item</th>
<th>Criteria, Sub criteria and points system for the evaluation of Technical Proposals are 70 Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>(i) Specific experience of the Consultant relevant to the assignment 30</td>
</tr>
<tr>
<td></td>
<td>(ii) Adequacy of the proposed methodology and work plan in responding to the terms of reference:</td>
</tr>
<tr>
<td></td>
<td>(a) Technical approach and methodology 25</td>
</tr>
<tr>
<td></td>
<td>(b) Work plan 15</td>
</tr>
<tr>
<td>2.</td>
<td>(iii) Key professional qualifications and competence for the assignment</td>
</tr>
<tr>
<td></td>
<td>(a) Team leader 25</td>
</tr>
<tr>
<td></td>
<td>(iv) For application of Basotho Margin of preference - 5</td>
</tr>
<tr>
<td></td>
<td>Total 100</td>
</tr>
</tbody>
</table>

The minimum technical score required to pass is **70**. ONLY Financial proposal of Consultants who have scored 70 points and above will be opened.

1.1 The formula for determining the financial score is the **Lowest Responsive Proposal** (30 points)

**M CONSULTANT TERMS**

This consultancy is homebased. All products resulting in this contractual arrangement are the exclusive property of Sebapala Project.

**N.** There will be a **Pre – Bid meeting** on the 01st November, 2023 at 10.00 am. Venue: 7th floor Post Office Building, Boardroom.

**O.** Any additional documents in relation to Sebapala will be obtained at the following address upon request, ratseler@gmail.com.

**P. SUBMISSIONS OF APPLICATIONS**

Interested offerors may submit their applications in the Tender box on the 7th floor, Post Office Building at 10:00 am on the 16th November, 2023. The respective opening will resume at 10:30 am on the same day.