MINISTRY OF DEFENCE, NATIONAL SECURITY AND ENVIRONMENT

INTEGRATED WATERSHED MANAGEMENT FOR IMPROVED AGRO-PASTORAL LIVELIHOODS IN THE SEBAPALA SUB-CATCHMENT

Terms of Reference (TOR)

INDIVIDUAL CONTRACT: COMMUNICATION AND KNOWLEDGE MANAGEMENT CONSULTANT/SPECIALIST/EXPERT/SERVICE PROVIDER
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.

Output 4.2 (Knowledge management system to facilitate participatory M&E, ongoing learning and adaptive management in the watershed and nationally, with active participation of key project stakeholders and project partners) under Outcome 4 of the project (Lessons learned by the project through gender mainstreaming and participatory M&E are used to promote SLWM in the wider catchment and nationally) covers activities that fall into three main areas: (i) Communications and Advocacy; (ii) Knowledge networking and management; and, (iii) Monitoring and Evaluation.

Communications and Advocacy; Knowledge networking and management entails development of The Communications Strategy and Knowledge Management Framework. These should include strategic objectives, costed-out activities, roles, responsibilities, timeframes, workflows and institutional linkages
to coordinate communications and knowledge management. These will enable the project and its stakeholders to: (i) raise awareness through an effective community-led advocacy campaign, supported by appropriate awareness-raising materials; (ii) develop and share communications pieces and knowledge products targeting different audiences (decision-makers, project partners, practitioners, community stakeholders), and using multiple formats and media; (iii) engage in local, national and regional IWM knowledge-sharing events and communities of practice, ensuring that lessons learnt in the Sepabala Watershed feed into IWM programmes being implemented elsewhere, and that lessons from other projects are used in adaptive management of the Sepabala IWM project; (iv) collate, organize and make available all information relevant to the project – through a dedicated webpage linked to the MFRSC website and with links to other websites e.g. MoW, MAFS, and UNDP. Also, all relevant project documentation should also be uploaded to the UNDP PIMS+ website.

The successful implementation of the project will depend heavily on effective communication and coordination among the multiple project stakeholders, and the implementation of mechanisms to ensure their participation. At the local level, the most relevant stakeholders are community leaders (Chiefs and headmen) and community groups (e.g. grazing associations, herders association, traditional healers, custodians, harvesters and users of natural resources), including women’s groups, and their members. These stakeholders are the primary beneficiaries of the project. They will work as key agents of change in the landscape through active involvement in the key project activities such as IWM action-planning, rangeland rehabilitation, adoption of climate smart agriculture practices, bringing cultivated lands under sustainable land management and conserving soil and water to improve land productivity.

Activities under this output will include development of the participatory Monitoring and Evaluation Framework to incorporate any amendments that may be necessary based on data or issues emerging from the IWM planning process, and any refinement of the gender mainstreaming indicators. Progress should be tracked against the M&E framework quarterly, with results entered a spreadsheet that will be updated by the Project Manager, with inputs from the Technical Advisor. Development of a Communications strategy and Knowledge Management Framework for the project should be led by the Communications Support Consultant, working in close association with the PMU, communications counterparts in the MFRSC (and other relevant agencies), and key project stakeholders.

Preparation and dissemination of communications pieces and knowledge products targeting different audiences (decision-makers, project partners, aligned programmes, community stakeholders); the products should include policy briefs, technical reports, best-practice case studies for release via various knowledge platforms, social media releases (which could include Facebook and Instagram, with postings released via UNDP platforms) , YouTube video clips that can be accessed on mobile phones, radio interviews, articles in the printed media.

The objective of this assignment is to:

- Develop the project advocacy and communications strategy and Knowledge Management Framework aimed to increase awareness and knowledge about the project
- Develop a costed implementation plan for the advocacy and communication strategy.
- Design communication materials targeting different audiences as identified in the strategy.
- To support the project in establishing a foundation for knowledge management and experience sharing within the project area and beyond. The consultant will prepare a package of knowledge products for publishing and disseminating.
B \textbf{ASSIGNMENT TASKS}\hfill

The Consultant will perform tasks under the direct supervision of the PM with the support of Information Office, while the PS will oversee the whole assignment. The specific tasks of this assignment include:

1. Conduct a desk review of available documents to inform development of the communication strategy. The review should be in line with National Communication strategies.

2. Develop a communication strategy for the project to enhance the awareness, understanding, and knowledge of the public, key stakeholders in the government, private sector, civil society, etc. at the national and local levels.

3. Specify appropriate communication channels and dissemination methods to effectively communicate key messages to specific stakeholders.

4. Design a standard publication layout and guidelines for all project communication products.

5. Conceptualize, design, and develop Information, Education and Communication (IEC) materials on project issues with appropriate and relevant messages tailored for key stakeholders using various formats such as text, graphics, imageries, infographics, video, printed materials, etc.

6. Develop a costed annual implementation plan for advocacy and communication strategy.

7. Update and upload Ministry’s website with project IEC materials and relevant information.

8. Develop a knowledge management and sharing strategy and action plan for the project. The strategy will define the different groups to be reached, the key topics to be addressed, the channels to use, and the products to be developed.

9. Produce, package, publish and disseminate at least 8 knowledge products (in English and Sesotho) that captures the knowledge of knowledge holders and responds to the needs of knowledge seekers. Products can include briefs, factsheets, how-to guides, lessons learned publications, testimonials, podcasts, videos, etc. Preparation will require background research, reviewing and synthesizing documents, as well as conducting and capturing interviews, among others.

10. Organize, support and guide knowledge sharing and learning events (face to face and virtual) for various audiences.

11. 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.

12. Provide capacity/training for implementing staff regarding implementation and maintenance of the advocacy and communications strategy and Knowledge Management Framework to ensure effective monitoring.

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

C. \textbf{EXPECTED OUTPUTS}\hfill

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></td>
<td>Activity</td>
<td>Timeline</td>
</tr>
<tr>
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</tr>
<tr>
<td>2</td>
<td>A first draft of the advocacy and communication Strategy, knowledge management framework and costed implementation plan</td>
<td>4 weeks after approval of inception report</td>
</tr>
<tr>
<td>3</td>
<td>Stakeholder workshops to present advocacy, communication strategy and knowledge management framework.</td>
<td>Within a week after concluding first draft</td>
</tr>
<tr>
<td>4</td>
<td>A final version of the advocacy, communication strategy, knowledge management framework and costed Action Plan, incorporating comments on the first draft.</td>
<td>2 weeks after stakeholders’ workshop</td>
</tr>
<tr>
<td>5</td>
<td>Approved advocacy, communication, and knowledge management operational manual/tool kit</td>
<td>2 weeks before training session</td>
</tr>
<tr>
<td>6</td>
<td>Capacity/training to implementing staff regarding implementation and maintenance of the advocacy and communications strategy and Knowledge Management Framework</td>
<td>4 weeks after finalization of the strategy</td>
</tr>
<tr>
<td>7</td>
<td>Approved IEC materials for various audience</td>
<td>To be guided by the framework</td>
</tr>
<tr>
<td>8</td>
<td>A package of knowledge products for publishing and disseminating</td>
<td>To be determined by the project (at least 4 by Midterm)</td>
</tr>
<tr>
<td>9</td>
<td>Final financial strategy, sustainability plan and a detailed monitoring and evaluation framework</td>
<td>Be part of the report submission</td>
</tr>
<tr>
<td>10</td>
<td>Interim progress briefs on the status of the assignment</td>
<td>Monthly</td>
</tr>
<tr>
<td>11</td>
<td>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>4 weeks before contract expiry</td>
</tr>
</tbody>
</table>

### D. INSTITUTIONAL ARRANGEMENT

- The service provider/consultant/expert/specialist will be engaged by the Ministry and will report to and work under direct supervision of the PM with support of technical office.
- PS 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.

<table>
<thead>
<tr>
<th>Deliverables/Outputs</th>
<th>Payment Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved inception report and presentation of inception report</td>
<td>20%</td>
</tr>
<tr>
<td>A final version of the advocacy, Communication Strategy, knowledge management framework and costed Action Plan, incorporating comments on the first draft.</td>
<td>20%</td>
</tr>
<tr>
<td>Approved advocacy, communication and knowledge management operational manual/tool kit and training.</td>
<td>20%</td>
</tr>
<tr>
<td>Approved IEC materials for various audience, knowledge management products.</td>
<td>10%</td>
</tr>
<tr>
<td>Delivery, acceptance, and approval of a comprehensive and fully referenced report.</td>
<td>30%</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: 70 points
* Financial Criteria weight: 30 points

Only candidates obtaining a minimum of 70 points in the technical evaluation would be considered for the Financial Evaluation as per the set evaluation criteria.
H. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The Service provider/Consultant/expert 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, Xhosa is an added advantage.

J. QUALIFICATIONS AND EXPERIENCE

Education

Postgraduate degree in Knowledge Management, Communications, Public Relations or related disciplines (e.g. International Relations, Public Affairs, Marketing, Economics, Development Studies).

Required Work Experience:

The service provider/expert/consultant (s) should have:

- Demonstrable prior experience in developing a communication strategy or similar assignment, ideally in the development context.
- Good understanding of Integrated Watershed Management, Sustainable Land and Water Management and natural resources management issues.
- At least five (5) years of progressively advanced relevant working experience in strategic communications, public advocacy, which must include developing communications and advocacy strategies at the global, regional, or national level.
- Relevant experience in working on similar assignments with government and/or international organizations.
- Experience in producing good communication and advocacy materials for use by clients.
- Fluency in English and Sesotho.
- Solid understanding of knowledge management principles, practices, tools, and products.
- Experience in designing, planning, and implementing knowledge-related initiatives, coordinating/collaborating with other teams and executing/facilitating programs and events involving knowledge management or learning.
- Prior experience with M&E in development is an advantage.
- Proven writing, editing and language skills, and an ability to convey complex ideas in a concise, clear, direct, and lively style.
- Strong organizational and interpersonal skills, ability to meet deadlines and to manage multiple tasks effectively and efficiently, ability to take initiative and be innovative.
- Working knowledge of relevant computer software such as MS Office, WordPress, Adobe InDesign/Illustrator/Photoshop, electronic mail procedures.
- A minimum of five (5) years’ experience conducting large surveys and/or research
• Must have understanding and experience in gender mainstreaming, gender equality and women’s empowerment in natural resources management.

Skills
• Strong Researching, analysing, and evaluating issues/situations.
• Ability to run effective meetings and facilitate group discussions to lead decision-making processes.
• Developing tools and options

Competencies
• Teamwork
• Respecting and promoting individual and cultural differences.
• Excellent communication
• Producing results

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: Communication and Knowledge Management Consultant 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:** Communication and Knowledge Management Consultant expert/Consultant/Service provider

<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>
</table>
| 1.   | (i) Specific experience of the Consultant relevant to the assignment 30  
      (ii) Adequacy of the proposed methodology and work plan in responding to the terms of reference:  
      (a) Technical approach and methodology 25  
      (b) Work plan 15  
      2. (iii) Key professional qualifications and competence for the assignment  
      (a) Team leader 25  
      (iv) For application of Basotho Margin of preference - 5 |

**Total**  
100

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.
SUBMISSIONS OF APPLICATIONS

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