



## SUSTAINABLE AND INCLUSIVE ECONOMIC GROWTH PROGRAMME

### TERMS OF REFERENCE:

#### CONSULTANCY FOR UNDERTAKING A THEMATIC EVALUATION ON ROLE AND CONTRIBUTION OF UNDP TO CREATING INCLUSIVE EMPLOYMENT IN LESOTHO

<b>Type of contract:</b>	Individual contract
<b>Language required:</b>	English
<b>Date of commencement:</b>	1 June 2022
<b>Duration:</b>	30 days
<b>Duty Station:</b>	Maseru, Lesotho

### 1. Background and context

UNDP is the UN global development network, advocating for change and connecting countries to knowledge, experience, and resources to empower and help people build a better life. It works with individual countries on their own solutions to global and national development challenges. The UNDP Country Programme for Lesotho (2019 – 2023), is based on UNDAF (2019–2023), as a UN common vision, planning, and implementation instrument on how the UN system can support the national needs and priorities as described in Vision 2020 and the National Strategic Development Plan 2019 – 2023 (NSDP II). The programme is also aligned to the UNDP Strategic Plan (2017-2021). The Programme comprises three pillars: (i) Governance, Accountability, Social Cohesion and Stability; (ii) Sustainable and Inclusive Economic Growth (SIEG) and (iii) Environmental Sustainability, Climate Change and Resilience.

The NSDP II gives priority to development of internal capacities, partnerships, and strategies for development of a sustainable and inclusive economic growth, poverty reduction and empowerment of citizens to encourage economic participation and civic engagement. The paramount objectives for the NSDP are private sector – led inclusive economic growth and employment, with focus on four-economic sector, viz. manufacturing, tourism, technology, and agriculture. Poverty and unemployment in Lesotho remain high, at adversely affecting people in the rural areas, women, and youth. Evidence suggests that that the impact of covid-19 has further decimated employment and livelihoods, in key productive sector, due to changes in global demand and market dynamics. The government is the primary formal employer, while the majority semi-skilled and unskilled laborers are found in the informal sector, particularly in agriculture. Feedback from the NSDP II midterm review has confirmed relevance of the employment objective, that is anchored on economic transformation and innovation, in the immediate to long term in Lesotho, to address the pervasive vulnerability and poverty.

In context of the Lesotho's development challenges and priorities set out by the NSDP II, creating employment and job opportunities is critical, with focus on the youth and women, who are largely marginalized in opportunities for economic and social development. The SIEG pillar was designed to enable UNDP to strengthen capacities of private and public sector stakeholders to create decent and sustainable jobs, promote economic diversity, facilitate increased economic participation using innovative and technological interventions, collaborative, and informative stakeholder policy-shaping platforms and technical support and development. UNDP has adopted an integrated approach to promote employment creation through collaboration, coordination, and capacity building, working with national stakeholder in government, private sector, and development partners, including UN agencies.

In line with the UNDP Lesotho CPD Evaluation Plan (2019 – 2023), UNDP will commission a thematic evaluation under the Sustainable and Inclusive Economic Growth pillar, aimed at assessing the role and contribution of UNDP in creating inclusive employment opportunities in Lesotho during the period from 2019 - 2021. This will be done through an independent consultant, and with participation from the national stakeholders, partners from government, civil society, private sector and academia, as well as beneficiaries of UNDP's programmes and projects.

## 2. Evaluation purpose, scope and objectives

UNDP conducts thematic evaluations to assess UNDP performance in areas that are critical to ensuring sustained contribution to development results. Thematic evaluations focus on one or several crosscutting themes that have significance beyond a particular project or initiative, across several outcomes or results areas in a country. These are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.

The *purpose of the evaluation* is to

The purpose of the thematic evaluation is to:

- Document and analyze UNDP's role and contribution towards the national objectives for employment and empowerment, particularly for youth and women,
- Assess the relevance, effectiveness, and efficiency of UNDP's adopted approaches, implementation strategies and partnerships to achieving outlined objective and programme results
- Assess factors including opportunities and constraints affecting sustainability of UNDP's interventions and outcomes
- Establish lessons learnt and substantiate UNDP's input and direction to the formulation of future strategies, including at programmatic level.
- Provide analysis and recommendation to support greater UNDP accountability to national stakeholders and partners in Lesotho.
- Serve as a means of quality assurance for UNDP interventions at the country level;
- Contribute to learning at corporate, regional, and country levels.

*Scope of the evaluation*

This thematic evaluation will cover the period between 2019 and 2021. It will be conducted from June – July 2022, to provide a strategic direction and inputs to the preparation of the new programming cycle starting from 2024, the country analysis and establish programme niche areas in context of the forthcoming United National Development Sustainable Development Framework (UNSDF).

Through the Sustainable and Inclusive Economic Growth Programme, UNDP has implemented the following projects aimed at contributing to the national objectives for employment creation objectives (project summaries in Annex 1):

- 1) Lesotho Sustainable and Inclusive Economic Growth Project (2019 – 2023)
- 2) Lesotho Supplier Development Programme and Green Value Chains Project (2020 – 2023)
- 3) Lesotho Accelerator Labs (2019 – 2023)
- 4) Enhancing Youth Empowerment for Sustainable Development (EYES) (2019 – 2020)
- 5) Lesotho COVID-19 Response (2020)
- 6) Lesotho Sustainability Support for Trade (2019 – 2022)
- 7) Plastic Life cycle management (2021)

Other projects in the Governance, and the Environment portfolios, will be reviewed to the extent that they are relevant to creating opportunities for employment and empowerment, particularly for youth and gender employment.

#### *Objectives of the Thematic Evaluation*

The objective of this thematic evaluation is to assess the contribution UNDP Lesotho's project and programme to the national objectives for creating inclusive employment in Lesotho, as outlined by the NSDP, to measure the achievements, impact and role played by UNDP across different projects and partnerships and to inform the design, policy, and implementation strategies of future programmes in UNDP.

Specifically, the evaluation is expected to help UNDP to establish the following:

- Extent to which UNDP's programmes and projects, implemented in this period, have contributed to the development objective on employment creation, utilizing data-and evidence informed approaches and mechanisms to ensure creation of opportunities for employment and empowerment, MSME development, inclusive finance, youth and women empowerment, innovations and creativity and private sector development
- The relevance, efficiency, and effectiveness of the programme strategies adopted
- Assess the factors affecting the outcome and its sustainability, including contributing factors and constraints
- Role and effectiveness of partnerships adopted in advancing this objective and in a establishing an enable environment

### 3. Evaluation Criteria and Key Questions

The thematic evaluation will seek to answer the following questions based on the evaluation criteria: relevance, effectiveness, efficiency, sustainability, and partnerships. The consultant is expected to add and refine these questions in consultation with key stakeholders, and as part of the development of the evaluation methodology.

#### a) Relevance

- To what extent is the thematic evaluation addressing the objectives and vision of the Country Programme Document (CPD 2019-2023)? To what extent to which was UNDP's support is relevant to Lesotho's Vision 2020 agenda, NSDP II, UNDAF 2019 – 2023?
- To what extent was the selected implementation methods and strategies appropriate to Lesotho's development context? Were the strategies adopted and the inputs identified,

realistic, appropriate, and adequate for the achievement of the results? Is there any need to change the focus in view of the next programming?

- How relevant was UNDP's support for different partners: government, development partners, civil society, and the private sector?
- To what extent did the programme results contribute to the UNDAF and NSDP II results towards creation of opportunities for sustainable and inclusive employment? To what extent do employment creation and empowerment remain relevant in Lesotho's development objectives? What are the critical considerations for potential future programming in this area?

#### b) Effectiveness

- Extent of UNDP's effectiveness in producing results at the local levels and at the aggregate national level? What evidence is available to corroborate that UNDP has contributed towards creating opportunities and capacities to enable inclusive employment, and targeting youth and women
- Extent to which the methodologies and strategies advanced through UNDP supported programmes have contributed to establishment of sustainable business and/or social enterprises
- Extent to which the partnerships adopted including with government, civil society, private sector, and academia, within the projects and programmes were effective to advance employment creation, what worked and what did not work
- Extent to which UNDP and partners have enabled platforms for dialogue and advocacy for development of inclusive economic policies
- Extent to which UNDP has contributed to capacity building, knowledge creation and collaborative engagement to expand opportunities for employment creation and sustainability
- Extent to which the adopted strategies were effective to influence creation of opportunities to facilitate employment creation, reviewing also the contributing factors and impediments
- Assessment of the capacity and institutional arrangements for the implementation of the UNDP portfolio on sustainable and inclusive growth, in context of the UNDP support to the GoL and within the context of Delivering as One?
- Are programmes effective in responding to the needs of beneficiaries, and what are result achieved?
- Extent to which established coordination mechanisms enabled achievements of programme results and outputs?
- Extent to which stakeholders and partners are knowledgeable and aware of UNDP's programmes and have synergized on similar programmes and projects, and the impact thereof.

#### c) Efficiency

- How much time, resources, capacities and effort it takes to manage the programmes and, including the entire portfolio, and what were the gaps, if any? More specifically, how do UNDP policies, decisions, capabilities, practices, and constraints affect the performance of

the programmes and the portfolio? Has UNDP's strategy in producing the programme outputs been efficient?

- Extent of M&E contribution to achieve the programme thematic and outputs' indicators
- Roles, engagement and coordination among various stakeholders in the inclusive economic growth sector, One UN Programme in project implementation? Were there any overlaps and duplications? Extent of synergies among One UN programming and implementing partners?
- Extent to which synergies between national institutions were effective in enhancing UNDP's programming and implementation including between UNDP and development partners?
- Could a different approach have led to better results? What would be those approaches?
- Extent to which UNDP's programme and project are overlapping or duplicating interventions by other partners or internal programmes

#### d) Sustainability

- Extent to which UNDP established mechanisms ensure sustainability of sustainable and inclusive employment and employment opportunities
- Extent of the viability and effectiveness of partnership strategies in relation to the achievement of the thematic area?
- Provide preliminary recommendations on how the sustainable and inclusive growth portfolio in UNDP can most effectively support the national objectives for employment creation, working with national and local government, non-governmental Organisations, private sector and academic institutions?
- Assess possible areas of partnerships with other national institutions, CSOs, UN Agencies, private sector and development partners in Lesotho?
- Assess how knowledge resources generated through UNDP's support, including studies and available data are used to build the sustainability of the programmes?
- What is the likelihood of continuation and sustainability of the programmes and benefits after the completion of the current program cycle?
- What are the main lessons that have emerged from each programme implementation?

Based on the above analysis, the evaluation consultant is expected to provide overarching conclusions on UNDP's contribution to employment creation objectives, as well as make recommendations for adjustment of the design, implementation strategies, partnership arrangements, resource mobilization strategies, and capacities to ensure effectiveness of support and UNDP's contribution to development objectives in this regard. In addition, the evaluation is expected to offer wider lessons for UNDP support in Lesotho in conjunction with the UN and partners and in context of the forthcoming UN Sustainable Development Cooperation Framework.

#### 4. Methodology

This thematic evaluation will be carried out by an external evaluator and will engage a wide array of stakeholders and beneficiaries, including national and local stakeholders, donors, civil society organizations, private sector, academics and subject-matter experts, private sector representatives and community members. The evaluation will be carried out in accordance with UNEG Evaluations Norms and Standards for Evaluation and OECD/DAG Principles. It must provide evidence-based information that is credible, reliable and useful and must be easily understood by programme partners. Data will be mainly collected from the existing information sources through a comprehensive

desk review that will include the analysis of relevant documents, information, data/statistics, interviews/focused group discussions with partners/stakeholders and triangulation of different studies. The key documents to be considered during the desk review are mentioned in Annex under List of Recommended documents

The evaluation is expected to take a “theory of change” (TOC) approach to determining causal links between the interventions that UNDP supported, and strategies adopted, and observed progress in contribution to the creating inclusive employment in Lesotho, particularly among women and youth. The evaluator may construct a theory of change relating this to the UNDP’s interventions, anticipated results, and capacity development strategies and techniques. The Evaluation should also adopt other approaches and methods likely to yield most reliable and valid feedback to the evaluation questions and scope of the assignment. In consultation with the UNDP, the evaluation team should be able to develop the most appropriate, objective, and feasible methods to address objectives and purpose of the evaluation. It is expected that the evaluation will take into consideration both the qualitative and quantitative approaches, and encompass several methods, including:

- Desk review of relevant documents such as the studies relating to the country context and situation, project documents, progress reports and other evaluation reports
- Discussions with senior management and programme staff
- Interviews and focus group discussions with partners and stakeholders
- Field Visits to selected project sites and partner institutions, considering the geographic location of the participants’ beneficiaries and their involvement in the assessment of programmes results.
- Questionnaires and participatory techniques for gathering and analysis of data
- Consultation and debriefing meetings
- Participatory observation, focus group discussions, rapid appraisal techniques
- Validation workshop including all stakeholders (partners and selected beneficiaries who participated in the programmes)

Data collected should be disaggregated (by sex, age and location) where possible. Data should especially examine the programmes impact in terms of creating equal opportunities for women and men or addressing gender equality and women’s empowerment issues. A design matrix approach relating objectives and/or thematic to indicators, study questions, data required to measure indicators, data sources and collection methods that allow triangulation of data and information is recommended to ensure adequate attention is given to all study objectives. The formulated recommendations should be solution-oriented and as specific as possible.

## 5. Key Deliverables/Evaluation Products

1. *Inception Report*: The inception report which details the evaluator’s understanding of the evaluation and how the evaluation questions will be addressed and to ensure that the evaluator and the stakeholders have a shared understanding of the evaluation. The inception report will include the proposed theory of change on UNDP’s work on inclusive growth, evaluation matrix summarizing the evaluation design, methodology, evaluation questions, key informants, data sources and data collection and analysis tools for each data source, and the measurements by which each question will be evaluated. The evaluators should also propose in the inception report a rating scale to assess the evaluation criteria.
2. *Draft Evaluation Report on the Role and Contribution of UNDP to creating inclusive employment in Lesotho*: to be put forward during pre-validation workshop (30 -50 pages). The report will be reviewed by all stakeholders to ensure that the evaluation meet quality criteria.

Feedback received from these sessions should be considered when preparing the final report. The evaluators will produce an *'audit trail'* indicating whether and how each comment received was addressed in revisions to the final report.

3. *Evaluation Debriefing and validation:* The consultant will be expected to prepare a presentation/summary report on key findings and recommendations, to be used for the evaluation dissemination and the validation session with the implementing partners and key national stakeholders. UNDP will organize a one-day validation session with the national stakeholders and partners.
4. *Final Evaluation Report on the Role and Contribution of UNDP to creating inclusive employment in Lesotho,* integrating feedback voiced during validation workshop should be submitted 5 days after receiving the draft report. The deliverables will be drafted in English.

## 6. Evaluation team and required competencies

The evaluation will be undertaken by one national/local consultant who is knowledgeable and experienced in conducting thematic evaluations and has a strong background on economic policy and management, inclusive finance, MSMEs and private sector development.

### Specific Qualifications

- Hold a master's degree in Economics, development studies, sociology, and other related field, with at least 5 years' experience conducting evaluations or research in related development areas
- Extensive expertise, knowledge, and experience on inclusive economic growth concepts and strategies, women and youth economic empowerment and employment, MSME development, inclusive finance, private sector development
- Have extensive experience of programme design, monitoring and evaluation of development programmes.
- Have experience in evaluating similar programmes.
- A good experience working with UN agencies will be an added advantage.
- Experience in the application and implementation of gender-sensitive programmes as well as human rights-based approaches will be an added advantage.
- Have a strong understanding of the economic and development landscape of Lesotho and the region
- Have a strong communication and writing skills in English. Knowledge of Sesotho would be an asset

## 7. Evaluation Ethics

The evaluation must be carried out in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' and sign the Ethical Code of Conduct for UNDP Evaluations. The evaluator must be free and clear of perceived conflicts of interest. Interested consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of UNDP strategies and programming relating to the outcomes and programmes under review.

The code of conduct and an agreement form to be signed by the contracted consultant is included in Annex 7.

## 8. Management and implementation arrangements

- UNDP will contract the national consultant.



- An Evaluation Committee will be set up, comprised of UNDP staff as well as representatives of implementing partners and partners.
- The consultant is directly responsible to UNDP, under the overall oversight of the UNDP DRR, for quality assurance and to ensure that the evaluation meets the required standards and the UNEG evaluation quality criteria. The consultant will work in liaison with the head of SPU.
- The Consultant will be expected to engage with all relevant partners relevant departments of government, civil society, academia, private sector, media, beneficiaries and development partners including the UN, through interviews, discussions, and consultations
- Briefing and debriefing sessions with UN and the Government officials, and potentially development partners, are envisaged.
- Consultations may be made in person or virtually. When necessary, UNDP will provide operating space for consultations and meetings.

#### 9. Time Frame of the Evaluation process

- The evaluation will be conducted starting in June 1<sup>st</sup>, for an estimated 22 working days.
- Upon signing of the contract, the consultant will be given the necessary working documents for reference and all necessary information.

#### 10. Scope of Price Proposal and Schedule of Payments

The individual consultants shall be paid the consultancy fee upon completion of the following milestones.

- 30% after adoption of the inception reports
- 40% after presentation and approval of the draft reports
- 30% after the approval of the final reports

The consultancy fee instalments will be paid as Lump Sum Amounts inclusive of expenses related to the consultancy. The contract price will be fixed regardless of changes in the cost components.

#### 11. Submission and selection process

Interested candidates should apply by presenting the following documents:

- a) Letter of Confirmation of Interest and Availability using the template provided by UNDP;
- b) Personal CV or P11, indicating all experience from similar evaluations, as well as the contact details (email and telephone number) of the Candidate and at least three
- c) (3) professional references;
- d) Brief description of why the individual considers him/herself as the most suitable for the assignment, and a methodology, if applicable, on how they will approach and complete the assignment.
- e) Financial and Technical Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided.



f) Interested offerors may submit their applications to:

**REF: Consultancy for undertaking a thematic evaluation on the role and contribution of UNDP to creating inclusive employment in Lesotho**

Ms Betty Wabunoha

UNDP Resident Representative

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

## 12. Approval

Name: Ms. Nessie Golakai Gould  
Deputy Resident Representative

Signature: \_\_\_\_\_

DocuSigned by:

*Nessie Golakai*

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Date: 09-May-2022

## 13. TOR Annexes

- Annex 1. [Summary Projects profiles](#)
- Annex 2. [SIEG programme outline](#)
- Annex 3. [Key stakeholders and partners](#)
- Annex 4. [List of documents to be reviewed](#)
- Annex 5. [Evaluation matrix template](#)
- Annex 6. [Evaluation report format](#)
- Annex 7. Code of Conduct and ethics form