



LESOTHO HIGHLANDS DEVELOPMENT AUTHORITY

SOCIAL DEVELOPMENT AND ENVIRONMENT (SDE) DIVISION

TERMS OF REFERENCE FOR A LIVELIHOOD RESTORATION (LR) SPECIALIST

August 2023

1. INTRODUCTION

The Lesotho Highlands Water Project (LHWP) is implemented pursuant to the Treaty between the Government of Lesotho (GOL) and the Republic of South Africa (RSA). The Lesotho Highlands Development Authority (LHDA) is the implementing Authority of the LHWP reporting to the LHDA Board of Directors and the Lesotho Highlands Water Commission (LHWC).

The first phase (Phase 1) of the LHWP that involved construction of Katse and Mohale dams, Matsoku Weir and 'Muela Hydropower Station, tunnels, access roads and bridges is now complete. Phase II of the LHWP is currently on-going and will involve the construction of Polihali dam, a tunnel, access roads, bridges and powerlines and is expected to be completed by 2026.

The LHWP Treaty mandates the LHDA to take reasonable measures to ensure welfare of persons and communities affected by the Project and to maintain the standard of living of the people impacted by the project. In terms of these Treaty obligations, the Lesotho Highland Development Authority (LHDA) is committed to improving the livelihoods of the communities and individuals living in the Lesotho Highlands Water Project (LHWP) through implementation of Livelihood Restoration (LR) initiatives that will be sustainable beyond the construction period of any Phase of the LHWP. So far, a number of LR interventions have been initiated. Such interventions include the Livelihoods Awareness Programme, implementation of Livelihoods Demonstration Projects and Skills Training to equip individuals with skills that will enable them to take advantage of business and other development opportunities brought about by the implementation of the LHWP. In order to augment its capacity to effect this Treaty obligations the LHDA intends to engage the services of a Livelihood Restoration (LR) Specialist within the Resettlement & Development Branch to assist with the proper conceptualization and the best practice of operationalization of livelihood improvement interventions within the LHWP as whole.

2. RATIONALE FOR ENGAGEMENT OF AN LR SPECIALIST

The implementation of the Lesotho Highlands Water Project necessitates acquisition of land and other natural resources on which people rely for their livelihood. To mitigate the negative impact on livelihoods, the LHDA has to put in place interventions aimed at creating employment opportunities, generating alternative viable and sustainable means of livelihoods, and developing social and economic infrastructure in the project area.

The implementation of LR and SD interventions calls for development of a clear methodology to ensure the realization of expected outputs and sustainability of all planned LR interventions. Furthermore, to ensure sufficient focus as well as the recording of lessons learned or knowledge management in the process of livelihood restoration for affected communities, there is need to engage a LR Specialist to assist with the guidance for implementation of a conceptual model for sustainable management of LR interventions and also develop implementation programmes for LR in line with the Livelihood Restoration and Social Development Framework (LR&SDF) and Livelihood Restoration Plan.

In 2020, the LHDA received approval from the Board to establish a Business and Enterprise Development Unit (BEDU) as a structure within the LHDA to implement various livelihood restoration interventions proposed under the Livelihood Restoration Framework. The role of the Unit is to facilitate and coordinate implementation of different livelihoods development initiatives in the LHWP area through mobilization of resources for the development of employment and income generating enterprises.

The key functions of the BEDU are:

- a) Livelihood development planning and assessment of livelihood needs of the affected communities (and households), the determination of the value and mobilization of the resources – natural, technical, infrastructural, skills, and financial - required for responding to the identified livelihood needs. Performance of these tasks will require proper planning and close collaboration with relevant stakeholders.
- b) capacity development programmes to address the skills gaps. Capacity building will entail transfer of practical production and business management skills required for effective and successful implementation of livelihood projects. This will be an ongoing process to adjust to the new requirements as needs evolve continuously and capacity building measures must, therefore, keep up with these changes. In line with the international best practice, capacity development will be aimed at four levels: individual, institutional, societal, and non-training. This means that capacity building will be in the form of both formal and practical on the job training.
- c) Enterprise Development to enhance LHDA's efficiency in addressing the needs and interests of affected communities in livelihood diversification programmes and projects. Specific objectives of the enterprise development would be:
 - to identify and appraise circumstances, inhibiting and enabling factors, and approaches supporting livelihoods diversification and enterprise development;

- to catalyse and facilitate use of innovative practices for supporting livelihoods diversification in a range of circumstances;
- to add value to other LHDA's socio-economic development programmes by addressing issues which enhance or inhibit livelihoods diversification in particular enterprise development with focus on addressing obstacles and promoting entrepreneurship for affected communities.
- Monitor and evaluate impact of implemented LR initiatives.

As part of the capacitation of the LHDA on LR programme interventions and operationalization of BEDU as proposed, the LHDA wishes to engage the services of an individual to provide the services of a Livelihood Restoration Specialist as detailed in the Terms of Reference (TORs) outlined below. In summary, the suitable candidate shall be expected to assist the LHDA in the initial setting up of BEDU, providing technical assistance in the efficient and effective implementation of the various livelihood restoration interventions including, but not limited to, interventions proposed under the Livelihood Restoration and Social Development Framework, concept plans developed by C6015 Professional Services For Resettlement Planning and Implementation: Polihali Site Establishment and Reservoir Area, livelihood restoration spin-offs recommended by C6032(professional services for development of a Social Development Master Plan for LHWP II).

They will further be expected to support the development of a detailed approach/methodology and a business model for implementation of a LR and SD programmes within the LHDA. The Specialist shall also be expected to assist with the determination of the detailed scoping and resourcing requirements of the proposed Business Enterprise and Development Unit (BEDU).

3. THE TERMS OF REFERENCE FOR LR SPECIALIST

The role of the LR Specialist will be to support the BEDU through provision of expert advice and guidance of the implementation of livelihood development programmes within the LHWP (Phase I and Phase II). The Specialist shall also be responsible for detailed scoping and determination of resources requirements (both human and financial) for the Business Enterprise and Development Unit (BEDU) designed for provision of business advisory and development services (BADS) within the LHDA. To ensure learning and knowledge management, they shall also be expected to assist the BEDU, with identification of suitable and reputable partner(s) to collaborate with the Project in the implementation of LR projects as proposed in the Livelihoods Restoration Framework.

Where required the LR Specialist shall be expected to identify specialists to guide and support implementation of livelihood options by households and communities. The LR Specialist will provide expert support to the relevant LHDA Departments/Branches, stakeholders, consultants. The Specialist will also assist the LHDA with building

capacity for identification and access to markets for products and services, facilitate linkages to finance and other expert networks together with funding solutions that may be available to assist the affect communities with start-up of relevant livelihood options.

3.1 Responsibilities

The proposed terms of reference for the LR Specialist include but are not limited to the following:

- a) Provide strategic technical support in developing livelihood strategies, implementation plans, monitoring and evaluation plans.
- b) Provide support and guidance in enhancing divisional staff and relevant stakeholder officials' capacity in planning, implementation, monitoring and evaluation of livelihood activities as well as other components of the livelihood improvement program as required:
 - i) Organize and deliver training courses and/or arranges for the delivery of training programs aimed at staff and partners including government and NGO staff.
 - ii) Identify technical gaps in knowledge and skills among staff and partners and develop capacity
 - iii) Review, update and provide technical support in implementation of the proposed Business Enterprise and Development Unit (BEDU)
- c) Conceptualize and conduct a needs assessment exercise to inform implementation of potential development interventions in LHWP area
- d) Facilitate development and maintenance of internal systems and mechanisms for documentation, sharing and incorporation of lessons learned across the programme.
- e) Provide technical assistance to enhance the quality of existing livelihoods programs, drawing on international and local best practice.
- f) To develop procedures and performance standards for the development and implementation of identified development interventions in collaboration with relevant government structures/departments and/or agencies.
- g) Design and lead the implementation of long-term strategy and plans for management of LR programmes.
- h) To monitor and evaluate performance of the development interventions under implementation.
- i) Develop instruments for accessing external funding to support LR interventions
- j) Recommend and facilitate the recruitment and selection of key staff/consultants for implementation of various LR interventions as may be necessary.

3.2 Scope of Services/Tasks

3.2.1 Literature Review

The LR Specialist shall be expected to review the relevant socio-economic reports that include the Phase I and Phase II baseline studies, the Environmental Panel of Experts (PoE) Reports, the Compensation Policies for Phase I and for Phase II, the Social Development and Livelihoods Restoration Framework, the Resettlement Action Plans (RAP) and livelihood restoration concept plans and documents developed under Contract 6015. Based on the literature, the LR Specialist shall be expected to develop a methodology for undertaking the assignment through development of an Inception Report.

3.2.2 Provide support and guidance in enhancing Divisional staff capacity

The LR Specialist shall be expected to develop the capacity of Social Development and Environment Division to implement and support the LR initiatives beyond the construction stage of any Phase of the LHWP. The LR Specialist may also propose a suitable structure for implementation and support of the proposed LR initiatives. They shall therefore be expected to:

- i) Undertake an LR staff training needs gap analysis.
- ii) Identify training institutions as necessary and in-house training facilities.
- iii) Identify key staff suitable for training for implementation of LR.
- iv) Where necessary propose a suitable structure within LHDA that shall implement the proposed LR initiatives.

3.2.3 Coordinate implementation of an LHDA-wide LR Programme

As described under the section on responsibilities, the LR Specialist shall be expected to lead and coordinate the implementation of an LHDA-wide LR programme including:

- a) Coordinate with relevant personnel responsible for implementation of the LR programme
- b) Liaise with internal staff and external organizations/agencies for improvement of coordination in the implementation of an effective LR programme

3.2.4 Development of a Stakeholder Engagement Plan

The LR Specialist shall be expected to analyse and determine comprehensive inventory of all relevant stakeholders and develop a clear stakeholder engagement plan with clearly defined roles for each of the stakeholders to ensure successful and sustainable implementation of LR interventions.

3.2.5 Manage feasibility assessment of approved LR Concept Plans to pre-implementation stage

The Contract 6015 (Main Resettlement Consultant) has prepared a number of detailed Concept LR Plans, based on earlier consultations with a sample of affected households to establish preliminary views on livelihood restoration options. These plans are currently being disclosed and workshopped with relevant stakeholders including affected households. The plans that are recommended to be taken forward will be subjected to detailed feasibility studies. The LR Specialist shall coordinate the implementation of Livelihoods Restoration Concept plans, which will emanate from Contract No.6015. Additional plans may also be recommended for further assessment. This will entail:

- a) Leading the process of feasibility studies of approved concept plans, and the development of implementation plans in consultation with communities and other stakeholders
- b) Develop detailed projects budgets for consideration by communities and funders
- c) Ensure synergies and optimization of interventions between Contract 6015 and the Social Development Master Plan (SDMP) for Phase II (Contract 6032)

3.2.6 Monitor and evaluate performance of the development interventions under implementation

The LR Specialist shall be expected to provide regular reports for knowledge management also to enable measuring of all LR programme-related activities according to the core monitoring and evaluation objectives i.e. relevance, efficiency, effectiveness and impact. LR Specialist shall therefore be expected to:

- a) Develop a monitoring & evaluation (M&E) programme with clearly defined indices to monitor the performance of the LR programme, in line with the Monitoring, Evaluation and Learning focus as outlined in the LR&SD Framework.
- b) Develop a Livelihood(s) Restoration focused knowledge management process.
- c) Collect baseline data against the developed indices to enable tracking of progress against the developed indices.
- d) Continuously report on progress and performance of identified development interventions
- e) Develop procedures and performance standards for the development and implementation of identified development interventions
- f) Propose requisite changes to the plans and also to the approach of LR programmes as may be necessary

4. KEY DELIVERABLES

The assignment has to be conducted with a high standard of workmanship and in accordance with the tasks and terms of reference outlined in Section 3 above and also according to acceptable international standards and with the Client's

requirements. All reports produced shall be considered as “drafts’ upon initial receipt until accepted by the LHDA. The Key deliverables are listed in Table 1 below.

Table 1: Key Deliverables¹ and Timeframes

NO	DELIVERABLE	Timeframe
1	Inception Report highlighting methodology/approach	2 months
2	Analysis of resources (human resources), development of schedules and budgets	1 month
3	Establishment of BEDU. Appraisal Report including input on the appropriate management structure. Redeployment and recruitment of key personnel as well as resourcing and establishment of BEDU	9 months
4	Feasibility assessment/studies of approved LR concept plans	3 months
5	Stakeholder engagement plan	1 month
6	Capacity building plan and implementation	6 months
7	Long-term plans for management of LR programmes duly costed	1 month
8	Monitoring and Evaluation Plan together with timelines and budgets	3 months
9	Monthly Progress Reports and Meetings	monthly
10		
11	Quarterly Monitoring and Evaluation Reports	quartely ²

5. COORDINATION

The LR Specialist will be required to consult with the LHDA during execution of the project through regular (preferably monthly) coordination and progress meetings where the LR Specialist will be expected to provide update on the various key deliverables. They shall be expected to collaborate with other on-going similar assignments within the LHDA that may have influence on their assignment. As part of knowledge management and skills transfer, the LHDA will assign key staff to work closely with the LR Specialist.

6. QUALIFICATIONS AND EXPERIENCE

A Masters’ Degree equivalent, or above preferably in social sciences or business management.

10 years’ experience of working as a LR Specialist with development and management of LR programmes within major development projects. 10 years’

¹ Most of the tasks will be run concurrently as the Workprogramme submitted by the LR Specialist will indicate.

² assuming 9 quarters for the duration of the contract
3 days per quarter to compile the report.

experience working in community programmes for socio-economic and rural development

Experience with; (1) conducting livelihoods assessments at the community level; (2) needs assessment surveys, (3) delivering trainings skills and innovations; (4) developing livelihoods-related training modules

10 years' experience in project design, supervision, training and coaching staff in livelihood programming and results-based management

Be familiar and demonstrate competence with development of proposals, needs assessment surveys, monitoring and evaluation plans, and gender equality strategies and action plans for funding and support

An understanding of commercial business and significant experience in working with the rural community

Appropriate communications and interpersonal skills, and ability to prioritise, meet deadlines and achieve results through collaboration

10 years' experience in rural community engagement and development

Have 5 years' experience in the use of financial management systems both from an administrative and reporting perspective

Have demonstrable ability to provide capacity development support, motivate and encourage staff under his/her control and local partners to achieve maximum performance

Five years' experience in planning/coordination/conducting workshops and assessment of potential projects, develop recommendations of detailed technical and economic models for implementation of selected projects.

7. EVALUATION CRITERIA

The following scoring shall be applied to the skills and competencies in the evaluation and determination of the suitability of the candidate (s) for the position.

Competencies/ Skills	Description	Score(%)
Education	A Masters' Degree or above preferably in social sciences or business management.	15
Experience	10 years' experience of working as a LR Specialist with development and management of LR programmes within major development projects.	20
	Experience with; (1) conducting livelihoods assessments at the community level; (2) needs	5

	assessment surveys, (3) delivering trainings skills and innovations; (4) developing livelihoods-related training modules	
Project design	10 years' experience in project design, supervision, training and coaching staff in livelihood programming and results-based management	10
	Be familiar and demonstrate competence with development of proposals, needs assessment surveys, monitoring and evaluation plans, and gender equality strategies and action plans for funding and support.	5
Systems development and reporting	Five years' experience in planning/coordination/conducting workshops and assessment of potential projects, develop recommendations of detailed technical and economic models for implementation of selected projects.	10
Community mobilization & communication skills	An understanding of community-based small enterprises and experience in working with the rural communities	5
Financial management systems and reporting	Have five years' experience in the use of financial management models for rural businesses both from an administrative and reporting perspective	10
Capacity development & mentoring	10 years' experience in providing capacity development support, motivate and encourage staff under his/her control and local partners to achieve maximum performance	10
Development of technical & economic models	Five years' experience in planning/coordination/conducting workshops and assessment of potential projects, develop recommendations of detailed technical and economic models for implementation of selected projects.	10

8. CONTRACT DURATION

The LR Specialist will be engaged as an independent consultant on an initial 3-year contract renewable based on performance. The Term of the Agreement will be for **three (3) years or thirty-six (36) Calander months**.

9. LEVEL OF EFFORT AND BUDGET

For satisfactory performance of the Services, the Specialist shall be paid, on a **Completion-based payment** basis.

The LR Specialist shall submit payment certificate or invoice of deliverable completed and approved and expenses incurred under any submitted invoice, in accordance with LHDA's requirements.

The level of effort between Phase I and Phase II shall be applied at 20% and 80% respectively.