

LESOTHO ELECTRICITY AND WATER AUTHORITY

TERMS OF REFERENCE

CONSULTANCY SERVICES FOR THE DEVELOPMENT OF A FIVE (5) YEAR STRATEGIC PLAN FOR LESOTHO ELECTRICITY AND WATER AUTHORITY

(DEADLINE FOR SUBMISSION OF TENDER IS JULY 04, 2013 on or before 12.00)

1. PURPOSE OF ASSIGNMENT

Lesotho Electricity and Water Authority (LEWA) intends to develop a new 5 year Strategic Plan for the period 2014/15 . 2018/19. To this end, LEWA is seeking the services of a qualified consultant to develop a comprehensive Strategic Plan that will set the standards/priorities, action plans and anticipated results for the next five years based on existing resources and capacities, and policies. This document will set out to emphasise the long term direction of the Authority to match its activities to the environment taking into consideration resources at its disposal.

2. ROLE OF LEWA

LEWA is a statutory body established in terms of the Lesotho Electricity Authority Act of 2002 as amended to regulate Electricity Supply Industry (ESI) and Urban Water and Sewerage Services in Lesotho.

3. BACKGROUND

LEWA intends to develop and use a new Strategic Plan as a road map in setting the direction and pace of the Authority over the next 5 years and beyond in a coordinated and focused manner. The primary objective of Strategic Plan being to enable the Authority to effectively regulate the ESI and urban Water and Sewerage Services. Within the prepared Strategic Plan, an effective Action Plan will be prepared to assist in meeting its short, medium and long-term goals. The Strategic Plan will be a management tool to mobilise resources appropriately to ensure that the Strategic Plan and the current Rolling Business Plan should be in sync, with the later feeding into the former.

4. SCOPE OF WORK

As part of this assignment, the consultant(s) will:

- i. Review LEWA's current Vision, Mission and Value Statements;

- ii. In consultation with the LEWA personnel, co-ordinate and facilitate in a workshop the planning process to arrive at a 5 year Strategic Plan;
- iii. Identify the driving forces for the Lesotho Electricity and Water Authority;
- iv. Assess the Strengths, Weaknesses, Opportunities and Threats (SWOT) of the Authority;
- v. Develop short, medium and long-term goals, targets and strategic objectives for the Strategic Plan. The objectives must fit the SMART criteria: simple, measurable, achievable, realistic and time-bound;
- vi. Develop prioritised action plan, work plans with clearly defined roles and responsibilities in implementation and a strong monitoring and evaluation plan. The action plan should identify activities that need to be carried-out in the short, medium and long-term; and
- vii. Develop annual plans, identify key inputs for implementation, mechanism for monitoring and evaluation against annual plans, identify risks, develop and implement risk management strategies.

5. DELIVERABLES

The assignment deliverables will be a well-structured detailed Strategic Plan for the period 2014/15 . 2018/19.

6. TIME FRAMES

The consultancy work is expected to take approximately 8 weeks commencing on July 16, 2013 and ending on September 3, 2013.

The milestone dates shall be as reflected on the table 1 below:

Deliverables	Deadline
Inception Report	August 02, 2013
First Draft Presentation	August 16, 2013
Submission of Final Draft	September 02, 2013

7. KNOWLEDGE REQUIREMENTS AND EXPERIENCE

This assignment will be conducted by a consultant with relevant experience in various extensions of the strategic concept such as Strategic Planning, strategic Management, strategic thinking and strategic decision-making or other relevant field. Knowledge and experience in the electricity/energy and water sector regulation will be an added advantage. The Consulting firm/individual must have successfully undertaken Strategic Planning and

Developing of Strategic Plans in the last 5 years and should possess fluency and excellent writing skills in English.

8. PROJECT MANAGEMENT

The management of this assignment will be under the oversight of the Chief Executive of the LEWA.

9. CONFIDENTIALITY

The consultant will be required to enter into confidential and indemnity agreements with LEWA. The intellectual property and outcomes relating to this assignment will reside with LEWA.

TENDER REQUIREMENT OF THE LESOTHO ELECTRICITY AND WATER AUTHORITY (LEWA)

1. Background

The Lesotho Electricity and Water Authority (LEWA) is the institution set up by the Lesotho Electricity Authority Act No.12 of 2002 as amended to regulate Electricity Supply Industry (ESI) and the urban water sub-sector in a transparent and efficient manner in the country. The Authority has established rules and procedures for inviting tenders for consulting services.

2. Tender Requirements for the Tasks

The proposal for the consultancy should consist of two parts namely Technical and Financial. The technical and financial proposals should be in **two separate sealed envelopes and marked accordingly**.

The technical part of the proposal shall include, but not necessarily limited to:

- Comments on the TOR;
- Methodology, work plan and time schedule;
- List of personnel with input (man-weeks) and their role in the assignment;
- Updated CVs of all personnel;
- Reference assignments of the consultant; and
- Experience in development of strategic plans.

The financial part of the proposal shall be the Professional fees for the consultancy.

3. Evaluation Criteria for the Proposals

The number of points to be given under each of the evaluation criteria are:

Points

- (i) Specific experience of the consultants related to the assignment [40]

Development of Strategic Plans

- (ii) Adequacy of the proposed work plan and methodology
in responding to the Terms of Reference [40]

Technical approach and methodology

Work plan

Organization and staffing

- (iii) Qualifications and competence of the key staff for the
Assignment[20]

Masters in Business Administration

Total Points:100

The minimum technical score required to pass : 70 Points