



TERMS OF REFERENCE FOR EVALUATION OF LCN STRATEGIC PLAN 2014 – 2019 AND DEVELOPMENT OF LCN STRATEGIC PLAN FOR 2022 - 2027

Current Programmes

In the past five (5) years, the Council has been implementing programmes based on the previous Strategic Plan (2014-2019) and most operations were reflections of the Six Commissions known as '**LCN Strategic Frameworks**' in the previous Plan. All the operations had been supported by the information and communication as a cutting across programme including the leadership and management portfolio of the Council.

Description of Task

Strategic Plan is a process of doing self-introspection with a view of focusing on organisation's efforts in a direction which the organisation can be most effective and efficient in managing its resources. It allows the organisation to accomplish its vision and mission strategically and this means that resources are directed where there is a need for social change. Since LCN depends on the development of projects and programmes, Strategic Plan helps it to identify development partners whose objectives are similar to its goals. The move to develop a Strategic Plan is important for any organisation including Lesotho Council of NGOs. Lesotho Council of NGOs like any other umbrella body in the world is operating in a changing environment in spheres of governance and development and most importantly in the socio-economic-political and cultural spheres. These continuous changes affect the environment in which LCN operates. This calls for the Council to respond decisively, so eliciting a constant effort to adapt in the changing environment requires the Council to engage into the process of developing a Strategic Plan. The continuous reflection of LCN is critical for maintaining her relevance and credibility to her membership and communities at large.

There has been the 2014 – 2019 Strategic Plan for which LCN attempted to respond to the members' needs and also to the changing environment surrounding the civil society organization's operations in Lesotho. It is in this light that the Council has decided that it is time for the evaluation of the five (5) years Strategic Plan and development of a new Strategic Plan that stretches for a period of the next five (5) years (2022-2027).

LCN Strategic Plan

The Strategic Plan for the Council as a wide plan describes a framework for the Council's operations as a way of ensuring that the Council's programmes initiatives are directly aligned to the overall Vision, Mission, Strategic Objectives and Operational needs of both the Council and effective and efficiency coordination for member organisations. It describes what the Council does and is setting out to achieve.

It is therefore noted that the Strategic Plan is critical to the fulfilment of the Council's vision and mission through the guidance and management of the Board of Directors, Executive Committee, Secretariat and Commissions. It is further noted that fundamental transformations and changes in doctrine, philosophy and practice take time to evolve, therefore the Strategic Plan is considered as roadmap for development by always identifying the framework, which is composed of building blocks and plans.

Purpose of the Task:

- To review and document progress against three (3) LCN Strategic Frameworks (Implementation) in the Strategic Plan (2014–2019).
- To review in-depth organisational development initiatives matched with three (3) LCN Strategic Frameworks and capture lessons which can inform the development and operationalisation of the next Strategic Plan (2022–2027).
- Based on the Strategic Plan Development Process Report, develop a Council Strategic Plan aligned to the goals, principles and values of the Council including:
 - National and regional context;
 - Civil society context;
 - Vision;
 - Missions;
 - LCN Core Values;
 - LCN Today;
 - Key conditions for successful implementation of the Strategy Plan 2022-2027;
 - LCN Strategic Framework for 2022-2027;
 - Implementation Strategy; and
 - Conclusion

Given this, the assignment will focus on the Council's wide objectives, not section, department or programme objectives. It will include the review of the functional alignment and management structures to integrate organizational units or programmes in a way that will provide more seamless interaction. Identification of alignment convergence and overlap is critical to the assignment.

Stakeholders to be engaged

- Board
- Secretariat

- LCN members and their beneficiaries
- Business Sector
- Government
- Donors
- Regional Networks working with the Council

Principal users of the assignment

- Board
- Secretariat
- Donors
- Member Organizations

Expected Deliverables

Deliverable 1: LCN Strategic Plan 2014-2019 Evaluation Report

- Evaluation report of LCN Strategic Plan (2014-2019) reflecting on the following key questions:
 - What did we do, both planned and unplanned under each Strategic Focus?
 - What were key achievements both intended and unintended?
 - What changes occurred in the internal and external environment that had an impact on what we have achieved and how we achieved it?
 - What opportunities did we explore and what challenges or constraints did we have to overcome?
 - How effectively and efficiently have our resources been used?
 - What did we learn, how did we share this learning with others and what will we do differently in the future as a result?

Deliverable 2: Strategic Plan Process Report for 2022-2027

- Strategic Plan Process Report for 2022-2027 reflecting on all stages and issues discussed.

Deliverable 3: Strategic Plan for 2022-2027

- Strategic Plan for 2022-2027 reflecting the following:-
 - National and regional context;
 - Civil society context;
 - Vision;
 - Missions;
 - LCN Core Values;
 - LCN Today;
 - Key conditions for successful implementation of the Strategy Plan 2022-2027;
 - LCN Strategic Framework for 2022-2027;
 - Implementation Strategy; and
 - Conclusion

Duration:

The assignment is intended to take maximum of 16 working days which can be divided into tasks.

Materials

LCN Strategic Plan 2014-2019, Projects and Projects developed under this Strategy, Activity Reports, Annual Reports and other reports may be available on request. However, it is the responsibility of the consultant to find relevant documentation for this task. The LCN staff and civil society organisations' leaders may also be available for consultation.

Invitation

Lesotho Council of NGO's (LCN), now invites proposals from eligible consulting firms or individuals to submit separate **Technical** and **Financial** proposals. Interested firms or individual must provide information indicating that they qualified to perform the service. The CVs of the leading consultants must be attached to the proposal

The application can be hand delivered at Hoohlo Extension, House N0 544, Maseru OR Emailed to admin@lcn.org.ls on or before 30th September 2021 at 15:00.

Only shortlisted proposals will be contacted. For any clarification, Executive Director can be reached at 2231205798 only before 22nd September 2021.