



MINISTRY OF ENERGY (MOE)

**REQUEST FOR PROPOSALS (RFP) FOR THE CONSULTANCY TO DEVELOP FIVE
YEARS (2025-2030) STRATEGIC PLAN FOR MINISTRY OF ENERGY**

RFP NO: MOE/ADMIN/-02/2025/2026

SECTION 1

INFORMATION FOR BIDDERS

1. INVITATION TO BID

The Ministry of Energy invites proposals from eligible and qualified individual consultants to provide with the consulting services **to develop the Strategic Plan for 2025-2030**. More details are to be found in the Terms of Reference.

2. INSTRUCTIONS TO BIDDERS

The bidding documents can be obtained electronically at the Ministry website *DOE.gov.ls* or collected at the Ministry of Energy (Procurement Unit) from **9th October, 2025 to 24th October, 2025**. Submission of the Request for Proposals will be on or before **3rd November, 2025 at 12:00hrs** noon. All proposals will be opened on the same day of submission **at 14:30hrs** at the Ministry of Energy Department of Energy (DOE) Boardroom.

Submission

Technical proposals responses must be submitted in **one (1) original and four (4) hard copies** and financial proposal must be in one sealed envelope; Proposals should be deposited in the Ministry's Tender Box situated at the Foyer, **Government Complex, Africa House 3rd Floor** Maseru. Both technical and financial proposals must be in one sealed envelope bearing no identification of consultant marked **“CONSULTING SERVICES TO DEVELOP STRATEGIC PLAN, 2025-2030”**.

Timetable:

The tender process shall be guided by the following indicative dates:

Activity	Dates
RFP Issued	09 October, 2025
Deadline for Obtaining Tender Document	24 October, 2025
Deadline for Questions and Clarifications	03 November, 2025
RFP Close	11 November, 2025
RFP Opening	11 November, 2025
Evaluation Completion	18 November, 2025
Tender Award	03 December, 2025
Contract Signing	05 December, 2025

The dates in the table shall prevail over any other dates in the document

3. MANDATORY DOCUMENTS

Bidders must submit the following documents:

- Correct Number of Tender Responses on both first page of technical and financial proposals.
- Commitment in writing that bid price in this response is valid for **90 Days** clearly indicated and attached to the financial proposal.
- Valid Trading License Certified at source where applicable
- Valid Tax Clearance Certificate
- A company individual consultant profile
- Prove of similar assignment undertaken in the past 10 years support with necessary documentation (e.g. copy of contracts or purchase orders)
- Reference from the institutions served in the 10 past years
- Prove to have registered with the Lesotho Ministry of Finance (IFMIS) or a declaration to be prepared to register once awarded the tender attached to the technical proposal.
- CV
- Proposals should be enclosed with signed Certificate of Bona fide

4. CONFIDENTIALITY AND PROPERTY RIGHTS

Due to the nature of this assignment, the Ministry of Energy shall require that documents, reports, findings, and any other information acquired and produced by the consultant during the assignment shall be the property of Government of Lesotho under the proprietorship of Ministry of Energy and shall not be shared with third parties without the express permission of the Ministry of Energy.

5. CLARIFICATIONS:

All requests for clarifications and queries on this tender must be addressed in writing to:

Secretary Procurement Committee – Mrs. Makamohelo Mohoebi; mohoebi@yahoo.com

Offices: Government Complex, Africa House 3rd Floor. Not later than 16:00 hours, 23rd October, 2025.

6. EXPERIENCE

REQUIRED QUALIFICATIONS, COMPETENCIES AND EXPERIENCE

The Ministry of Energy is seeking the services of an individual consultant to develop a five-year Strategic Plan. The consultant should have/demonstrate the following credentials:

- 1) University degree, preferably a PhD or Master's degree, in Organizational Development, Social Sciences, Business Management, Strategic Planning, or other closely related fields.
- 2) A minimum of 5 years of proven experience in leading a consulting team to conduct related assignments, strategic planning, business development/management and/or monitoring and evaluation, preferably in the energy sector.
- 3) Prior experience in similar assignment in at least two (2) institutions.
- 4) Extensive knowledge of the public service regulatory and administrative framework.
- 5) Research and proven analytical skills.
- 6) Organizational and communication skills, ability to prioritize and work with minimum supervision.
- 7) Possess knowledge in general: social, economic and political environment that influences energy landscape in Lesotho.
- 8) Knowledge and understanding of participatory approaches in conducting assessments and facilitating strategic planning processes.
- 9) Strong written and oral communications skills in both Sesotho and English.

Terms of Reference (ToR)

Consultancy Services for Development of Strategic Plan for Ministry of Energy

1. BACKGROUND

The Ministry of Energy was demerged from the Ministry of Natural Resources in 2024 thus it was left with only one (1) Core Department, namely, Department of Energy (DOE) whose core mandate is to effectively and efficiently coordinate, monitor and evaluate the programmes and activities within the energy sector and this has called for a new strategic direction to re-align and re-organise its structural operations. Currently DOE has one operating unit, Rural Electrification Unit (REU) which is charged with the responsibility of connecting electricity to rural areas. The Lesotho Electricity Company (LEC) is responsible for transmission, distribution and supply of electricity and the Lesotho Electricity Generation Company (LEGCO) is responsible for solar power generation at Ha Ramarothole.

The configuration and demerging of the Ministry has brought a new opportunity for better planning and new strategic direction. To deliver on the goal of improving access to sustainable, clean and affordable energy to all, the Ministry recognizes the value of developing a strategic plan to assess the strengths and weaknesses of its approach and to consider the internal and external factors that influence the trajectory of the Ministry's core business. The Ministry of Energy thus plans to develop a five-year strategic plan for 2025-2030 to reconfirm its vision and to establish an effective implementation and sustainability of its mandate over the next five years and to provide the strategic direction to all the technical departments under one Ministry's mandate.

In addition, there is an urgent need to provide a platform for all departments/sectors to identify synergies to avoid duplication as well as establishing opportunities to capitalize on. Furthermore, there is a need to place supporting sections (Human Resource, Economic Planning, Legal Services, Administration, Finance, Procurement, Internal Audit, Public Relations, Information Technology) within the Administration Department in a strategic position to enable them to effectively provide support services that will in turn enhance the productive capacity of its sister technical department.

PURPOSE OF THE CONSULTANCY

Whilst the assignment requires the development of a complete Ministerial Strategic Plan, the objective of the strategic plan goes beyond having a formalised document that describes the Ministry's goals and the strategic actions needed to achieve them.

OBJECTIVES

- To guide the coordinated efforts of all the Ministry's departments/Sections to set a single mission and vision as well as overall goals with corresponding non-parallel strategic interventions to achieve such goals.
- To determine the direction of the Ministry in order to focus its efforts and ensure that all departments/sections work towards the common agreed goals.
- To provide basis for allocation of resources with clear monitoring and accountability.

2. SCOPE OF THE ASSIGNMENT

At the end of this consultancy, the expectation is that the Ministry of Energy will adopt a new strategic framework, building on the achievements brought forward as part of the implementation of draft 2015- 2020 Strategic Plan (which was never finalised and approved) and cognizant of its ever-changing operating environment. To achieve this, the consultant will review and guide the Ministry of Energy in clearly defining: -

- How the Ministry will contribute fully to the extended National Strategic Development Plan NSDP II (2023-2028) and other international development frameworks that it is party to. This should be one of the chapters of the Strategic Plan.
- Our Vision, Mission, mandate, strategic areas and objectives; including priority focus areas for the strategic period.
- Our situational context, through a SWOT and other relevant analysis and prepare a Report on key findings from SWOT analysis and identified risks and their mitigation measures.
- Sustainability plan; including proposals for effective financial and Human resource strategies
- Our stakeholder map and identify relevant strategies to engage them to advance our stated objectives.
- Functional, organizational & leadership structures.
- Monitoring and reporting framework to enable effective tracking of the strategic plan.
- Costing of the plan. This assignment will involve close engagement with the internal Ministry of Energy Strategic Planning Team (comprising PS, DPS, Directors and a selected task force) and entail a participatory process, including, but not limited to:
- A Desk review of relevant documents, including previous strategic plans, reports on assessment of previous strategic plans, local and regional policies and regulatory frameworks on energy (conversional energy, renewable energy, bioenergy, energy efficiency, and gender mainstreaming in energy access, work programs, annual reports, etc.) and benchmark with similar local, regional and international institutions/ organizations.
- Consultations with energy sector stakeholders to review the current plan and set priorities for the next plan and consultation with Ministry of Energy management such as Planning

Unit, Human Resources, Department of Energy as a core department and any other relevant departments/agencies.

3. EXPECTED OUTPUTS

- Inception Report (Work plan and a written proposal on the appropriate methodology and process on preparing for the Strategic Plan. This should include the stakeholder engagement plan)
- Outline of the proposed strategic Plan
- Implementation/ Activity Plan
- Validated and Final 2025-2030 costed Ministerial strategic plan with all Ministry's development projects aligned.
- Strategic Plan Monitoring and Evaluation (M&E) Framework.

4. METHODOLOGY

Strategic planning is a dynamic and participatory process that is usually led by a facilitator from within the sector or outside. In this regard, the consultant should propose an appropriate methodology to undertake this assignment. The methodology should however ensure that the following elements are captured in the strategic plan:

- The strategic plan should be guided and aligned to relevant priorities under the NSDP II, Sustainable Development Goals (SDGs) and other National and International plans, policies and conventions.
- The process should also be highly consultative and ensures participation of all stakeholders at all levels including Ministry's officials with the most junior positions as indicated below.
 - (i) Inception Meeting between the consultants and the Ministry.
 - (ii) Consultative meetings with Ministry's staff at different levels (Senior Management, Technical Officers and Support Staff) and external stakeholders.
 - (iii) A multi-stakeholder validation workshop.
- Additionally, the development of the strategic plan should take stock of emerging national and global mega trends impacting the energy sector.
- Most importantly, the strategic plan should propose a functional organizational structure most suitable for the Ministry.

5. INSTITUTIONAL ARRANGEMENTS

- The consultant will become directly accountable to the Principal Secretary responsible for Energy. However, during implementation, he/she will work in close collaboration with the Head of Planning Unit and the Head of Human Resources in the Ministry for day-to-day supervision of the assignment.
- The consultant will be expected to arrange own logistics related to one-on-one consultations with stakeholders. However, the costs related to multi-stakeholder workshops will be covered by the Ministry.

6. DURATION OF THE WORK AND DUTY STATION

The Consultant will be engaged for approximately 4 months, after contract signing date.

7. DELIVERABLES, TIMELINE AND PAYMENT SCHEDULE

The consultant is expected to produce the following deliverables:

Deliverables	Timeframe	Payment %
An inception report and approved workplan. The work plan should detail the methodology for conducting the assignment, a draft set of key information/data to be collected, a draft contents for the strategic plan and, a schedule for consultations with stakeholders, etc.;	December 2025	20%
Situational Analysis Report A report on key findings from i) the internal organizational capacity scan to identify organizational strengths, weaknesses, threats, and opportunities towards carrying out the strategic plan; and ii) the risks to the implementation of identified strategic interventions and how they can be mitigated	January 2026	20%
A draft Strategic Plan; A draft presentation on the strategic plan to be submitted before a review workshop.	February 2026	30%
Validation Workshop Report	February 2026	
Approval of final Strategic Plan.	March 2026	30%

EVALUATION CRITERIA

11. GENERAL EVALUATION CONDITIONS

The tender will be governed according to Lesotho Government Procurement Act 2023. **The award of Tender will not be determined by the lowest price.** The evaluation will be based on:

- Compliance to general tender conditions
- Technical Solution (70 %)
- Price (30 %)

12. EVALUATION OF TECHNICAL PROPOSAL

Technical solution will be evaluated using the following criteria and weighting

Evaluation Criteria	Total Evaluation Points	Scores	Remarks
Experience in carrying out similar assignments	60		
Methodology and Work plan:			
a) Methodology	20		
b) Work plan	20		
Total	100		

13. FINANCIAL EVALUATION

The cost evaluation will be carried out by applying the following formula:

- The Bidder with lowest complete price (L), will be awarded 100%
- Bidders with price (P), will be awarded a financial score (F) = $(L/P) * 100\%$

The financial proposal will be assessed for **comprehensiveness, completeness and reasonableness** and whether it corresponds to the technical proposal.

14. BASIS OF AWARD

The award will be based on the **highest ranked consultant** after combining the technical and financial evaluations.

The weights given to the Technical (W_T) and Financial (W_F) proposals are:

$W_T = 70$, and $W_F = 30$

Name of Tenderer	Technical Points $N_T = T * W_T$	Financial Points $N_F = F * W_F$	Total Tender Evaluation Points ($N_T + N_F$)	Ranking of Total Tender Evaluation Points

15. TENDER AWARD

This Tender will be awarded by the Ministry of Energy Procurement Committee. Individual Consultants must, however, note that awarding of this tender will be **subject to an agreed contract**.

The Ministry also reserves the right to cancel the tenders before submission/opening of tenders or postpone the tender submission/opening date. The Ministry is not bound to accept the lowest or any bid.

ANNEXTURE 1

RETURNABLE DOCUMENTS

The tenderer must complete the following returnable documents:

1. Returnable Documents required for tender evaluation purposes

	Record of addenda to tender document
	Curriculum vitae
	Experience of tenderer
	Valid Tax Clearance Certificate
	Certificate of Bona fide tendering
	Signed statement on the absence conflict of interest

2. Returnable Documents that will be incorporated into the contract

	Work plan
	Curricula vitae
	Offer and acceptance
	Contract data provided by the consultant

ANNEXTURE 2

RECORD OF ADDENDA TO TENDER DOCUMENTS

We confirm that the following communications received from the Procuring Department before the submission of this tender offer, amending the tender documents, have been taken into account in this tender offer:		
	Date	Title or Details
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

Attach additional pages if more space is required.

Signed:

Date

Name:

Position

Tenderer

ANNEXTURE 3

CERTIFICATE OF BONA FIDE TENDERING

Tender No:.....

Due for Return by

Subject:.....

We hereby certify that the offer made in connection with the above tender is intended to be genuinely competitive. No aspect of the price has been fixed or adjusted by any arrangement with any third party, with the exception of any information attached hereto.

In particular:

- a) the offered price has not been divulged to any person;*
- b) no arrangement has been made with any person that he should refrain from tendering;*
- c) no arrangement has been made with any person to the effect that we will refrain from bidding on a future occasion;*
- d) no discussion with any person has taken place concerning the details of either's proposed price and;*
- e) no arrangement has been made with any person otherwise to limit genuine competition.*

We understand that any instances of illegal cartels or market sharing arrangements suspected by the Government of the Kingdom of Lesotho will be referred to the appropriate government agency for investigation and may be subject to appropriate legal action.

We understand that any misrepresentations may also be the subject of criminal investigation or used as the basis for civil action.

In this Certificate "arrangement" include any transaction, or agreement, private or open, or collusion, formal or informal, and whether or not legally binding.

****Information is/is not attached hereto.***

Signed:

Name and Position:.....

On behalf of:.....

(Name of firm/company/organisation).

Date:.....