**Project Name** **: Lesotho Public Sector Foundations for**

**Service Delivery**

**Project Number: ​ P174171**

**Component 2: Human Resources Management and Organizational Transformation**

**Sub-Component 2.3.4 (b) Capacity Building of Training and Development Staff on how to conduct Training Needs Assessment**

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**DEVELOPMENT OF TRAINING NEEDS ASSESSMENT (TNA) TOOL**

**Background**

As clearly stated in the National Strategic Development Plan II (NSDPII Extension), the improved service delivery is a pivotal indicator for good governance. The Department of Training and Development under the Ministry of the Public Service is responsible for Coordination of human resources development programmes within the entire public service. Public Service Regulations Section 92 (2) affirms that all Ministries, Departments and Agencies (MDAs) shall undertake Training Needs Assessment (TNA) to determine their priorities and prepare their training and development plans, which shall be submitted to Ministry of the Public Service. It is therefore important for officials in the Department of Training and Development, LIPAM consultants as well as HR officials in the MDAs to have required skills in conducting the Training Needs Assessment in order to identify gaps in knowledge, skills and abilities within the MDAs.

**The Rationale for the Development of the TNA tool**

In an endeavour to curb the escalating poor service delivery in the public service, there is a dire need to train and develop the human resources. It is expected that after the development of the TNA tool, MDAs will be able to conduct thorough and effective analyses that will lead to the development of targeted training programs. This is expected to be tailored to the specific needs of their workforce and aligned with organizational objectives. However, there is a shortage of skills in the actual exercise of conducting TNA across all MDAs. This is evident in their submitted training plans which are not need based. The Department of Training and Development is therefore seeking services of training provider to train the specified of officers in the process of conducting Training Needs Analysis.

**Program Objectives**

1. To capacitate T&D staff, LIPAM consultants, as well as HR officers from the MDAs on the development of TNA
2. To institutionalise knowledge on how to conduct TNA

**Scope of work:**

1. To undertake baseline training needs assessment
2. To develop TNA training module
3. To align the TNA with the broader goals and objectives of the organization
4. To assess existing TNA tools and any other relevant sources to identify areas where training might be needed.
5. To undertake stakeholder mapping
6. To conduct actual TNA as a pilot project to the Ministry of the Public Service, Office of the Prime Minister, Ministry of Finance, Ministry Justice and Law as well as Ministry of Information, Communications, Science, Technology and Innovation.
7. To Develop TNA Training Manuals
8. To develop TNA Standard Operating Procedures (SOPs)
9. Present and validate newly developed modules, reports, manuals and all completed activities to the Management
10. Develop TNA Monitoring and Evaluation tool

**Capacity Building and Transfer of Knowledge**

As part of skills transfer, participants will closely work with the consultant inter alia:

1. Design of data collection tool
2. Data collection and analysis exercise
3. Report writing
4. Developing TNA tools and Government of Lesotho TNA manuals.
5. TNA training Manuals

**Reporting Arrangements**

***Reporting:***

The consultant is expected to present and submit a copy of a report at the end of every activity conducted.

***Meetings:***

Meetings ought to be convened as and when required in order to engage key stakeholders on the progress and to deal with some stumbling blocks along this journey

***Workshops:***

The stakeholder workshops must be held as and when required for the smooth skills transfer

**Duration of the program**

The duration of the assignment is **five months**

**Reports and Schedule of Deliverables**

|  |  |  |
| --- | --- | --- |
| **Main Activity** | **Sub-Activities** | **Performance Indicator** |
| Development of Training Needs Assessment (TNA) tool | Baseline training needs assessment | Baseline Report |
|  | Develop TNA module | TNA module |
| Align the TNA with the broader goals and objectives of the organization | Report |
| Assess existing TNA tools and any other relevant sources to identify areas where training might be needed. | Report |
| Undertake stakeholder mapping | Report |
| Pilot the TNA to 5 selected line ministries | TNA report |
| Develop the training manuals | Training manuals |
| Develop TNA Standard Operating Procedures (SOPs) | SOPs |
| Validation workshop | Report |
| Final copy of revised TNA tool submitted | Revised TNA tool |
| Prepare final report of the TNA and present it to MPS management | Final Report |
| Develop TNA Monitoring and Evaluation tool | M&E tool |

**KEY DELIVERABLES**

|  |  |  |
| --- | --- | --- |
| **Deliverable** | **Time Frame** | **Payment** |
| Inception Report |  | 10% |
| TNA SOPs and Manuals |  | 30% |
| Training Report |  | 20% |
| M&E tool |  | 20% |
| TNA tool |  | 20% |

**N.B. Present a report to Management after every activity**

**EXPERT REQUIREMENTS**

**This project requires a team of experts in different fields.**

Technical Qualifications and skills

1. Team leader:

* Must have PhD
* Must have proven experience in training and program development.
* Must have designed training programs for at least three (3) training institutions.
* Must have ten (10) years’ experience in training and development activity
* Be conversant with local context

2. Team members:

* 2.1 Masters in Human Resource Development (graduated within the last five (5) years)
* Must have experience in research
* Must have five (5) years’ experience in training and development activity
* Must have research experience
* Be conversant with local context
* Must have a minimum of five (5) years working experience in the relevant field
* Must be a local citizen
  1. Human Resources Development
* Masters in Human Resources Management/Masters in Industrial Psychology or related field
* Minimum of three (3) years working experience
* Must be a local citizen

2.5 Education

* Masters in curriculum studies or any related field
* Must have skills in curriculum design and development.
* Must have a minimum of five (5) years working experience in the relevant field or related.
* Must be a local citizen
  1. Public Sector Experience

Having worked as a Human Resource dealing with Training and Development issues in the Government of Lesotho for more than 13 years