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INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

TITLE OF CONSULTANT: Individual Consultant (IC) for Evaluation of the Local Economic Development [LED] Project in Botswana

COUNTRY: BOTSWANA

DESCRIPTION OF ASSIGNMENT: The overall objective of the consultancy is to “evaluate the Local Economic Development Project in Botswana” that contributed significantly to the National Strategy for Poverty Reduction.

PROJECT NAME: Support to Economic Diversification

PROJECT NUMBER: 00104645

Proposals with reference should be submitted in a sealed envelope clearly labelled, “**Individual Consultant (IC) for Evaluation of the Local Economic Development [LED] Project in Botswana**”

Should be submitted at the following address no later than **16 March 2018 at 12:00pm (Botswana Time)**

to:

*The Resident Representative
United Nations Development Programme
P.O. Box 54
Gaborone*

or by email to: procurement.bw@undp.org

Any request for clarification must be sent in writing, or by standard electronic communication to the address or e-mailed to enquiries.bw@undp.org UNDP Botswana will respond in writing or by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of the inquiry to all prospective facilitators.

NOTE: *Consultancy firms/companies interested in applying for this assignment are free to do so provided they submit a CV of only one qualified consultant and present its bid in a manner that would allow for evaluation of the bid in accordance with the evaluation criteria specified in these solicitation documents. That is, the experience required is that of the individual whose CV would have been submitted by the company rather than that of the company. Further, if the submitted bid wins, the ensuing contract will be between the UNDP and the company/firm, not the individual.*

1. BACKGROUND

The Government of Botswana (GoB), through the Ministry of Local Government and Rural Development (MLGRD), in partnership with the United Nations Development Programme (UNDP) in Botswana (UNDP-Botswana) requires the services of an experienced consultant to undertake the evaluation of the LED Planning and Implementation Project [LED Project] that was implemented by the Government of Botswana with the support of UNDP GoB-UN Programme Operational Plan (GoB-UN-POP) 2010-2016.

1.1 National Development Context

The GoB adopted its National Strategy for Poverty Reduction (NSPR) in 2003. Under the NSPR, the GoB sought to: (a) create opportunities for sustainable livelihoods; (b) strengthen organisational and delivery capacities of poor people; and (c) enhance people's access to social investments. Under the Tenth National Development Plan (NDP 10), the GoB identified local economic development (LED) as a key strategic initiative to contribute to the achievement of the objectives of the NSPR. Accordingly, for the past five years, the MLGRD has supported local councils in Botswana to develop and nurture effective partnerships to enhance the competitiveness of local economies, foster inclusive and sustainable market development and economic growth, create decent jobs and incomes, and eradicate poverty through LED with the support of the UNDP Botswana Country Office.

UNDP technical support to the GoB was provided under the (GoB-UN-POP) 2010-2014, which was subsequently extended to end in 2016. However, UNDP continued to support LED in 2017. Under the Economic Diversification and Poverty Reduction pillar, UNDP support for LED planning and implementation was provided through a LED technical policy advisory services based in the MLGRD as the implementing partner under a national execution modality. The LED project outcomes prioritised: (a) the development of a policy and institutional frameworks to facilitate inclusive and pro-poor LED at national and local levels; (b) the development of tools and systems to facilitate LED planning and implementation at national and local levels; (c) the strengthening of both administrative and technical capacities of key individuals and institutions including the MLGRD, all the 16 districts in Botswana and the Botswana Association of Local Authorities (BALA) to plan and implement LED; and (d) the development of data management, monitoring and evaluation capacities to support evidence-based decision making in LED planning and implementation at national and local levels. These outcome areas were pursued through the piloting of LED planning and implementation in Chobe and Kgalagadi Districts and Francistown City Council and Sowa Town.

The current national planning framework for Botswana encompasses Vision 2036, the Eleventh National Development Plan (NDP 11) and the local development plans in all the 16 rural and urban districts of the country. The national development framework is designed to anchor and drive national and local efforts to achieve inclusive and sustainable national economic growth, create jobs and eradicate poverty, and to localise the global Agenda 2030 for Sustainable Development. Furthermore, one of the key areas of focus under the United Nations Sustainable Development Framework (UNSDF) and the UNDP Country Programme Document (CPD) for 2017-2022, is to enhance the capacities of the GoB in planning and implementation management, and mobilise and effectively target the use of increasingly diminishing resources to drive sustainable economic diversification and inclusive growth under the emerging portfolio on Economic Diversification and Inclusive Growth. LED planning and implementation, as articulated in the national LED framework and action plan, has been identified as an indispensable vehicle to grow and diversify the national economy and localise the realisation of the objectives of Agenda 2030 for Sustainable Development in the context of a decentralised governance framework.

1.2 Components of LED Project

The outcome areas of the LED project were broken down into the following components: -

- 1.2.1 LED Policy Framework - this entailed the provision of technical leadership and direction to develop the national LED Framework and Action Plan and multi-stakeholder institutions and systems to drive LED planning and implementation at national and local levels in Botswana;
- 1.2.2 Capacity Development for LED - to facilitate individual and organisational capacities to drive LED planning and implementation at national and local levels;
- 1.2.3 LED Piloting - to pilot, draw lessons and inform LED policy development, planning and implementation in selected districts of Botswana;
- 1.2.4 LED Knowledge Products - to support the development and documentation of flagship knowledge products including policies, strategies and guidelines for LED planning and implementation in Botswana;
- 1.2.5 Financing LED - to facilitate the development of a multi-pronged system to finance LED planning and implementation in Botswana;
- 1.2.6 M&E System for LED - to support the strengthening of data collection and collation as basis for evidence-based decision making in LED planning and implementation management;
- 1.2.7 LED Stakeholder Co-ordination - to ensure effective co-ordination of the LED project among national and local stakeholders and development partners; and
- 1.2.8 LED Programme Management - to provide technical leadership, guidance and effective management of the LED project including the management of consultancies commissioned to facilitate LED planning and implementation in Botswana.

The foregoing interrelated components were planned and implemented annually from 2013 to 2017 in the context of a joint programming framework with a pointed focus on people, environmental sustainability, and prosperity - people, planet and place (3Ps). The LED components were to be planned and implemented through collaborative work with other UNDP portfolios on environment and poverty eradication; other UN agencies with mandates in population dynamics; and the collaborative work under the joint programme of the GoB, UNDP Botswana, the Botswana Association of Local Authorities, and the Commonwealth Local Government Forum [CLGF] under the theme “Enhancing Service Delivery and Promoting LED in Botswana” which ran concurrently with the GoB-UN-POP.

1.3 Programme Principles

The scope of the LED project was driven through a set of inter-related principles that informed the nature of engagement between the UN Country Team and the GoB under the GoB-UN POP 2010 -2016. The programming principles included the following:

- 1.3.1 Botswana is an upper middle-income country (UMIC) with the capacity to finance its own development with the support of technical advisory services from its development partners;
- 1.3.2 The focus of development partner support would be on providing technical advisory services on upstream policy, institutional and systems development and implementation;

- 1.3.3 The technical advisory services for upstream policy, institutional and systems development and implementation would be delivered through the embedding of technical advisers in relevant implementing partner institutions; and
- 1.3.4 UNDP policy, institutional and systems development and implementation support would entail and be confined to demonstrating proof of concept; documenting and sharing lessons learned; developing tools and guidelines; and in the process, develop individual and institutional capacity at national and local levels to guide programmatic upscaling by the GoB.

1.4 Justification of Evaluation

In the context of its renewed commitment to consistently track policy, programme and project performance, relevance, effectiveness, efficiency, impact and sustainability; the GoB resolved to undertake an evaluation to critically reflect on its LED planning and implementation experience. The LED project was designed and implemented with the support of development partners from 2013 to 2017.

In addition, there is need to align both new and ongoing national projects and programmes with the objectives and principles of the national development framework, as articulated in Vision 2036 and the NDP 11, and harness national programmes and projects as vehicles to localize and achieve the objectives of Agenda 2030 for Sustainable Development.

It is therefore imperative to carry out an evaluation to understand the lesson learnt during the pilot phase and determine how best the pilot can be upscaled. The findings will also inform where support is required (if any) from Development partners including UNDP.

2. SCOPE OF WORK & RESPONSIBILITIES

The Scope of works will include the following: -

LED Project Components Results

- 3.1.1 Determine the extent to which each of the project components outlined in 1.2 above, i.e, 1.2.1 to 1.2.8 were achieved during the proposed life span of the project and what was achieved during the extension period;
- 3.1.2 Determine to what extent the LED pilot project contributed to the development of the LED Framework and Action Plan, and the extent to which it is assisting in the implementation of the LED Framework and Action plan;
- 3.1.3 Determine the efficiency and extent to which project resources and inputs were converted into planned results;
- 3.1.4 Determine the effectiveness of the management and monitoring systems put in place to support the implementation of the project. In addition, examine the effectiveness of the monitoring and evaluation system established to support implementation of the project;
- 3.1.5 Assess the effectiveness of the proper documentation of the LED process
- 3.1.6 Examine to what extent LED is contributing to implementation of SDGs in Botswana and suggest any potential for greater contribution;

- 3.1.7 Document key lessons learnt in each of the Project Components (1.2.1 to 1.2.8) that could be useful for the upscaling process; and
- 3.1.8 Prepare a summary matrix of key achievements and challenges encountered in the implementation of the various LED Project components.

3.2 Project Design

- 3.2.1 Determine the relevance and effectiveness of the LED Project components;
- 3.2.2 Determine the extent to which the LED project was consistent with the development needs and priorities of the GoB;
- 3.2.3 Indicate how the benefits and lessons learned from the project can be sustained and used for upscaling to new districts;
- 3.2.4 Assess the validity of the assumptions, principles and the theory of change that underpinned and informed the LED project and suggest any changes in determining the scope, design and management of the expansion and upscaling phase of LED planning and implementation in Botswana;
- 3.2.5 Determine the alignment of LED project purpose, initiatives and outcomes with national development priorities on promoting sustainable and inclusive economic growth and diversification; and their contribution to the eradication of poverty especially among the youth, women and the rural populations. The longevity of the LED project should also be determined; and
- 3.2.6 Define the relevance, effectiveness, sustainability and impact of LED as a key driver of national economic diversification and inclusive growth and the localisation and realisation of the objectives of Agenda 2030 for Sustainable Development in Botswana

3.3 Recommendations

- 3.3.1 Provide effective recommendations that could support the upscaling of the LED intervention.
- 3.3.2 Recommend improvements to the assumptions and principles that underpin the provision of technical advisory support to the GoB by development partners.
- 3.3.3 Set out a detailed scope and design of the next phase of LED upscaling process in Botswana with a clear action plan and budget;

Note: The results of all the LED project components and the lessons learned from piloting LED must feed into the scope, design and management of the expansion and scaling-up of LED planning and implementation in the country;

- 3.3.4 Outline in detail how the upscaling should be implemented at national and sub-national levels, with particular focus on institutional arrangement and staffing needs;
- 3.3.5 Recommend how best to carry out the management and monitoring of the upscaling;

- 3.3.6 Outline a broad financial budget required for upscaling;
- 3.3.7 Recommend the role that the private sector can play in the upscaling; and
- 3.3.8 Recommend the role that academic institutions can play in the upscaling.

3. QUALIFICATIONS, EXPERIENCE AND COMPETENCIES

Academic Qualifications

The evaluation team/consultant must have at least a Masters' Degree or higher in Public Administration, Economics, Development Planning, or any other Social Sciences, or equivalent discipline as determined by the adjudicating panel.

Experience and Competencies

The evaluation team/consultant must have the following core competencies: -

- a) At least 10 years work experience in the design and implementation of results-based M & E systems, preferably in the public sector with central and local government agencies, non-state actors, communities and development partners;
- b) Proven expertise in designing and applying robust and appropriate performance monitoring and results frameworks including experience in indicator development, testing and data collection, analysis and use of project and programme reviews in policy development and decision making;
- c) Demonstrated experience in monitoring and evaluation of large, complex, long-term projects and programmes;
- d) Proven expertise in evaluating multifaceted programmes/projects and results-oriented monitoring and evaluation;
- e) Proven experience in evaluating programmes/projects for UNDP or other UN/multilateral agencies;
- f) Good analytical and reporting skills and fluency in written and spoken English are essential;
- g) Demonstrated ability to assess complex situations to succinctly and clearly distil critical issues and draw forward looking conclusions;
- h) Planning and managing methods of generating data to demonstrate project and programme effects and impacts on institutions, systems, processes and different segments of populations at national and local levels;
- i) Demonstrable knowledge and experience of central and local government interactions, and a positive attitude towards the private sector and community empowerment as key factors in promoting local development;
- j) Political sensitivity in managing interactions with stakeholders within the state and non-state sector domains;
- k) Demonstrated ability to draw lessons from relevant international, regional, national and local practices, processes, projects and programmes and adapt them to this project;
- l) Good understanding of change management concepts and participatory approaches to problem solving in the context of public-private partnership arrangements;
- m) Very strong planning, analytical and organizational skills;
- n) An excellent understanding of the national policy and strategy context in relation to development planning process; and
- o) Fully proficient in the following software applications – SPSS, Word, Excel, and Power point.

4. TIME SCHEDULE AND PERIOD OF THE CONSULTANCY

The assignment will be undertaken in a total of 40 working days spread over a period of eight (8) weeks.

5. OUTPUT/DELIVERABLES

Under the evaluation, the evaluation team/consultant is expected to deliver the following: -

- Inception Report describing their understanding of the ToRs and detailing the approach, methodology and work plan for the assignment as guided and outlined in the Scope of Work. The Inception Report should be presented within seven (7) days from the date of signing the contract of engagement in soft copy;
- First draft of the evaluation report of the LED project as outlined in the Scope of Work;
- Facilitate two national workshops to get stakeholder consensus on the 1st draft and 2nd LED project evaluation reports, as outlined in the Scope of Work; and
- Second LED project evaluation report, as outlined in the Scope of Work; and
- A Final comprehensive evaluation report of the LED project, as outlined in the Scope of Work.

The submission of the final report should be in a CD (soft copy) and two bound copies. The Report should be of high quality in terms of presentation, relevance and utility, presented in Times New Roman Text, font size 12 and have the following attributes:

- Concision: The report should cover the required material without being irrelevant and unwieldy.
- Readability: The report should be written in jargon-free language. Its language should be simple, clear and reader-friendly, and
- Follow the standard guidelines for writing the UNDP/GEF evaluation reports. Use samples of similar reports prepared by other countries. The Country Office can also guide and avail the example documents.

6. METHODOLOGIES

Under the evaluation, the evaluation team/consultant is expected is to: -

- Develop the methodology describing their understanding of the ToRs, how it will address/deliver the scope of work defined in the ToRs and detailing the approach, work plan and tools to guide and undertake the assignment including the analysis of the LED project in relation to its inputs, activities, outputs, outcomes, target groups and beneficiaries;
- Review all the relevant literature, project document and progress reports that bear on the evaluation of the LED project;
- Develop a framework to manage consultations with relevant stakeholders that include relevant central government ministries including the MLGRD, MFED, OPC,

MITI, MLWS, MAFS; district councils, land boards, local government associations, development partners including UNDP, UNFPA; community based organisations, organised labour, industry, independent professional bodies and the private sector;

- Formulate relevant, simple and straightforward performance indicators at national and local levels to capture the activities, outputs and outcomes anticipated in the results chain of the LED Project against the agreed baselines;
- Capture key lessons learned during the implementation of the LED project and present them as evidence to inform the scope, design and management of the expansion and upscaling of LED planning and implementation in Botswana; and
- Facilitate the identification of the key components of the next project to expand and upscale LED planning and implementation in all the districts of the country as part of the emerging portfolio on Economic Diversification and inclusive Growth.

7. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

a. **Technical Proposal:** The technical proposal should include the following:

- Profile of consultant and an outline of recent experience on assignments of a similar nature.
- The consultant's interpretation and demonstrated understanding of the assignment. Including a clear description of the methodology - describing the main challenges to implement the Nagoya Protocol in Botswana and providing the necessary guidance on how to conduct the national assessments and gap analyses, the identification and the drafting of the legal instruments and its validation process and the national level including an annotated outline of proposed interim guidelines to implement the Nagoya Protocol
- A work plan with indicative timelines that the consultant proposes to employ in executing the assignment, with graphical illustrations where appropriate.

b. **Financial proposal:**

- Lump-sum consultancy fee
- The lump sum should be broken down to clearly indicate: travel, per diems, and actual consultancy fees (daily fee)
- An indication of whether this rate is flexible

c. Personal CV including past experience in similar projects and contacts of at least 3 referees

8. TRAVEL

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources. In the case of unforeseeable travel, payment of travel costs

including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

9. EVALUATION

Only those candidates who obtained at least 70% of points in each of the steps of the process will be considered for financial proposal evaluation.

- **Stage 1:** Preliminary evaluation of the proposals will be based on yes/no response as per the table below. If the response is “no” for any of the 3 criteria, the consultant will be disqualified from further evaluation.
- **Stage 2:** Technical Capability of the Consultant to deliver the required consultancy outputs evaluated on a scale of 0-100 points wherein the qualifying mark is 70%. The criteria to be used are shown below:

Qualifications (academic & technical, minimum of a Masters' Degree in Public Administration, Economics, Development Planning, or any of the Social Sciences or any equivalent discipline Yes/no	Adequate work and/or professional experience Minimum of 10 years' post-qualification experience in the design and implementation of result based M&E systems Yes/no	Complete Consultancy package submitted (Technical and financial proposals along with motivation letter) Yes/no	Stakeholder engagement and facilitation experience (10)	Technical Competence High technical skills in workshop facilitation and report writing; (20)	Relevant Professional/Work Experience Experience in development planning processes as well as Experience in undertaking evaluation of projects and programmes (30)	Methodology/Approach Detail the approach, work plan and tools to guide undertake the assignment and clear understanding of terms of references. (30)	Presentation & Packaging Good writing, interpretation and communication skills. (10)
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Individual consultants will be evaluated based on the Cumulative Analyses Methodology (weighted scoring method), where the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

- a) Responsive / compliant / acceptable, and
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.
 - Technical Criteria weight; (70%)
 - Financial Criteria weight; (30%)

Only Individual Consultants obtaining a minimum of 70% of the obtainable points of 100 points in technical evaluation would be considered for the Financial Evaluation. The total number of points allocated for the price component is 100. The maximum number of points will be allotted to the lowest price proposal that is opened and compared among those technical qualified candidates who have attained a minimum of 70% score in the technical evaluation. All other price proposals will receive points in inverse proportion to the lowest price

UNDP applies a fair and transparent selection process that would take into account both the technical qualification of Individual Consultants as well as their price proposals. The contract will be awarded to the candidate obtaining the highest combined technical and financial scores.

UNDP retains the right to contact references directly.

10. REMUNERATION

Payment for the expected deliverables will be made upon the endorsement of work by the Project Steering Committee. The payment schedule is as follows:

- a) First draft report - 20%
- b) Second draft report- 30%
- c) Final report – 50%

11. REPORTING STRUCTURE AND ACCOUNTABILITY

The Consultant will be contracted by UNDP-Botswana. However, he will work under the direct supervision and guidance of the Implementing Partner, the Ministry of Local Government and Rural Development, Department of Local Governance and Development Planning) in the execution of the duties and responsibilities defined in the scope of work. A Reference Group consisting of key stakeholders has been formed and will be responsible for providing quality assurance for the entire evaluation process. In other words, the Reference Group will review the inception report and all other draft reports to ensure they are of the highest quality and are in line with requirements defined in the TOR. UNDP, as a member of the Reference Group, will ensure that the evaluation is being done in line with the UN Evaluation Group guidelines, hence will provide quality control and advise appropriately when necessary until the final evaluation report meets the quality expected of it.

The evaluation team/consultant shall be responsible for ensuring that a quality final evaluation report is prepared. A schedule of meetings will be proposed at inception and approved as part of the Inception Report. Thereafter, the MLGRD will take the responsibility for the implementation of the evaluation process with technical support from UNDP.

The Consultant will be provided with three (3) hours of workspace, telephone and internet access each day for team meetings, confirming appointments and briefing sessions. The balance of the time will be spent meeting stakeholders or working from home. If the consultant is from outside Botswana, she/he will have to reside in Botswana for the duration of the assignment to undertake missions.

The Department of Local Governance and Development Planning will provide the Secretariat to the Reference Group and work with the Consultant on daily basis. All the deliverables by the Consultant will be sanctioned by the reference group. However, final approval of the evaluation work will be done by the MLGRD before the final payment can be made to the evaluation team/consultant.

Approvals and Reporting

The Consultant shall report to the Director, Department of Local Governance and Development Planning from whom all directions and approvals will be obtained in respect of: -

- a) Schedule of activities to be undertaken at all levels in each period;
- b) Weekly work plans and project activities;
- c) Variations in project plans;
- d) Change of personnel employed as part of the Consultancy; and
- e) Project design, drafts and report.

All approvals shall be in writing between the Director and the Consultant. Approvals may also be provided in the form of notes and other acceptable communicating devices. These however, should be followed up by formal approval in writing for purposes of record.

Format of Communication

Reports submitted to the Director [the Client] by the Consultant shall be both hard print format and soft computer copy written in software that is used by the Client.

Ownership of Materials and Documents by Client

All plans, specifications, reports and other documents and software prepared by the Consultant for the Client shall become and remain the property of the Client.

The Consultant may retain copies of such documents and software and use the same for their own purposes with prior written approval of the Client on conditions that may apply to agreements of such nature.