



Empowered lives.
Resilient nations.

INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: 19 March 2018

Title of consultancy: FINAL EVALUATION OF ECONOMIC DIVERSIFICATION DRIVE (EDD) MEDIUM TO LONG TERM STRATEGY (2011-2016)

Country: Botswana

Description of Assignment: The consultancy is to “evaluate the economic diversification drive medium to long term strategy 2011-2016

Project Title: Support to the Economic Diversification and Inclusive Growth in Botswana

Project Number: 00104645

Supervision: Ministry of Investment, Trade and Industry, Botswana

Expected Start Date: April 2018

Proposals with reference should be submitted in a sealed envelope clearly labelled, “**INDIVIDUAL CONSULTANT FOR EVALUATION OF THE ECONOMIC DIVERSIFICATION DRIVE MEDIUM TO LONG-TERM STRATEGY 2011-2016 IN BOTSWANA.**”

Should be submitted at the following address no later than 28 March 2018 at 12:00 Noon (**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.

1.0 BACKGROUND AND CONTEXT

- 1.1** The Botswana economy continues to be less diversified and driven by primary products of diamonds, copper/nickel and beef. In addition, the country's import bill averaged P20 billion per annum between 2005 and 2010. Thus, in 2010, a Presidential Directive CAB 11(A)/2010 was issued and it called on Government Ministries and their stakeholders to intensify efforts to diversify the economy through the **Economic Diversification Drive (EDD) Short-Term Strategy and the Medium to Long-Term Strategy**.
- 1.2** The Short-Term Strategy is based on the use of Government interventions such as local procurement, the use of preference margins and citizen economic empowerment strategies to promote local production and consumption. It is aimed at achieving quick wins and early harvest of low hanging fruits in targeted sectors of the economy where private sector efficiency and competitiveness may be achieved quickly. The major aim of the Strategy is to diversify the economy and reduce the large import bill cited above.
- 1.3** Realizing that the EDD Short-Term Strategy interventions are not sustainable in a free market economy, Government provided for the development of the EDD Medium to Long-Term (EDD MTLT) Strategy. The Strategy envisaged diversifying the economy through the development of globally competitive enterprises that need little or no Government protection and support. Its major aim was to diversify the economy into sectors that will continue to grow long after minerals have run out. Its specific objectives were to develop globally competitive sectors; diversify exports and export markets through a vibrant and globally competitive private sector; develop goods and services that comply with local and international standards; and develop an entrepreneurship culture for business growth and enhanced citizen participation in the economy. The development of the EDD Medium to Long-Term Strategy involved all Government Ministries, Independent Departments, Parastatals, the Private Sector, Labour Organizations and Civil Society.
- 1.4** In view of the above, the Ministry of Investment, Trade and Industry with the support of UNDP requires the services of an expert external evaluation consultant to evaluate the Medium to Long-Term EDD Strategy 2011-2016.

2.0 PURPOSE OF THE EVALUATION

- 2.1** The EDD Medium to Long-Term Strategy was implemented from 2011 to 2016. A mid-term review of the Strategy was expected to be undertaken in 2013. However, the mid-term review of the Strategy was not undertaken until it came to an end in 2016. It is for this reason that the Ministry of Investment, Trade and Industry has decided to undertake a final evaluation of the Medium to Long-Term EDD Strategy, with the primary objective of determining whether the intended objectives of the Strategy were achieved or not, and in the process, provide possible recommendations that could help with developing a revised EDD strategy and action plan for diversifying the Botswana economy.

3.0 EVALUATION SCOPE AND OBJECTIVES

- 3.1** Overall, the evaluation will focus on the major achievements, challenges, effectiveness, relevance, efficiency and sustainability of the strategy, with the primary objectives aimed at evaluating and

assessing the overall impact of the EDD Medium to Long-Term Strategy 2011-2016 on the economy and its effectiveness in meeting the overall objective of diversifying the economy in a changing global economy vis-à-vis evolving socio-economic, political and technological innovations.

- 3.2** The final evaluation report will be presented to the Senior Management of the Ministry of Investment, Trade and Industry, with the purpose of helping to inform the development of a revised strategy for the Economic Diversification Drive of the Botswana economy.

4.0 EVALUATION QUESTIONS

- i. Were stated objectives, outputs and/or outcomes/results of the Strategy achieved during its implementation?
- ii. What is the major progress made toward achieving the objectives, outputs and/or outcomes/results of the Strategy?
- iii. What factors contributed to achieving or not achieving the envisaged intended objectives, outputs, outcomes/results of the Strategy?
- iv. Were the institutional structure set up adequate or effective to facilitate the implementation and achievement of the objectives, outputs, and/or outcomes/results of the Strategy?
- v. How effective was the level of coordination within the institutional structure?
- vi. Was the partnership forged in the implementation of the Strategy appropriate to facilitate the achievements of the objectives, outputs, and/or outcomes/results?
- vii. Were appropriate measures put in place adequate to ensure effectiveness, efficiency, relevance and sustainability of the Strategy?
- viii. Were appropriate measures put in place to ensure effectiveness, efficiency, relevance and sustainability of the institutional structure supporting the implementation of the Strategy?
- ix. What factors contributed to the effectiveness and ineffectiveness of the Strategy?
- x. Were targeted sectors and sub-sectors defined in the Strategy appropriate and sufficient for diversifying the Botswana economy?
- xi. Was there a monitoring and evaluation framework put in place to support the smooth implementation of the Strategy?
- xii. Was the monitoring and evaluation framework appropriate and adequate in terms of relevant baselines, indicators, targets, and outputs to facilitate the achievement of the intended objectives, outputs, and/or outcomes/results? What were the weaknesses and strengths of this framework?
- xiii. Were the EDD Strategy Implementation Model and Monitoring and Evaluation Framework put in place to oversee its successful implementation appropriate and effective.
- xiv. Was the private sector sufficiently involved in the design and implementation of the EDD Strategy?
- xv. Was the Strategy appropriately aligned to the national vision, national development plan and the SADC Industrialization Strategy and its focus on economic diversification in Member States?
- xvi. What appropriate recommendations and clear roadmap could be advanced for the development and implementation of revised and robust EDD Strategy in Botswana?

5.0 METHODOLOGY

While it is true that the appropriate methods for undertaking this evaluation could emerge from the evaluators through consultations among the various entities and/or stakeholders that will be consulted, it is highly recommended that these methods comprise both quantitative and qualitative approaches. Moreover, extensive desk review of various reports from the implementation of the Strategy is also envisaged, as well as sight visitations at sector and sub-sector specific locations.

Where necessary, the use of global, regional and national data will be encouraged if they are required to satisfactorily respond to the evaluation questions and realize the intended objectives of the evaluation. It is also expected that a wide stakeholders and entities comprised both of state and non-state actors must also form part of the groups consulted during the evaluation.

Nevertheless, whatever methods are selected by the consultant (s), they must appropriately respond to the objectives of the evaluation and the evaluation questions to produce intended quality deliverables of the evaluation.

6.0 EVALUATION PRODUCTS (DELIVERABLES)

The key deliverables expected from the evaluation are:

- Inception report within which we have a clear roadmap for undertaking and completing the final evaluation. In other words, the inception report should detail the understanding of the evaluator (s) of what will be evaluated and why; respond to how each evaluation questioned will be addressed by way of proposed methods, sources of data and data collection procedures; include a proposed schedule of tasks, activities and deliverables; and appropriately designate a team member with the lead responsibility for each task or product in case different evaluators will be involved with the assignment.
- Draft evaluation report.
- Final evaluation report with a supportive implementation plan for the recommendations that will be advanced therein.
- Evaluation brief and other knowledge products or reports of stakeholder inception and validation meetings.

7.0 EVALUATION TEAM COMPOSITION AND REQUIRED COMPETENCIES

Education

- Members of the evaluation team/consultant (s) must have advanced post-graduate degrees (Masters/PhD) in the social sciences such as economics, development studies, industrial economics or any other relevant field of study.

Work experience

- The Team/consultant (s) must have minimum 10 years of conducting evaluations and must have undertaken similar assignments at the national, regional and global levels, which are aligned to the scope of work defined in these terms of reference.
- The Team/consultant (s) must have good understanding and extensive experience in economic diversification, SMME development and advising governments at the policy level on the formulation and implementation of strategies, undertaking reviews and evaluations at impact or outcome level

and/or similar assignments. Knowledge of the economy and overall the development context of Botswana are added advantages.

- The Team/consultant (s) must have good track record and extensive experience in facilitating training, mentoring and coaching on similar areas of work associated with this assignment.
- The Team/consultant (s) must have good report writing, presentation, advocacy and communication skills.
- The Team/consultant (s) must have good experience in working in middle-income countries.

8.0 IMPLEMENTATION ARRANGEMENTS

The Ministry of Investment, Trade and Industry (MITI) is going to lead all processes for the evaluation of the EDD Strategy. As such, the evaluation team/consultant will report directly to the Director of Economic Diversification Drive, with overall policy guidance and supervision of the Deputy Permanent Secretary of EDD, who will also serve as the Chairperson of the Reference Group. Daily, until the end of the consultancy, the evaluation team/consultant will work closely with the staff of the EDD and Department of Industrial Affairs who are also the Secretariat for the Evaluation exercise.

UNDP will be part of the Reference Group and will provide technical and quality assurance support to the entire evaluation process in line with the United Nations Evaluation Group guidelines for undertaking evaluation.

The evaluation team/consultant will produce draft reports at each stage for review and approval by the MITI Senior Management, with technical support from the Reference Group. The reports will be reviewed by the Reference Group and final reviewed drafts shared with the Senior Management Team of the Ministry for review and final approval. At each stage, the evaluation team/consultant is expected to lead and incorporate all comments that will be provided by the Reference Group.

9.0 TIME FRAME FOR THE EVALUATION PROCESS

The evaluation drafting consultancy is expected to include the following broad activities, please suggest timelines for each activity

	Activity	Estimated time	Key outputs
1	Preparation by consultant (s) and field team <ul style="list-style-type: none"> Review of EDD Short-term Strategy and Medium to Long-Term Strategy 2011-2016 Review other relevant documents Initial discussion with lead Ministry and focal points Agreement on activities & timeframes Preparation of meetings/programme Development of evaluation methodology (involving analysis of key activities in the areas of time, target groups, persons to be reached, and needed evaluation instruments). 	<i>Consultant to propose</i>	<p>Familiarization with the Ministry of Investment, Trade and Industry and the focal points for the assignment.</p> <p>Evaluation workplan and timeframe/inception report.</p> <p>Evaluation instruments (examples: matrix with key evaluation questions and means of verification, questionnaires, interview protocols, meeting programmes, focus group discussion methodologies, etc.).</p> <p>The above should be completed and submitted to Ministry of Investment, Trade and Industry two (2) weeks after commencing the assignment.</p>
2	Meetings and discussions with key Stakeholders <ul style="list-style-type: none"> Discussions with Ministry officials, focal points for the Strategy, other key actors like development partners, citizens, private sector, civil society organizations (CSOs), Micro-Small-Medium Enterprises, etc. Meetings with relevant sector ministries, departments and agencies. Field visits where applicable 	<i>Consultant to propose</i>	<p>Documented records of interviews and observations with stakeholders.</p> <p>Draft evaluation findings.</p>
3	Presentation of preliminary findings to all stakeholders.	<i>Consultant to propose</i>	Presentation of findings to key stakeholders.

	<ul style="list-style-type: none"> Hold meeting(s) with primary stakeholders including government, private sector, citizens, development partners, etc. to present preliminary findings and recommendations and collect feedback that will help finalize the evaluation report, give suggestions and get feedback Incorporate feedback into findings 		Forum for participatory feedback.
4	Writing Report <ul style="list-style-type: none"> Draft Report & Final Report <p>Report should:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Contain an executive summary (mandatory). <input type="checkbox"/> Be analytical in nature (both quantitative and qualitative). <input type="checkbox"/> Contain a SWOT analysis <input type="checkbox"/> Be structured around issues and related findings/lessons learnt. <input type="checkbox"/> Include conclusions. <input type="checkbox"/> Include recommendations. <input type="checkbox"/> Separate action plan for the implementation of the recommendations. <input type="checkbox"/> Include a proposed institutional structure for implementation <p>NB: Where there is a report template, this should be provided to the consultant (s).</p>	<i>Consultant to propose</i>	Draft report delivered to Ministry of Investment, Trade and Industry for consideration, review and comments.
5	Presentation of draft report at validation workshop <p>Hold a final review meeting at a validation workshop, where the key findings and recommendations of the final report will be presented and thoroughly reviewed by all stakeholders.</p>	<i>Consultant to propose</i>	The final report-key findings and recommendations presented at a validation workshop. Final comments will be received by the consultant (s) and incorporated in a final draft that will be submitted to the Ministry of Investment, Trade and Industry.
6	Submission of Final Report and Action Plan for the Implementation of the Recommendations	<i>Consultant to propose</i>	A report of maximum 50 pages in word document format with tables/graphs where appropriate will be submitted within five (5) working days after the

			completion of the assignment, incorporating comments made on the final draft presented at the validation workshop.
7	The final report will be reviewed by MITI and Reference Group	<i>Consultant to propose</i>	Comments will be sent to the consultant for consideration in a revised draft
8	The final draft evaluation report submitted to the MITI for review and approval	<i>Consultant to propose</i>	Approval given to the final report by MITI
	Time allocated for the entire assignment	<i>Consultant to propose</i>	

10.0 DOCUMENTS TO BE INCLUDED WHEN SUBMITTING APPLICATION

Interested candidate (s) must submit the following documents/information to demonstrate their interest in the consultancy:

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 comments or suggestions on the TORs and appreciation of the assignment, where required.
- A clear description of the methodology and work plan that the consultant proposes to execute the assignment, illustrate where appropriate, with bar charts of activities.
- **An implementation matrix/timeline** for carrying out the assignment.

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 or not

c. Personal CV, which must include past experiences undertaking similar assignments and at least three (3) references for ease of background check.

11.0 TRAVEL

All envisaged travel costs must be included in the financial proposal. This must include the travel cost to join duty station/repatriation travel. Kindly note that UNDP will not accept travel costs exceeding those of an economy class ticket. Should the consultant wish to travel on a higher class, he/she is free to do so using his/her own resources for the upgrade. 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.

12.0 EVALUATION PROCESS FOR THE PROPOSALS

The consultant's technical and financial proposals will be evaluated according to the below criteria:

- **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 three (3) of the criteria, the consultant will be disqualified from further evaluation.
- **Stage 2:** Technical capability of the consultant to deliver the required deliverables of the consultancy will be based on a scale of 0-100 points wherein the qualifying mark is 70%.
- The overall criteria to be used are provided below:

Qualifications (academic & technical, minimum Master's degree and above)	Adequate work and/or professional experience	Complete Consultancy package submitted (Motivational letter, technical and financial proposals)	Context Knowledge of Botswana's development context and the relevant state and non-state actors involved with EDD Expertise in undertaking evaluations on similar assignments	Technical Competence Ability to undertake qualitative and quantitative data analysis (20)	Relevant Professional/ Work Experience Previous experience in area of economic diversification ; preparing development plans, strategies and policies Experience in drafting high quality reports and facilitating development planning consultative processes (30)	Methodology/Approach Methodology/approach presented is relevant for assignment (10)	Presentation & Packaging Good writing, communication and presentation skills. (10)
Yes/no	Yes/no	Yes/no	(30)				

Individual consultants will be evaluated based on the cumulative analyses (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 and/or acceptable for the assignment underway, and
- b) Having received the highest score out of a pre-determined set of weighted technical and financial proposal 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 the 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 technically qualified candidates who have attained a minimum of 70% score in the technical evaluation.

The contract will be awarded to the candidate obtaining the highest combined technical and financial scores.

Lastly, UNDP retains the right to contact references directly.

13.0 PAYMENT SCHEDULE

Payment shall be made against deliverables in four instalments following the suggested schedule defined below:

- a) First payment: Fifteen per cent (15%) upon delivery and acceptance of the first substantive draft report.
- b) Second payment: Thirty-five per cent (50%) upon delivery of the final report and presentation at the Technical Working Group and Stakeholders meeting.
- d) The third and final payment: Thirty-five per cent (35%) upon successful completion of this assignment and submission of the final report and action plan for the implementation of the recommendations.