



INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

14th June 2019

Country: BOTSWANA

Description of the assignment: To conduct outcome evaluation of Youth Development Fund (YDF) in Botswana

Period of assignment/services (if applicable): 3 months from July – September 2019. **The actual number of consultancy days are expected to be suggested by the consultant**

PROJECT NAME: Support to the fulfilment of human rights and access to justice and empowerment of youth and women (the Project)

PROJECT NUMBER: 00104658

Proposals with reference should be submitted in a sealed envelope clearly labelled, **“Evaluation of Youth Development Fund (YDF) in Botswana**

at the following address no later than **26th June 2019 Time 12:00hrs** (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 above or e-mail 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. The experience required is that of the individual whose CV would have been submitted by the company rather than that of the company. In this regard, the company by submitting a CV is bidding as an individual bidder rather than a company/firm. Further, if the submitted bid wins, the ensuing contract will be between the UNDP and the company/firm, not the individual.

1. BACKGROUND

Youth Development Fund (YDF) is a Government Youth Economic Empowerment scheme aimed at promoting active participation of youth in the socio-economic development of the country. YDF also encourages the youth to venture into sustainable and viable income generating projects with view to create sustainable employment opportunities for young people. Through this scheme unemployed youth are offered funds up to a maximum BWP100, 000 (\$10,000) to start businesses of which 50% is a grant and remaining 50% is a loan. Annually, Government invests BWP 120m (\$12 million) on this programme. However, after 10 years of operation, it is still difficult to ascertain whether the programme is yielding the intended results due to lack of a comprehensive review or evaluation of the Programme.

In 2015 MYSC conducted a YDF Tracer Study which aimed to understand the factors that affect the success of different youth enterprise development, support, interventions and offer lessons for informing future programme refinement. The Tracer Study revealed that only 40% of YDF funded projects survive the first 18 months of their operation. Furthermore, the study noted some achievements and success stories reached through the YDF, but also indicated challenges facing youth such as lack of entrepreneurial and business management skills, lack of technical support, poor repayment rate, administrative deficiencies including poor monitoring controls to manage performance of the funded projects and limited resources within the programme.

Other assessments by the Ministry revealed that the fund is owed over P360m by beneficiaries who received funding since inception. The Ministry targets to collect P6 million per year from funded projects.

The State of the Nation Address (SONA) 2019 highlighted that YDF must be reviewed to improve and increase the success rate of youth funded projects with the view to optimize job creation. Other changes suggested a focus on funding of youth cooperatives and consortia in identified sectors with potential for success. Emphasis will be placed on capacitating the YDF beneficiaries through training as a pre-condition for funding. The proposed changes will be pronounced before the beginning of the next financial year.

In view of the above, the is supporting the MYSC to conduct a comprehensive evaluation of YDF programme. The evaluation will be done under the auspices of a project titled the “Support to the Fulfillment of Human Rights, Access to Justice and Empowerment of Women and Youth Project” (2018 – 2021) (“the Project”).

Evaluation scope and objectives

In line with the objectives of the National Youth Policy (2010) and YDF guidelines, the evaluation will aim to establish the relevance and strategic fit, effectiveness, efficiency, impact and sustainability of the YDF programme. Additional evaluation objectives include the following:

- To assess YDF implementation strategy

- To assess the relevance, effectiveness, efficiency, impact and sustainability of YDF
- To assess YDF processes, planned activities and outputs including budgetary efficiency
- To identify the main achievements and impact of YDF programme activities
- To identify the underlying causes and issues of non-achievements of YDF targets
- To provide information for better decision-making in future for similar youth economic empowerment interventions (best practices and lessons learned as well as to provide a basis for policy recommendations)

Scope of Evaluation

The evaluation covers implementation of YDF since inception (from financial year 2009/10 to 2018/19). The geographic coverage of the evaluation is the whole country (Botswana). The scope of the evaluation covers all YDF processes including guidelines, application forms and implementation strategy with the view to establish the relevance and strategic fit, effectiveness, efficiency, impact and sustainability of the YDF programme.

Evaluation Principles

The YDF programme will be evaluated based on the following evaluation criteria:

- **Relevance:** measures whether the YDF programme addresses an important development goal and whether its objectives are still valid.
- **Effectiveness:** measures whether the YDF programme activities achieve its goals.
- **Efficiency:** measures the cost effectiveness, i.e. the economic use of resources to achieve desired results.
- **Sustainability:** measures whether the benefits of the programme are likely to continue after YDF has been withdrawn. The programme needs to be environmentally as well as financially sustainable.
- **Impacts of YDF:** measures the positive and negative changes produced by the YDF programme, directly or indirectly, intended or unintended.

Evaluation Questions

More specifically, the evaluation aims at addressing the following questions for each evaluation criteria, although not limited to:

Relevance

- What has been the focus of YDF programme implementation?
- Who are the main beneficiaries of YDF programme?
- How were they selected?
- How was the YDF aligned to the National Youth Policy (2010) and National Action Plan for the

Youth (2010) and other economic/socio development policies of government?

- To what extent did the YDF benefit the intended target audience?
- To what extent did the objectives of YDF remain valid throughout the YDF implementation period (2009 – 2019)
- Were YDF activities and outputs consistent with the overall national goals and attainment of the objectives of the Botswana National Youth Policy?
- Were the activities and outputs of YDF consistent with the intended impacts and effects?

Effectiveness

- To what extent were the objectives achieved?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- Did the activities contribute to the achievement of the planned outputs?
- Have the different outputs been achieved?
- What progress toward the outcomes has been made?
- To what extent the design, implementation and results of the YDF programme have incorporated a gender equality perspective approach and inclusion of people living with disability? What should be done to improve gender mainstreaming and inclusion of people living with disability?
- What has been the result of the capacity building/trainings interventions? Were qualified trainers available to conduct training? Were service providers trained to implement YDF? Were beneficiaries trained and mentored in running their businesses and projects?

Efficiency

- Were YDF activities cost-efficient?
- Were objectives achieved on time?
- Was the YDF programme implemented in the most efficient way compared to alternatives?
- What was the original budget for the YDF Programme?
- How have the YDF Programme funds been spent?
- Were the YDF funds spent as originally budgeted?
- How much has been recovered from the loan component of YDF? What were the opportunities, challenges and limitations of the loan recovery component?
- Are there any management challenges affecting efficient implementation of the YDF? What are

they and how are they being addressed?

- Review the effectiveness of the institutional arrangements of the management of the YDF at national and sub- national levels and provide clear recommendations for improvement.

Sustainability

- To what extent will the benefits of the YDF programme continue after Government funding stops?
- What were the major factors which influenced the achievement or non-achievement of sustainability of the YDF programme?
- Does the YDF programme have a clear exit strategy?
- To what extent the design, implementation and results of the programme have incorporated financial sustainability and the growth of the funded projects? What should be done to improve market growth and expansion of funded projects and their financial sustainability?

Impact of interventions

The evaluator will assess the extent to which the project achieved impact or progress towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in youth development, b) verifiable reductions in youth employment levels, and/or c) demonstrated progress towards these impact achievements.

- What are the stated goals of the YDF Programme?
- What are the primary activities of the programme and expected outputs?
- To what extent have the activities progressed? How did the programme contribute to the achievement of YDF outcomes and outputs?
- What were the most significant changes and results generated which can be attributed to YDF programme?
- What have been the main impact of the YDF programme on the Youth Employment in Botswana?
- How many people have been affected?
- What has been the success rate of the funded projects?
- Has the programme contributed or is likely to contribute to long-term social, economic, technical, environmental changes for individuals, communities, and institutions related to the programme?
- What difference has the YDF programme made to beneficiaries?

Target Audience

The target audience will be the MYSC YDF internal processes at National and District levels and external

stakeholders/partners including youth beneficiaries involved in the implementation of the programme.

Conclusion and Recommendations

The evaluation report must include separate chapters providing a set of **conclusions, recommendations and lessons learnt**.

- Conclusions should build on findings and be based on evidence.
- Recommendations should be prioritized, specific, relevant, and targeted, with suggested implementers of the recommendations. This should be presented in a draft implementation plan for recommendations.
- Lessons learnt: highlight top 10 lessons learnt. These can be both positive and negative as appropriate.

Duration of the assignment

The study is to be completed within 3 months of contract signing.

2. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED WORK

Duties and Responsibilities:

The role of the consultant is to lead in conducting the review of tools. The consultant is thus expected to:

- Prepare an inception report and present it to the Technical Working Group for validation. The inception report will need to include detailed proposed evaluation methodology, plan of action, literature review etc
- Review the existing official documents on YDF and other policies.
- Data collection
- Prepare a draft report and present to the Technical Working Group for validation
- Prepare a final evaluation report
- Perform other responsibilities related to the deliverables of the assignment.

The anticipated duration of the consultancy is three (3) months from July - September 2019.

3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

Evaluation will be conducted by an independent expert without prior involvement in the YDF programme. The evaluator should remain independent and impartial throughout the evaluation.

I. Academic Qualifications and Competencies:

The evaluator should have:

- Minimum of a master's degree in research and evaluation, economics, statistics, demography, development studies, social sciences, or related field, with specialized training in evaluation and

project/program management;

- Extensive knowledge of, and experience in applying both qualitative and quantitative evaluation methods to projects and/or programmes
- Knowledge of and experience with Government Economic Empowerment Programmes and/or youth empowerment programmes would be an asset
- Experience in project management is considered an asset
- Excellent communication in English and interpersonal skills

II. Years of experience:

At least 6 years' experience in research, project or programme evaluation

4. EXPECTED DELIVERABLES:

1. Inception evaluation report containing work plan, evaluation methodology and key findings of literature/desk review
2. Draft evaluation report with findings, lessons learned and results
3. Final evaluation report and presentation.

Please note the below:

The final report should not be longer than 35 pages, excluding the annexes and the executive summary (Annex 3). The report should be developed with respect to the following chapters: - executive summary (maximum 4 pages)

- Introduction (including evaluation objectives and scope)
- Description of the Intervention
- Evaluation Approach and Methods
- Analysis
- Evaluation Findings, including contribution to outcomes, and sustainability
- Conclusions
- Recommendations (Develop a draft implementation plan for recommendations)
- Lessons learned and best practices (include a chapter on the top 10 lessons learnt. These can be both positive and negative as appropriate)

Annexes to the evaluation report should be kept to an absolute minimum. Only those annexes that serve to demonstrate or clarify an issue related to a major finding should be included. Existing documents should be referenced but not necessarily annexed. Maximum number of pages for annexes is 15.

5. 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.
- References from the consultant's clients for similar assignments.
- The consultant's interpretation and demonstrated understanding of the assignment as per the TORs (interpretation of the TORs)

- A clear description of the evaluation methodology and work plan that the consultants propose to execute the assignment with illustrations - describing the objectives, tasks and deliverables.
- 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.

6. 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 Consultant 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.

7. 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:

Technical Criteria	70% of total evaluation	
Criteria A	Relevant education background: Minimum of a master’s degree in research and evaluation, economics, statistics, demography, development studies, social sciences, or related field, with specialized training in evaluation and project/program management	Yes/No
Criteria B	Adequate work and/or professional experience: At least 6 years’ experience in research, project or programme evaluation.	Yes/No

Criteria C	Complete Consultancy package submitted (Technical and financial proposal)	Yes/No
Criteria D	Demonstrated technical knowledge of and experience in applying, qualitative and quantitative evaluation methods to projects and/or programmes	30points
Criteria E	Methodology/Approach: A clear description of evaluation methodology and work plan that the consultants propose to execute the assignment with illustrations – describing the objectives, tasks and deliverables.	40points
Criteria F	Previous work experience of undertaking similar assignments. In doing so, provide at least 3 contacts of key focal persons while undertaking those assignments, the relevance (if any) of those assignment to this one. Provide a sample of similar work previously done	20 points
Criteria G	Knowledge of and experience with Government Economic Empowerment Programmes and/or youth empowerment programmes	10 points

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.

8. Implementation Arrangements

This section describes the organization and management structure for the evaluation and defines the roles, key responsibilities and lines of authority of all parties involved in the evaluation process. Implementation arrangements are intended to clarify expectations, eliminate ambiguities, and facilitate an efficient and effective evaluation process.

UNDP

UNDP is responsible for the contract management of this evaluation and will contract independent consultant to conduct the evaluation on behalf of MYSC. UNDP will facilitate the logistical requirements and provide both financial and technical assistance during all phases of the evaluation process, including payments for the consultant.

UNDP Project Manager – Youth and Women Empowerment

Day-to-day management of the Evaluation Team will be provided by UNDP Project Manager overseeing the youth empowerment project and will be assisted by Programme Associate. He will provide all documentation to the team for the desk review, set up interview appointments and field visits and convene all the related meetings. The Project Manager will be assisted by the Programme Associate who will ensure that all issues pertaining to the contract with the Evaluation Team, including payments are completed on schedule and will be responsible for facilitating the travel logistics of the Evaluation Team.

Technical Working Group (TWG)

A TWG led by MYSC will compose of representatives of MYSC M&E Unit, Representative from Youth Desk, MYSC Principal Youth Programme Officers based at various Ministries, Representatives from Local Enterprise Authority (LEA) and Citizen Entrepreneurship Development Agency (CEDA) will oversee the conduct of the evaluation at the technical level and will be responsible for providing guidance and direction for the evaluation process and inputs and comments on the draft evaluation report as well as for approving the final document. The team will provide quality assurance and guidance to the evaluation to ensure that it meets the evaluation quality criteria. The technical committee will oversee the implementation of the agreed schedule of consultation activities, ensure wide stakeholder consultations, will be in charge of verifying all facts in the report and oversee the production of the final report and the drafting and implementation of follow up actions.

9. REMUNERATION

The payment schedule will be as follows:

Payment shall be made in three instalments against following deliverables:

- 10% upon completion of evaluation inception report,
- 50% upon completion of the draft evaluation report
- 40% upon clearance of the final report and presentation.