



INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: 23rd February 2021

Country: Botswana

Description of the assignment: INDIVIDUAL CONSULTANCY DEVELOPMENT OF PERFORMANCE MONITORING & EVALUATION FRAMEWORK FOR CEDA”

Project name: Economic Diversification and Inclusive Growth

Project Number: 00102694

Period of assignment/services: To be completed within 9 months

Submission Requirements: Proposals should be submitted in a sealed envelope clearly labelled: “Individual Consultancy: Development of a Performance Monitoring & Evaluation Framework for CEDA”

and be submitted to:

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

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

Submission Deadline: 12th March 2021 at 12:00pm (Botswana Time)

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 Citizen Entrepreneurial Development Agency (CEDA), a Development Finance Institution (DFI) wholly owned by the Government of Botswana, was established in 2001 to provide financial and technical support for business development, thereby promoting viable and sustainable citizen owned business enterprises. The DFI was established in response to a recommendation made by the National Conference on Citizen Economic Empowerment (NCCEE) held in July 1999, and the 4th Evaluation of the Financial Assistance Policy (FAP) that called for support for business development to promote citizen entrepreneurship among Botswana in various sectors of the economy.

CEDA offers various funding products for new and existing business ventures. Financing varies from capital expenditure, working capital and equity. The Agency also provides technical and mentoring services, as a mechanism for enhancing investments in citizen enterprises and minimizing business discontinuation rates, which have been found to be very high in Botswana.

In fulfilling its mandate to enhance citizen entrepreneurship, CEDA's core direction is to **Finance, Develop and Sustain** citizen enterprises, as captured in its slogan. The Agency has thus far made substantial strides in the financing facet totaling about 16 000 enterprises. However, in order to sustain and further enhance (socio) economic development, CEDA needs to monitor the financed projects, assess performance, and the overall impact of these entities on Botswana's national priorities. The Agency does not have a systematic and centralized monitoring and evaluation system for tracking its impact. This points to the need for a scalable and systematic, results oriented monitoring tool for tracking CEDA's journey towards achieving its mandate.

It is against this background that CEDA seeks to develop a results-based monitoring and evaluation system for timeously tracking its development impact that can be measured at the local and national level. The envisaged system should be linked to and seek to improve existing performance reporting tools such as QPR and SAP. In addition, the institutional and human capacity for M&E is inadequate and needs to be fully developed to ensure effective monitoring, reporting and evaluation of CEDA's performance and impact.

This assignment will be implemented through a consultancy jointly supervised by CEDA and UNDP. The Consultant will work under the direction of the Project Manager appointed by CEDA, the Programme Specialist – Economic Diversification and Inclusive Growth at UNDP, and the Reference Group.

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

2.1 Purpose

The overall purpose of this assignment is to assist the Citizen Entrepreneurial Development Agency to establish a formal and systematic process and human capacity for monitoring, evaluating and reporting on the organization's strategic priorities and impacts on the SMME sector and overall economy.

2.2 Overall Objective

The overall objective of the assignment is to develop a robust and operational Results-Based Monitoring and Evaluation system for CEDA to strengthen its efficiency, effectiveness, and accountability for results. A well-functioning M&E system ought to be the central point of reporting to both internal and external stakeholders. The system is expected to timeously track CEDA's development impact variables and enhance the performance of the Agency, and ultimately contribute to the achievement of national development goals, SADC industrialisation agenda as well as selected sustainable development goals (SDGs).

2.3 Main Tasks

Under the supervision of a Project Manager at CEDA, the UNDP Programme Specialist – Economic Diversification and Inclusive Growth and the Reference Group, the consultant will perform the following functions:

i. Situational Analysis

- a. Conduct a situational analysis on the current data management, organisational performance and assessment process, procedures, systems and processes for monitoring CEDA funded projects, relevant governance and policy instruments of the Agency as well as other pertinent performance reporting processes adopted by the Agency. This analysis will describe the current situation and context surrounding the existing gaps in the systems and processes;
- b. Undertake a capacity and skills assessment for implementing and managing a results-based monitoring and evaluation system;
- c. Identify the existing capacity gaps and needs;
- d. Undertake a desktop review of all the relevant documentation, existing data management tools, data availability, data collection and reporting tools;
- e. As part of identifying the current situation and gap analysis, conduct stakeholder consultations with relevant departments and officials. The consultations are also meant to inform the direction of the anticipated M&E framework;
- f. Informed by the diagnostic work done through the situational analysis, provide clear recommendations on how all the identified gaps and needs should be addressed highlighting key opportunities and best practices;
- g. Propose a suitable environment within which an effective and efficient M&E framework should operate within the CEDA including its location within the organisational structure;

ii. Monitoring and Evaluation Framework:

- a. Develop the institution's Monitoring and Evaluation Framework. This should consist of but not limited to: a Results Framework; Monitoring and Evaluation Plan with clear objectives, key performance indicators, targets and impact variables; RACI matrix to infuse accountability and ownership of the framework; Data Quality Assurance and Improvement plan; M&E guiding policy instruments as well as other strategic areas whose performance needs to be tracked by the Agency;

- b. In defining the scope of the M&E tool and other inputs that need to be considered for the framework, the consultant will conduct internal stakeholder engagements to inform the framework development;
- c. Engage stakeholders for acceptance of the developed M&E tool;

iii. Guidance Tools, Templates and Manuals

- a. Develop new or modify existing tools, systems and their corresponding manuals for implementation of the M&E system. The tools must be pre-tested prior to full adoption and use;
- b. Incorporation of all feedback from the Reference Group.

iv. Capacity building of CEDA staff

- a. Based on the capacity and skills assessment from the situational analysis, develop suitable training package and programme to enhance M&E capacity of CEDA staff. The training should focus on specific departments and focal persons in the branches who will be responsible for implementation of the framework. These targeted focal persons will be identified during the situational analysis phase;
- b. Organize capacity building training sessions for CEDA staff and relevant stakeholders/partners on M&E and on the utilization of the designed tools, systems and their corresponding manuals;
- c. Develop and implement a capacity development programme to facilitate transfer of skills and knowledge. Ensure the capacity development programme includes identification of champion users who can continually provide on-the-job training so as to ensure that the M&E system can eventually operate with minimal external support.

v. Close out report

- a. Prepare a close out report that documents key achievements, challenges, proposed adaptive measures and recommendations for sustainable management and utilization of the M&E system as well as recommendations for digitization of the framework. The close out report should also have the Agency's readiness assessment chapter which will have been informed by close monitoring of each of the deliverables.

NOTE:

At all stages of the assignment/consultancy, the consultant will be expected to incorporate all feedback from CEDA, UNDP and the Reference Group.

2.4 Guiding Principles

The Consultant will be guided by the following principles:

- a. Designing of an M&E System and all its related tools and templates to be done through a **consultative and participatory approach** that includes all relevant stakeholders;
- b. Throughout the consultant's engagement with stakeholders, there should be a **strong and traceable element of capacity building and skills development**;
- c. The M&E System should be supported by **user-friendly guidance material** for efficient, effective and sustainable use by CEDA staff. The system manuals must include but not limited to **what needs to be measured**, the most **appropriate source of information** to be collected, method and regularity of information collection; analysis, storage and retrieval of data. Additionally, the guidance must **communicate the roles, responsibilities, and reporting systems** for all the users;

- d. Ensure that the M&E System developed is **compatible with and has clear linkages with the National Indicator Frameworks for NDP11 and Sustainable Development Goals (SDGs)**. Data sources and means of verification must also be well articulated.

2.5 Scope of Work

The scope of work is as follows:

- Undertake a CEDA situational analysis to identify existing gaps and identify needs in-terms of the KPIs, data availability, data collection and reporting tools, monitoring procedures, roles and responsibilities in regards to operationalising the anticipated M&E system and provide recommendations to inform the way-forward;
- Develop a results-based monitoring and evaluation system and associated tools and templates in line with the CEDA strategies and guiding procedures based on international best practice for result based monitoring and evaluation framework;
- Develop a capacity building programme for CEDA and train respective officers in the Monitoring and Evaluation System developed for CEDA;
- Throughout the framework development process, facilitate on-the-job training of selected CEDA staff to ensure continuous transfer of skills and knowledge for efficient implementation of the framework;
- Design corresponding data collection tools, procedures, protocols, and templates all captured in user-friendly manuals;
- Prepare an implementation plan that links the data management processes. The implementation plan should contain all the requisite elements, including timelines, activities, targets, persons responsible, budgets etc;
- Integration of a comprehensive RACI Matrix and recommend roles and responsibilities for data collection, monitoring and evaluation, reporting and quality assurance mechanisms within the M&E system.

3. DELIVERABLES AND KEY MILESTONES

The following milestones and outputs are envisaged:

Phase	Deliverable	Content
Phase 1	Inception Report	This should clearly demonstrate the consultant's understanding of the Terms of Reference, and should set out the proposed approach to the study as well as the study team and governance structures, timelines and associated key milestones to be achieved over the course of the assignment.
Phase 2	Situational Analysis Report	A detailed situational analysis that describes what currently exists within CEDA i.e. the gaps and needs in terms of the KPIs,

		data availability; data collection and reporting tools; and roles and responsibilities with regards to operating the M&E system. The report should provide clear recommendations to inform the development of the framework and subsequent activities to be undertaken by both the consultant and CEDA.
Phase 3	Monitoring and Evaluation Framework, Plan, tools and templates	<p>In close consultation with CEDA staff and relevant stakeholders, develop an M&E framework, containing programmatic outcomes, the relevant KPIs, baselines and targets; the associated data collection tools, procedures and protocols, all captured in comprehensible user manuals.</p> <p>In the early stages of development of the M&E framework, the consultant will facilitate a training session on the basic concepts of M&E to promote appreciation among the relevant staff. Additional capacity building measures will target champion users who can subsequently provide continuous on-the-job training so as to ensure that the M&E system can eventually operate with minimal external support.</p> <p>The M&E Plan and its components will be approved through a stakeholder workshop.</p> <p>Prepare an Implementation Plan that links the data management processes, clarified roles and responsibilities for monitoring, evaluation, reporting and quality assurance mechanisms within the M&E system.</p>
Phase 4	Consultancy close-out report	The end of consultancy report will document the entire process from i. inception, ii. situational analysis, iii. testing of tools and protocols, what has worked and what has not worked, lessons learnt and revisions made, staff capacity development and training processes and iv. final user acceptance.

4. METHODOLOGY

The consultant will consider the tasks proposed by the Client and propose a detailed methodology to complete the deliverables as per the specifications above. The methodology should adopt a consultative and participatory approach to produce the expected deliverables. The entire process of developing the M&E framework should be based on sound knowledge and be derived from global best practices but specifically tailor made for CEDA and Botswana.

5. MANAGEMENT OF THE CONSULTANCY

This assignment is commissioned by CEDA and will be jointly supervised by both CEDA and UNDP. The Consultant will work under the direction of an appointed Project Manager by CEDA, the UNDP Programme Specialist – Economic Diversification and Inclusive Growth, and the Reference Group. The Reference Group will make comments on the draft reports, provide guidance and approve the deliverables at all stages of the assignment. The Reference Group will comprise the following:

- i. CEDA:
 - a. CEO's office;
 - b. Corporate Planning;
 - c. Operations;
 - d. Restructures;
- ii. UNDP:
 - a. Programme specialist – Economic Diversification and Inclusive Growth;
 - b. Monitoring and Evaluation Analyst.

6. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

I. Academic Qualifications:

- Postgraduate or other advanced university degree (at least Master's degree or equivalent) in Public Administration, Economics, Development Planning, Organisational Development, Social Sciences or a relevant field.

II. Required experience:

- Minimum 10 years' experience in the design and implementation of monitoring and evaluation systems preferably in the parastatal and development finance environment;
- Demonstrated expertise in developing and implementing M&E systems;
- Demonstrated experience in M&E capacity development initiatives;
- Practical experience of working and collaborating with stakeholders including parastatals, DFIs, and government preferably in developing / middle income country contexts on impact monitoring and evaluation issues;
- Ability to engage in comparative research, qualitative and quantitative analysis, and contextualise strategic and technical advice to the local context and conditions;
- Proven ability to work with diverse groups to facilitate dialogue and build consensus on complex and sensitive issues;
- Excellent written and oral communication skills;
- Fluency in written and spoken English.

III. Competencies:

- Uses substantive mastery of technical content to model excellence and motivate performance;
- Ability to lead effectively, using mentoring and conflict resolution skills;
- Sets strategic goals and builds the means to achieve results;
- Demonstrates openness to change and ability to manage uncertainties and complexities;
- Demonstrates integrity by modelling the UNDP's values and ethical standards;

7. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

Interested individual consultants are hereby requested to apply, and must submit the following documents/information to demonstrate their qualifications:

1. Technical Proposal:

- a. Explaining why they are the most suitable for the assignment;
- b. Provide a detailed methodology on how they will approach and deliver the scope of work including a draft work plan that is suitable for implementation taking into account the COVID-19 protocols and travel restrictions;

2. Financial proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs;

3. Personal CV including at least 3 referee contacts

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.

8. FINANCIAL PROPOSAL

The financial proposal will specify the daily fee, travel expenses and per diems quoted in separate line items, and payments are made to the Individual Consultant based on the number of days worked.

Due to the COVID-19 protocols, travel is not anticipated during this assignment. However, should the situation change, travel costs will be discussed with UNDP and CEDA.

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

The procedure for evaluation of the bids shall consist of three stages.

STAGE -1 – Preliminary Evaluation

Preliminary evaluation of the proposals will be a compliance check based on the aspects below;

1. Qualifications
2. Experience
3. Completeness of Bid

Stage 1 of the evaluation is based on a yes/no response. If the response is “no” for any two (2) of the criteria, the bidder will be disqualified from further evaluation.

STAGE-2 -Technical Evaluation

Technical evaluation shall be made to determine capability to deliver the required deliverables of the consultancy. It will be based on a scale of 0-100 points wherein the qualifying mark is 70%. Therefore, if a bidder fails to score 70% and above under Stage 2, he/she shall be disqualified from further evaluation. The quality criteria and maximum score in respect of each of the criteria are as follows:

<i>Preliminary Mandatory Exclusionary Criteria</i>	
<i>Criteria</i>	<i>Yes/No</i>
Postgraduate or other advanced university degree (atleast Master's Degree) in Public Administration, Economics, Development Planning, Organisational Development, Social Sciences or a relevant field.	
Minimum 10 years' experience in the design and implementation of monitoring and evaluation systems preferably in the parastatal and development finance environment	
Complete proposal submitted as per Item 4 Documents to be Included when Submitting the Proposal	
<i>Technical Evaluation</i>	
<i>Criteria</i>	<i>Max Points</i>
Demonstrated expertise in developing and implementing M&E systems	20
Practical experience of working and collaborating with stakeholders including parastatals, DFIs and government, preferably in developing/middle income country contexts monitoring and evaluation issues	30
Methodology/Approach <ul style="list-style-type: none"> • Adequate demonstration of understanding of the assignment. • Clear narration of methods and/or approaches for fulfilling the objectives of the assignment. • Demonstration of ability to contextualise strategic and technical advice to the local context and conditions • A workplan demonstrating steps that would be taken to fulfil the assignment. 	30
Proven ability to work with diverse groups to facilitate dialogue and build consensus on complex and sensitive issues	10
Excellent writing, communication and presentation skills	10
<i>Financial Evaluation</i>	<i>Max Points</i>
Financial Offer	30

STAGE 3 – Financial / Cost evaluation

Consultant must obtain a minimum of 70% of the obtainable points of 100 points in the technical evaluation to be considered for the financial evaluation. Cost Evaluation shall be conducted by reviewing financial proposal to correct any arithmetic errors and assessing reasonability of the cost.

10. AWARD

The award of the contract will be made to the Consultant after the offer has been evaluated and determined as:

- Responsive/compliant and/or acceptable for the assignment and;
- Having scored 70% and above on technical evaluation

c) Reasonable cost

UNDP retains the right to contact references directly.