



INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

02nd September 2019

TITLE OF CONSULTANT: Individual Consultant (IC) for Community Based Monitoring Capacity Development

COUNTRY: Republic of Botswana

ACTIVITY: Develop and test Community Based Monitoring Instructions and Training Manuals

DURATION: conclude by 13th December 2019

REPORT TO: UNDP Resident Representative and Coordinator, GICO

Proposals with reference should be submitted in a sealed envelope clearly labelled, ***“Community Based Monitoring Capacity Development”***

Should be submitted at the following address no later than **Thursday 17th September 2019 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.

NOTE: *Consultancy firms/companies interested in bidding for this assignment are free to do so provided they submit a CV of only one qualified consultant and present the 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 is submitted by the company rather than that of the company. The cost of any subcontractors will be borne by the company and quality assured by company. Further, if successful, the ensuing contract will be between the UNDP and the company/firm, not the individual.

1. BACKGROUND

This initiative forms part of a broader national agenda supported by UNDP to strengthen institutional capacities to collect, manage, analyse, package and utilize data to improve planning, monitoring, evaluation and decision-making.

The Ministry of Presidential Affairs, Governance and Public Administration has developed a Community Based Monitoring System (CBM) for improving service delivery. The system was developed to:

- Assess the delivery and availability of selected government services to citizens;
- Generate information that facilitates evidence based planning and timely responses to service delivery challenges;
- Facilitate the participation of the public in the evaluation of government services; and
- Improve the effectiveness of government interventions in addressing service delivery challenges.

The CBM approach utilizes scorecards for assessing services provided by each ministry, which are administered at village level and compiled to produce a district report by the District Development Committee. Ten (10) ministries have been assessed, based on the priority areas of the stakeholders. To enable a more effective management of the data, a maximum of four services per ministry is assessed. The survey is carried out in all ten districts (Southern District; South East District; Kweneng District; Kgatleng District; Kgalagadi District; Ghanzi District; North West District; North East District and Central District) of Botswana. In the last survey in 2017, 66% of villages in Botswana participated in this assessment.

The 21 services assessed were:

- Refuse collection;
- Maintenance of internal roads;
- Supply of food commodities to primary schools and clinics;
- Disbursement of YDF;
- Payment of prize money for constituency tournament;
- Provision of poverty eradication services in MoA (small stock programme only);
- Electricity Connectivity Services;
- Women Economic Empowerment programme;
- Drug availability (High Blood Pressure, ARV's, TB and Diabetes drugs only);

- Availability of supplementary feeding;
- Availability of Health Care Services;
- Availability of textbooks and stationary;
- Provision of food commodities;
- Water connections;
- Provision of potable water;
- Land allocation;
- Provision of SHHA services (Home improvement);
- Provision of SHHA services (Turnkey)
- BTV coverage;
- Radio Botswana coverage; and Botswana Daily News distribution.

During the execution of the 2017 survey, a number of challenges were encountered, that prompted GICO, with assistance from UNDP, to engage a consultant to review the CBM programme. The evaluation report made a number of recommendations and the specific recommendations this consultancy will contribute towards are:

- i. Capacitate all stakeholders in CBM; and
- ii. Facilitate consistency in the execution of the programme in all districts.

In order to implement these recommendations, the Ministry now seeks the services of a consultant to develop and test Community Based Monitoring Instructions and Training Manuals.

2. SCOPE OF WORK & RESPONSIBILITIES

Purpose

The purpose of the consultancy is to develop and test three CBM Instructions and Training Manuals for CBM. The manuals are the primary tools that will be used in capacitating stakeholders to understand CBM and their role in it, to standardise processes and guide CBM practitioners in carrying out the exercise to ensure consistency in its execution.

Main Activities

The consultant will work with the Government Implementation and Coordination Unit (GIGO) under the guidance of the Coordinator who will be advised by the CBM Reference Group. A CBM Reference Group has been established that can provide advice and guidance and will review each deliverable.

The consultant will be expected to deliver the following;

- a) **Consult stakeholders** on the content and format of the manuals to ensure they meet the user needs and requirements and are suitable for the intended audience. Consultations will be based in Gaborone and include the Reference Group, GIC. The consultations must be documented by the consultant in a way that allows the

Reference Group to ensure that issues raised in the consultations have been addressed in the draft Manuals.

b) Develop a set of three manuals with the following specifications:

The manuals must be aligned with the following documents/written material developed for Community Based Monitoring System (CBM):

- a. CBM score cards;
- b. Templates used to collect data;
- c. Data management write ups;
- d. Unique standards for the provision of services;
- e. Storage for the captured quantitative and qualitative information at local levels and by different actors;
- f. Analysis of the data;
- g. Sample of District reports used to compile the 2017 CBM Report;
- h. CBM Report 2017;
- i. Review and Update of Botswana's Community Based Monitoring System: Final Report 14 June 2018;
- j. CBM 2018 Survey Protocol;
- k. District Planning Handbook;
- l. National Performance Monitoring and Evaluation Manual;
- m. NDP11 Performance Framework;
- n. Statistics Botswana Act (focus on data protection and survey protocols)
- o. Additional information provided for clarification or elaboration during consultations.

The proposed data management method[s] in the manuals must align with existing national data systems and protocols in terms of definition, collection, collation, analysis, storage and dissemination.

All manuals to be written in the English language in plain English style, in a simple user-friendly format that is suitable for subsequent translation into Setswana language and edited to 'print ready' standard prior to submission of the final manuals.

The manuals must include graphic design elements – tables, process maps, charts and so on to convey complex information and processes in a simple, user-friendly format.

The results matrix comprising the activities, outputs, outcomes, and related performance indicators of the CBM System must be aligned with national data and monitoring and evaluation frameworks articulated in the national indicator frameworks for Vision 2036; the National Development Plan 11; and the global Agenda 2030 for Sustainable Development.

The content specification and target audience for each manual is as follows:

i. Scorecard Completion Manual:

Target Audience	Content
<p>Dikgosi; Village Development Committee (VDC) and other village committees involved in the completion of the scorecard; Village Extension Team (VET) members.</p>	<ul style="list-style-type: none"> • Scorecard completion process • What needs to be measured and why? • Preparing to complete a scorecard (mobilization of stakeholders and their roles) • How to complete a scorecard • VET, VDC, and Kgotla meetings (conveners, participants and meeting outcomes) • VET meetings in major villages • Unique standards • Appropriate sources of information • Ensuring effective community participation.

ii. Data Collection, Analysis and Management Manual:

Target Audience	Content
<p>District Officer Development, Monitoring and Evaluation Officers, District Development Committees (DDC), Council Planning Office (CPO)</p>	<ul style="list-style-type: none"> • Collating quantitative data from scorecards • Collating qualitative data from scorecards • Coding for data entry • Analysis of data • Presentation of data: scorecard data; escalated issues etc • Quality control for data collection and processing • Data management (i.e. systems; archiving and retrieval; and access) • Types of reports to be written • Pathways for sharing data and reports as evidence for policy review and decision making by relevant stakeholders at national and local levels

iii. CBM Training Manual

Target Audience	Content
District Officer Development, Monitoring and Evaluation Officers, VET members; VDCs; Dikgosi; DDC	<ul style="list-style-type: none">• Description of CBM process.• Timeline for each of the actions in the process map.• Role of all the stakeholders in the process.

- c.) **Pilot the use of the manual** in two villages (two one-day workshops – one workshop in one small village in the Gaborone environs and one workshop in a primary village with multiple Village Development Committees in the Gaborone environs). Logistics for the meetings will be organised by GICO and the District Office and GICO will pay for and arrange local transportation from Gaborone to the village returning to Gaborone each day. The verification / pilot workshops must take place in November 2019 (taking into account General Elections in Botswana are scheduled in October 2019 and the assignment must be completed in December 2019). The verification / pilot workshops will require Setswana language skills and this requirement should be included in the consultant’s methodology and proposal.
- d.) **Presentation of report and final manuals to Reference Group** for approval.

3. OUTPUT/DELIVERABLES

The assignment will result in the following outputs:

- a) First Draft of the Three Manuals incorporating consultations (September 2019)
- b) Report on the pilot and verification process (30 November 2019)
- c) Final Manuals meeting the above specifications (13 December 2019)

4. SUPERVISION

The IC will be supervised by the Coordinator of the Government Implementation and Coordination Office (GICO) and by UNDP Resident Representative or her delegate. The IC should remain in regular and frequent contact with GICO to ensure common understanding of CBM tools and instruments.

5. QUALIFICATIONS & EXPERIENCE

Education

The Consultant must have an advanced degree in social sciences or a related field.

Experience

The Consultant must have:

1. At least 10 years of work experience in research methodology and/or monitoring and evaluation including experience at national and sub-national levels and community-based monitoring systems;
2. Demonstrated experience in building capacity in monitoring and evaluation systems including drafting and testing tools (eg manuals, SOPs, guidelines);
3. Demonstrated ability to convey complex ideas and processes in simple terms using narrative text and visuals in a way that increases comprehension and knowledge sharing;
4. Excellent plain English language drafting skills, report writing and communication skills.

Language Requirements

Excellent command of written and spoken English.

6. METHODOLOGIES

The consultant will propose a methodology to complete the deliverables as per the specifications above. The methodology will adopt a consultative approach to develop the expected deliverables. The consultant will consult with GICO throughout the study to ensure that there is a common understanding of CBM and obtain approval from the Reference Group at each milestone.

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:

- Cover letter outlining how the consultant meets the selection criteria.
- Profile of consultant and an outline of recent experience on assignments of a similar nature, including samples of guidelines or manuals or other capacity development tools previously developed by the consultant.
- The methodology and workplan to achieve the objectives, tasks and deliverables.

b. **Financial proposal:**

- Lump-sum consultancy fee (including the cost of any sub-contracting)
- 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 at least 3 references

8. TRAVEL

All envisaged travel costs must be included in the financial proposal, except the costs of local travel in Botswana which will be provided by GICO. The financial proposal must include all travel to join duty station/repatriation travel. In general, UNDP will not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class they 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 may be reimbursable.

9. EVALUATION

The consultants' CVs and a Price Schedule will be evaluated according to the Criteria below,

- **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:

At least 10 years of work experience in research methodology and/or monitoring and evaluation including experience at national and sub-national levels and community-based monitoring systems;	Yes/No
Demonstrated excellent command of written and spoken English.	Yes /No
<p>Completeness of Consultancy package submitted</p> <ul style="list-style-type: none"> ▪ Cover letter ▪ Profile of consultant ▪ Samples of work (guidelines, manuals etc) ▪ Methodology ▪ Workplan ▪ CV ▪ Financial proposal 	Yes/No
Stage 1: Preliminary evaluation	Pass / Fail
<p>Technical Competence</p> <ul style="list-style-type: none"> ▪ Demonstrated experience in building capacity in monitoring and evaluation systems including drafting and testing tools (eg manuals, SOPs, guidelines); ▪ Demonstrated ability to convey complex ideas and processes in simple terms using narrative text and visuals in a way that increases comprehension and knowledge sharing; 	[25] [25]
<p>Methodology/Approach</p> <ul style="list-style-type: none"> ▪ Extent of demonstrated and applied understanding of the project requirements; ▪ Feasibility of the proposed methodology relative to the context and specifications; ▪ Appropriateness of the workplan to the project timelines and scope of work; ▪ Adequately addresses the requirement for Setswana language skills for village level consultations and workshops; ▪ Project quality assurance measures. 	[15] [15] [10] [5] [5]
Total	100%

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

The payment schedule will be as follows:

Payment shall be made against deliverables in two instalments following the suggested schedule as below:

- a) First instalment: upon approval by the Reference Group of the First Draft Manuals (40%);
- b) Second instalment: upon approval by the Reference Group of the Pilot Report and the Final Manuals (60%);
- c) Travel related expenses (upon receipt of invoice and supporting documentation).