



## REQUEST FOR PROPOSAL (RFP)

NAME & ADDRESS OF FIRM	DATE: June 25, 2020
	REFERENCE: MWI10/PROC/2020/009

Dear Sir / Madam:

We kindly request you to submit your Proposal for **Consultancy to prepare successor vision 2020**.

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before **5:00 pm Malawi Time, Thursday, July 09, 2020** and via email: [procurement.mw@undp.org](mailto:procurement.mw@undp.org).

For any clarification, please contact the focal person Ms. Ei Cho Nyunt, Procurement Analyst, E-mail: [ei.cho.nyunt@undp.org](mailto:ei.cho.nyunt@undp.org).

Your Proposal must be expressed in the **English**, and valid for a minimum period of **90 days after the deadline for submission**.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your Proposal by e-tendering, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files. The file names should be max. 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:

<http://www.undp.org/content/undp/en/home/operations/procurement/protestandsanctions/>

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link : [http://www.un.org/depts/ptd/pdf/conduct\\_english.pdf](http://www.un.org/depts/ptd/pdf/conduct_english.pdf)

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

*Rugare Mukanganise*  
*Operations Manager*  
6/25/2020

## Description of Requirements

Context of the Requirement	<b>Consultancy to prepare successor vision</b>														
Implementing Partner of UNDP	National Planning Commission (NPC)														
Brief Description of the Required Services <sup>1</sup>	To facilitate the process of developing the successor to Vision 2020 building on lessons learnt this far from implementing the Vision 2020 as well as lessons from other countries where development and implementation of long-term visions and their supporting medium term plans have borne desired fruits.														
List and Description of Expected Outputs to be Delivered	Please find in the attached TOR														
Person to Supervise the Work/Performance of the Service Provider	Director General of the National Planning Commission (NPC) and UNDP Economist Specialist														
Frequency of Reporting	Report at least once every two weeks														
Progress Reporting Requirements	Written progress report addressed to NPC and with copy to UNDP														
Location of work	<input type="checkbox"/> National Planning Commission, Private Bank B316 City center, Lilongwe <input type="checkbox"/> National Planning Commission, Private Bank B316 City center, Lilongwe														
Expected duration of work	90 man days spread over a period of 3 months														
Target start date	15 July 2020														
Latest completion date	30 September 2020														
Travels Expected	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Destination/s</th> <th style="text-align: center;">Estimated Duration</th> <th style="text-align: center;">Brief Description of Purpose of the Travel</th> <th style="text-align: center;">Target Date/s</th> </tr> </thead> <tbody> <tr> <td>Blantyre</td> <td>5 days</td> <td>Supervision/consultation</td> <td>As necessary within contract period</td> </tr> <tr> <td>Mzuzu</td> <td>5 days</td> <td>Supervision/consultation</td> <td>As necessary within contract period</td> </tr> </tbody> </table>			Destination/s	Estimated Duration	Brief Description of Purpose of the Travel	Target Date/s	Blantyre	5 days	Supervision/consultation	As necessary within contract period	Mzuzu	5 days	Supervision/consultation	As necessary within contract period
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<sup>1</sup> A detailed TOR may be attached if the information listed in this Annex is not sufficient to fully describe the nature of the work and other details of the requirements.

	Karonga	5 days	Supervision/consultation	As necessary within contract period
	Zomba	5 days	Supervision/consultation	As necessary within contract period
Special Security Requirements	<input type="checkbox"/> Security Clearance from UN prior to travelling <input type="checkbox"/> Completion of UN's Basic and Advanced Security Training <input checked="" type="checkbox"/> Comprehensive Travel Insurance <input type="checkbox"/> Others <i>[pls. specify]</i>			
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	<input type="checkbox"/> Office space and facilities <input type="checkbox"/> Land Transportation <input checked="" type="checkbox"/> Others Please find in the TOR (Clause#8)			

Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required																	
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required																	
Currency of Proposal	<input type="checkbox"/> United States Dollars <input type="checkbox"/> Euro <input checked="" type="checkbox"/> Local Currency																	
Value Added Tax on Price Proposal <sup>2</sup>	<input type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes <input checked="" type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes																	
Validity Period of Proposals <i>(Counting for the last day of submission of quotes)</i>	<input type="checkbox"/> 60 days <input checked="" type="checkbox"/> 90 days <input type="checkbox"/> 120 days  In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.																	
Partial Quotes	<input checked="" type="checkbox"/> Not permitted <input type="checkbox"/> Permitted <i>[pls. provide conditions for partial quotes, and ensure that requirements are properly listed to allow partial quotes (e.g., in lots, etc.)]</i>																	
Payment Terms <sup>3</sup>	<table border="1"> <thead> <tr> <th>Outputs</th> <th>%</th> <th>Timing</th> <th>Condition for Payment Release</th> </tr> </thead> <tbody> <tr> <td>1) Inception report</td> <td>20%</td> <td>1 week from signing of the contract</td> <td rowspan="3">Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e.,</td> </tr> <tr> <td>2) Draft vision report</td> <td>40%</td> <td>4 weeks from submission of Inception report</td> </tr> <tr> <td>3) Validation</td> <td>10%</td> <td>1 week from submission of Draft Vision Report</td> </tr> </tbody> </table>				Outputs	%	Timing	Condition for Payment Release	1) Inception report	20%	1 week from signing of the contract	Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e.,	2) Draft vision report	40%	4 weeks from submission of Inception report	3) Validation	10%	1 week from submission of Draft Vision Report
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3) Validation	10%	1 week from submission of Draft Vision Report																

<sup>2</sup> VAT exemption status varies from one country to another. Pls. check whatever is applicable to the UNDP CO/BU requiring the service.

<sup>3</sup> UNDP preference is not to pay any amount in advance upon signing of contract. If the Service Provider strictly requires payment in advance, it will be limited only up to 20% of the total price quoted. For any higher percentage, or any amount advanced exceeding \$30,000, UNDP shall require the Service Provider to submit a bank guarantee or bank cheque payable to UNDP, in the same amount as the payment advanced by UNDP to the Service Provider.

	workshop with stakeholders			not mere receipt) of the quality of the outputs; and Receipt of invoice from the Service Provider.
	4) Validation meeting report	10%	1 week from validation meeting	
	5) New long-term national development framework	20%	1 week before end of contract	
Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	Director General of the National Planning Commission (NPC) and UNDP Economist Specialist			
Type of Contract to be Signed	<input type="checkbox"/> Purchase Order <input type="checkbox"/> Institutional Contract <input checked="" type="checkbox"/> Contract for Professional Services <input type="checkbox"/> Long-Term Agreement <sup>4</sup> <i>(if LTA will be signed, specify the document that will trigger the call-off. E.g., PO, etc.)</i> <input type="checkbox"/> Other Type of Contract <i>[pls. specify]</i>			
Criteria for Contract Award	<input type="checkbox"/> Lowest Price Quote among technically responsive offers <input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) <input type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal.			
Criteria for the Assessment of Proposal	<p><b><u>Technical Proposal (70%)</u></b></p> <input checked="" type="checkbox"/> Expertise of the Consultant 300 points <input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 300 points <input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel 400 points <i>Only Vendor who receive 70% of the technical evaluation are considered as technical qualified and proceed for financial evaluation.</i> Please find the detailed technical evaluation criteria in Annex-2			

<sup>4</sup> Minimum of one (1) year period and may be extended up to a maximum of three (3) years subject to satisfactory performance evaluation. This RFP may be used for LTAs if the annual purchases will not exceed \$150,000.00.

	<p><b>Financial Proposal (30%)</b> To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.</p>
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider <input type="checkbox"/> One or more Service Providers, depending on the following factors: <i>[Clarify fully how and why will this be achieved. Please do not choose this option without indicating the parameters for awarding to multiple Service Providers]</i>
Contract General Terms and Conditions <sup>5</sup>	<input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services) <input type="checkbox"/> General Terms and Conditions for de minimis contracts (services only, less than \$50,000)  Applicable Terms and Conditions are available at: <a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a>
Annexes to this RFP <sup>6</sup>	<input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 3) <input checked="" type="checkbox"/> Detailed TOR (Annex 4) <input checked="" type="checkbox"/> Others <sup>7</sup> Detailed technical evaluation criteria (Annex 2)
Contact Person for Inquiries (Written inquiries only) <sup>8</sup>	<i>Ei Cho Nyunt</i> <i>Procurement Analyst</i> <i><a href="mailto:ei,cho.nyunt@undp.org">ei,cho.nyunt@undp.org</a></i> Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.
Other Information [pls. specify]	<ul style="list-style-type: none"> <li>▪ <b>Technical and Financial Proposal should be in separate file and the financial proposal needs to be protected by password.</b></li> <li>▪ <b>The password for financial proposal <u>must</u> not be provided to UNDP until requested by UNDP</b></li> </ul>

<sup>5</sup> Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

<sup>6</sup> Where the information is available in the web, a URL for the information may simply be provided.

<sup>7</sup> A more detailed Terms of Reference in addition to the contents of this RFP may be attached hereto.

<sup>8</sup> This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.

### Technical Evaluation Criteria

Summary Criteria	Weight	Max. Point
Technical (based on Technical proposal)	70%	
Bidder's qualification, capacity and experience		300
Proposed Methodology, Approach and Implementation Plan		300
Management Structure and Key Personnel		400
Total points		1000

The proposer who received 70% of the total technical point will be consider for the financial evaluation. The detail technical points are follows.

Section 1. Bidder's qualification, capacity and experience		Points obtainable
1.1	Reputation of Organization and Staff Credibility / Reliability / Industry Standing	80
1.2	General Organizational Capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted	70
1.3	Relevance of specialized knowledge and experience on similar engagements done in the region/country	70
1.4	Quality assurance procedures and risk mitigation measures	50
1.5	Organizational Commitment to Sustainability (mandatory weight) -Organization is compliant with ISO 14001 or ISO 14064 or equivalent – 20 points -Organization is a member of the UN Global Compact -5 points -Organization demonstrates significant commitment to sustainability through some other means- 5 points, for example internal company policy documents on women empowerment, renewable energies or membership of trade institutions promoting such issues	30
<b>Total Section 1</b>		<b>300</b>

Section 2. Proposed Methodology, Approach and Implementation Plan		Points obtainable
2.1	Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another?	50
2.2	Description of the Offeror's approach and methodology for meeting or exceeding the requirements of the Terms of Reference	50
2.3	Details on how the different service elements shall be organized, controlled and delivered	50



2.4	Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement	50
2.5	Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic	50
2.6	Demonstration of ability to plan, integrate and effectively implement sustainability measures in the execution of the contract	50
<b>Total Section 2</b>		<b>300</b>

<b>Section 3. Management Structure and Key Personnel</b>			<b>Points obtainable</b>
3.1	Composition and structure of the team proposed. Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services?		60
3.2	Qualifications of key personnel proposed		
3.2 a	<b>Team Leader (Development Economist/Planner)</b>		120
	Minimum of a Masters' degree (with high preference for those having or pursuing a PhD) in social sciences especially development economics and planning	30	
	At least 10 years of relevant experience in development planning related assignments (both in Government and development partner or non-state actor circles) with sound knowledge of balancing economic growth and socio development using modern models that identify areas with highest return on investment and having huge multiplier effects on the other sectors	30	
	A good understanding of socio-economic and spatial analysis as well as integrated rural development experience	20	
	Expertise or experience in mainstreaming cross cutting issues into development plans both at national and local levels including climate change, gender, youth, minority and marginalised groups	20	
	Good understanding of the international development agendas like Agenda 2063 and its flagship projects like the Continental Free Trade Area, the Sustainable Development Goals, the strategic plans of the regional economic communities where Malawi belongs	20	
3.2 b	<b>Team Members (Statistician/Monitoring and Evaluation expert)</b>		110
	At least a master's degree or its equivalent in statistics, economics or a related field with a strong background in quantitative and qualitative methods from a recognized university/college	25	
	At least 5 years of relevant experience as a professional statistician	25	
	Proficiency in MS-Excel with the ability to finalize survey findings' tables and statistic reports	15	

	Extensive experience of working with a variety of statistical software like SPSS, EViews, STATA, etc	15	
	Experience with sampling methods, design and implementation o Experience with design and system programming of questionnaires in survey software	15	
	Experience in monitoring and evaluation of projects, strategic plans, and long-terms development plans	15	
3.2. c	<b>Team member (Social inclusion expert)</b>		110
	At least a Masters, degree in Social or Natural Sciences or other relevant discipline	25	
	A minimum of 5 years practical experience in the field of gender equality and other social inclusion mainstreaming	25	
	Formal training in social inclusion (especially gender, youth, and people with disabilities) analysis and planning and demonstrated expertise in evaluation of these areas will an added advantage	15	
	Thorough understanding of the social inclusion context (especially gender and youth) in Malawi and experience working with government institutions and international or non-governmental organizations supporting social inclusion and development work in the specific area of intervention	15	
	Familiarity with gender and social inclusion analysis tools and methodologies	15	
	Strong communication skills, and ability to liaise with various stakeholders, including government officials	15	
<b>Total Section 3</b>			<b>400</b>

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL<sup>9</sup>

*(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery<sup>10</sup>)*

[insert: Location].

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date], and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

**A. Qualifications of the Service Provider**

*The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following:*

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations; experience of firms in presenting quantitative and qualitative data and multiple layers of information; ability to map geo-spatial data;*
- b) Business Licenses – Registration Papers, Tax Payment Certification, etc.*
- c) Latest Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc.;*
- d) Track Record of being able to design context-specific visually appealing icons and visual presentation of complex data – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references;*
- e) The proposed activities timeline for the whole process of developing the dashboard;*
- f) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.*
- g) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

**B. Proposed Methodology for the Completion of Services**

*The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.*

<sup>9</sup> This serves as a guide to the Service Provider in preparing the Proposal.

<sup>10</sup> Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

C. **Qualifications of Key Personnel (one team leader and three team members)**

*If required by the RFP, the Service Provider must provide:*

- a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are team members, etc.;*
- b) CVs demonstrating qualifications must be submitted if required by the RFP; and*
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.*

*[Name and Signature of the Service Provider's Authorized Person]*

*[Designation]*

*[Date]*

FORM FOR SUBMITTING SERVICE PROVIDER'S FINANCIAL PROPOSAL<sup>11</sup>*(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery<sup>12</sup>)*

[insert: Location].

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date], and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

## D. Cost Breakdown per Deliverable\*

	<b>Deliverables</b> <i>[list them as referred to in the RFP]</i>	<b>Percentage of Total Price</b> <i>(Weight for payment)</i>	<b>Price</b> <i>(Lump Sum, All Inclusive)</i>
1	Deliverable 1		
2	Deliverable 2		
3	Deliverable 3		
4	Deliverable 4		
5	Deliverable 5		
	Total	100%	

\*This shall be the basis of the payment tranches

## E. Cost Breakdown by Cost Component [This is only an Example]:

<b>Description of Activity</b>	<b>Remuneration per Unit of Time</b>	<b>Total Period of Engagement</b>	<b>No. of Personnel</b>	<b>Total Rate</b>
<b>I. Personnel Services</b>				
1. Services from Home Office				
a. Expertise 1				
b. Expertise 2				
2. Services from Field Offices				
a. Expertise 1				
b. Expertise 2				
3. Services from Overseas				
a. Expertise 1				

<sup>11</sup> This serves as a guide to the Service Provider in preparing the Proposal.<sup>12</sup> Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

b. Expertise 2				
<b>II. Out of Pocket Expenses</b>				
1. Travel Costs				
2. Daily Allowance				
3. Communications				
4. Reproduction				
5. Equipment Lease				
6. Others				
<b>III. Other Related Costs</b>				

*[Name and Signature of the Service Provider's Authorized Person]*

*[Designation]*

*[Date]*

## Terms of Reference

### **TERMS OF REFERENCE FOR CONSULTANCY TO PREPARE THE SUCCESSOR TO VISION 2020**

Duty station:	Malawi
Language required:	English
Starting date:	15 <sup>th</sup> July 2020
Duration of contract and assignment:	90 man-days
Expected date of completion:	Early September 2020
Type of contract:	National consultancy firm

#### Introduction

For a long time after independence, Malawi's development plans had been guided by short to medium term plans. These have included 10-year statement of development policies during the one-party state. After attaining multiparty democracy, it was felt important to develop a long-term development framework upon which short and medium term plans would be based. This was an important step in ensuring continuity of development programmes beyond any political regime that could be ushered into office through the five-year electoral cycles.

The Vision 2020, which is the national long-term development plan for the country, was hence developed and launched in 1998 to provide a guide towards sustainable national development in Malawi. The Vision 2020 operationalization relied upon successful implementation of medium and short term national development strategies. Since its launch, efforts to operationalize the Vision 2020 have been made principally through the following medium-term strategies: Malawi Poverty Reduction Strategy (MPRS; 2000-2005), the Malawi Growth and Development Strategies (MGDS I, 2005-2011; MGDS II, 2012-2016 and MGDS III, 2017-2022).

With just months remaining to the expiry of the Malawi Vision 2020, the country has taken stock of the extent to which the Vision has been met, the challenges encountered, and the opportunities (already existing and emerging). This will provide lessons for charting a new development path that will build on the present and future realities (both local and global). While ensuring that the new long-term national development plan is couched in local development landscape realities, it will also have to build on the continental, regional and global long-term development priorities like the African Union Agenda 2063, Sustainable Development Goals (SDGs) and regional economic community strategic goals.

Furthermore, development of the successor to Vision 2020 will require a broad-based consultative process involving active and meaningful engagement of multiple stakeholders that include the Government Ministries, Departments and Agencies (MDAs), Private Sector, Civil Society Organisations, Development Partners, Academia, think tanks, diaspora, and the local communities.

In order to ensure an inclusive vision that does not leave anybody behind, a deliberate effort will have to be made to engage various vulnerable and less privileged groups including women, youth,

persons with disability, elderly and minority groups. This has to be regardless of sex, socio-economic status, location, religion and tribe. This will ensure that the new long-term development plan reflects the aspirations of all Malawians.

In this light, the National Planning Commission (NPC) which has the mandate to coordinate the development of the long and medium term development plans of the country including overseeing their implementation, is seeking the services of national consultancy firm to facilitate the process of developing the successor to Vision 2020 building on lessons learnt this far from implementing the Vision 2020 as well as lessons from other countries where development and implementation of long-term visions and their supporting medium term plans have borne desired fruits.

These Terms of Reference therefore highlights the objectives, tasks and deliverables required of the consultants.

### The Process and Organizational Arrangements

The process of developing the new Vision already started with reviewing the Vision 2020 and its implementation mechanisms to identify lessons learnt over the years – what has worked and not and why. A Core Advisory Panel (CAP) was also be identified by the NPC comprising experts from various sectors (Government, civil society, academia, think tanks, private sector, and diaspora, *inter alia*). This team is a reference group that acts as a resounding board for the ideas emerging from the various consultations and working papers that are being developed in support of the Plan's development process.

Relatedly, a Youth Core Advisory Panel was instituted to be part of the envisioning process realising the centrality of the youth in the long-term Vision. This group comprises youths from all the regions of Malawi with various backgrounds and expertise. Also included in it, are youth representatives from all the 6 political parties represented in Parliament. The consultations with Malawians and stakeholders on the successor Vision commenced in earnest in 2019. A number of face-to-face stakeholder meetings before COVID-19, an online survey/web-based platform also targeting the diaspora, social media interfaces, postal and e-mail receipts as well as phone-in radio and TV programmes have been conducted so far.

As part of ensuring an evidence-driven long-term Plan, joint working papers (thought pieces) are also being developed with various partners to define the priority areas of focus, main strategies and key enablers. So far, a new Vision, its pillars and enablers are emerging from the consultations this far. The consultants will hence facilitate the process of drafting the successor Vision. This will first entail reviewing the following, *inter alia*: lessons learnt from Vision 2020 implementation, outcomes of the nationwide consultations, key recommendations of the joint working papers (thought pieces), and other Visions or long-term strategies that other countries making development strides on the continent and beyond have employed. The emphasis will have to be on 'how to get things done. Based on the reviews, the consultants may need to follow-up with further consultations as may be necessary to get the necessary information for drafting a sound new Vision document.



Second, will be drafting of the new Vision based on a clear theory of change. The Vision document will hence include the Vision itself, pillars and enablers. In all these, there will be need for clear goals, priority areas of focus, targets and indicative strategies. The Vision will also clearly define the critical factors for success, potential risks, threats and mitigation strategies. This will include ‘how to make it happen’ – implementation, monitoring, evaluation, financing, capacities for implementation and communication aspects.

Supporting the consultants in drafting the successor Vision will be the Core Technical Team (CTT) that will comprise directors of planning in Government ministries, department and agencies. The CTT will consider sectoral issues in-depth in order to inform the decisions of the Core Advisory Panel and the NPC Commissioners.

Once the draft Plan is developed, it will be reviewed and validated by the NPC Commissioners, core advisory panel, principal secretaries and heads of government ministries and departments, members of parliament, and key stakeholders before it’s presented to the office of the President and cabinet. The plan is to then have it launched before end of 2020 by the State President in presence of the African Union Commission (AUC) chairperson. Following which, there will be implementation of the post launch Communication Strategy interventions (to include developing of summaries, translation into local languages, distribution of the Successor Vision document and popularisation through brochures, billboards, jingles on TV and radio, etc).

Following the launch, to ensure effective coordination in implementation of the Successor Vision, the Commission will facilitate review of the MGDS III so that it is in line with the main aspirations of Malawians defined in the New Vision.

#### Objective and scope of the consultancy

The main purpose of the consultancy is to draft an evidence-based successor to Vision 2020 document that is inclusive and actionable building on the consultation outcomes and other country experiences.

Specifically, the scope of the assignment will include:

- i. Reviewing the lessons learnt from Vision 2020 implementation and build on the outcomes of the nationwide new Vision consultations;
- ii. Reviewing recommendations of the joint working papers (thought pieces) and other research papers conducted on Malawi in relation to the emerging pillars and enablers;
- iii. Reviewing government policies, strategies and reports, joint sector strategies with the aim of identifying any gaps that could impinge operationalization of the successor to Vision 2020;
- iv. Reviewing regional and international development frameworks for mainstreaming into the successor development framework to ensure proper alignment with the international frameworks that Malawi is committed to;
- v. Identifying, using appropriate models, the key transformation areas that will address the root causes and give Malawi the highest development returns as well as highlighting the multiplier effects these interventions have on other areas of the economy;
- vi. Identifying and incorporating into the successor vision the critical cross-cutting issues;

- vii. Reviewing successfully implemented medium and long term development strategies of other countries within the region and beyond in order to gauge current best practices in development planning – with emphasis on ‘how they have managed to get things done’;
- viii. Developing and estimating high-level costs for the implementation plan with clear and actionable accountability framework for the new long-term national development plan;
- ix. Developing a resource mobilisation framework for the successor Vision;
- x. Providing a capacity needs assessment framework (that includes human resource/skills audit) to establish resource requirements for the implementation of the plan;
- xi. Developing the M&E framework in line with global, regional and national reporting requirements; and,
- xii. Facilitating the validation and finalisation of successor Vision before launching.

## Methodology

### ***Literature and data review***

The consulting team will be expected to conduct a comprehensive literature and data review resulting in a synthesis inclusive of at least:

- a. The Vision 2020 and the medium-term development plans that operationalised it [Malawi Poverty Reduction Strategy (MPRS; 2000-2005), the Malawi Growth and Development Strategies (MGDS I, 2005-2011; MGDS II, 2012-2016 and MGDS III, 2017-2022)]
- b. The Vision 2020 review findings;
- c. National and sectoral policies and strategies that supported implementation of the Vision 2020 and its attendant medium-term development plans;
- d. Other successful country Vision documents and development strategies
- e. The Agenda 2063; Sustainable Development Goals; Regional Economic Community strategic plans to ensure reflection of the key development aspects in the new Vision
- f. Thought pieces developed in support of the envisioning; and
- g. Any other literature that would aid in the identification of evidence-based development pathways for Malawi especially around operationalisation of the new Vision, the pillars and enablers.

### ***Stakeholder consultations, data collection and analysis***

Based on the literature review, the consultant will undertake further stakeholder consultations and data collection as may be necessary. The stakeholders should include government ministries, departments and agencies (MDAs), private sector, civil society organizations, development partners, academia, think tanks, diaspora and the local communities. In order to ensure an inclusive vision that does not leave anybody behind, a deliberate effort will have to be made to engage various vulnerable and less privileged groups including women, youth, persons with disability, elderly, and minority groups regardless of sex, socio-economic status, location, religion and tribe. The consultants will undertake primary and secondary data collection, as may be necessary, from various sources like the National Statistical Office (NSO), World Bank’s World Development Indicators (WDI), the Reserve Bank of Malawi, *inter alia*.

### ***Annotated Outline***

The consultant will be expected to prepare a comprehensive Annotated Outline of the expected Successor to Vision 2020 document which will be presented to the NPC Secretariat for approval prior to the commencement of the drafting of the Vision document.

### ***Drafting of the Successor Vision***

The team leader will coordinate the drafting of the Successor Vision, while the consulting team members will be allocated responsibility of drafting all chapters relevant to their expertise. The team members will be jointly responsible for delivery of the draft Successor Vision. The draft will be presented to the Core Technical Team for technical guidance and quality assurance.

### ***Validation of the successor vision***

The revised draft will be subjected to further quality assurance by members of the Core Advisory Panel who are a Reference Group of independent professionals selected on their individual merit. The draft report will also be reviewed and validated by the NPC Commissioners, principal secretaries and heads of government ministries and departments, members of parliament, and wider group of key stakeholders before it's presented to the office of the President and cabinet.

## **DELIVERABLES**

The following will be the key intermediate and final outputs:

<b>Deliverable</b>	<b>Timelines</b>
i. Inception Report (with detailed roadmap highlighting specific timelines and milestones-this will be followed by an Inception meeting).	1 week from signing of the contract
ii. Draft Vision Report	4 weeks from submission of Inception report
iii. Validation workshop with relevant stakeholders	1 week from submission of Draft Vision Report
iv. Validation meeting report	1 week from validation meeting
v. The new long-term national development framework (with Agenda 2063, SDGs and other international commitments localised as appropriate) complete with a costed implementation plan, M&E framework with realistic high-level targets, resource mobilisation framework and capacity development framework	1 week before end of contract

**Note:** Through-out the drafting process, the Consultant will be in constant engagement with the NPC secretariat for guidance and approval of progress.

The consultant shall submit well edited Word and PDF versions of the final Vision Document.

## Supervision

The consultant will work under the overall guidance of the Director General of the National Planning Commission (NPC).

## Assignment timeframe

The assignment will require 90-man-days spread over the period July 2020 to September 2020. All other expenses relating to the assignment shall be covered by the NPC so long they are agreed to in advance between the consultant and the NPC Secretariat.

## Duty Station

The consultant shall be based in Malawi, but not necessarily at NPC offices, but may be called to NPC offices as and when need arises. The consultant will also be required to travel within Malawi.

## CONSULTANCY REQUIREMENTS: QUALIFICATIONS AND EXPERIENCE

### *Composition of the team*

The team will consist of a Team Leader who will be responsible for coordinating the overall process of crafting the successor to Vision 2020 and other experts as may be necessary. The mix of expertise should at least include a Development Economist/Planner, Statistician/Monitoring and Evaluation Expert and Social Inclusion Expert in issues related to youths and vulnerable groups including women, children, minority groups and people with disabilities to ensure inclusion in the formulated successor Vision.

### *Specific Responsibilities of Team Leader*

The team leader will provide guidance and technical services ensuring high quality, accuracy and consistency of work. The Team Leader will work in close collaboration with the NPC Secretariat.

The tasks of the Team Leader will include the following:

#### **1. Coordinate the team ensuring that:**

- Smooth communication takes place among all team members in all phases of the process;
- There is an efficient and effective division of labour, allowing team members to focus on their discipline, and the specific approach required by the various sectors, while facilitating cross fertilisation through brainstorming, joint reviews and collaboration.

#### **2. Contribute to the preparation of the background analyses in terms of:**

- Preparing the introductory chapter and the final chapter on conclusions and recommendations.
- Providing on-going guidance, advice and substantive comments to the contributions at defined stages in the process, and ensures adequate reviews and consultations, particularly on sensitive topics and materials.
- Edit the various drafts of the new Vision document to ensure consistency throughout the report and to include comments and suggestions received during the consultation process to the extent possible.

### 3. **Ensure a participatory approach in arriving at conclusions by:**

- Ensuring that all members of the consulting team consult relevant stakeholders during the preparation of their contributions.
- Actively participating in the consultation process organised throughout the preparation of the Vision document.
- In close collaboration with the NPC Secretariat, ensure the consulting team briefs the Core Technical Team and Commissioners on process and findings as they emerge.

#### ***Specific responsibilities of the Team Members and deliverables***

Under the direct guidance of the Team Leader, the team members will prepare the relevant chapters building on emerging evidence and analyses in accordance with the indicative draft outline of the report. So basically, the team members will conduct the necessary literature and data reviews including isolating key issues from working papers commissioned by the NPC secretariat and prepare chapters addressing key topics/issues that will inform Malawi's inclusive and sustainable development pathways. The team members will work in close collaboration with the Team Leader, assisted by the NPC Secretariat.

#### ***Reporting***

The consultant will report to the Director General for National Planning Commission.

#### ***Qualifications***

The assignment requires a reputable Consultancy and/or Firm locally based. It should have been involvement in similar and/or relevant consulting or professional services of developing medium and long term development programme. The Firm shall mobilize key personnel for the delivery of the assignment. The Consulting Firm, as well as the principal/lead consultant and experts, should have the following qualifications:

#### **Team leader/ Development Economist/Planner**

##### **The Team leader should have the following qualifications:**

- ❑ Minimum of a Masters' degree (with high preference for those having or pursuing a PhD) in social sciences especially development economics and planning
- ❑ At least 10 years of relevant experience in development planning related assignments (both in Government and development partner or non-state actor circles) with sound knowledge of balancing economic growth and socio development using modern models that identify areas with highest return on investment and having huge multiplier effects on the other sectors
- ❑ A good understanding of socio-economic and spatial analysis as well as integrated rural development experience
- ❑ Expertise or experience in mainstreaming cross cutting issues into development plans both at national and local levels including climate change, gender, youth, minority and marginalised groups
- ❑ Good understanding of the international development agendas like Agenda 2063 and its flagship projects like the Continental Free Trade Area, the Sustainable Development Goals, the strategic plans of the regional economic communities where Malawi belongs
- ❑ Excellent analytical skills
- ❑ Experience in leading or coordinating analytical papers, documents or strategic plans

- ❑ Experience of being involved in drafting of medium to long-term development plans will be an added advantage
- ❑ Excellent command of English.

### **Statistician/Monitoring and Evaluation expert**

The expert should have the following qualifications

- At least a master's degree or its equivalent in statistics, economics or a related field with a strong background in quantitative and qualitative methods from a recognized university/college.
- At least 5 years of relevant experience as a professional statistician
- Proficiency in MS-Excel with the ability to finalize survey findings' tables and statistic reports
- Extensive experience of working with a variety of statistical software like SPSS, EViews, STATA, etc.
- Experience with sampling methods, design and implementation o Experience with design and system programming of questionnaires in survey software
- Experience in monitoring and evaluation of projects, strategic plans, and long-terms development plans.
- Excellent command of English and understanding of national languages will be an added advantage

### **Social inclusion expert**

The expert should have the following qualifications

- At least a Masters, degree in Social or Natural Sciences or other relevant discipline;
- A minimum of 5 years practical experience in the field of gender equality and other social inclusion mainstreaming;
- Formal training in social inclusion (especially gender, youth, and people with disabilities) analysis and planning and demonstrated expertise in evaluation of these areas will an added advantage;
- Thorough understanding of the social inclusion context (especially gender and youth) in Malawi and experience working with government institutions and international or non-governmental organizations supporting social inclusion and development work in the specific area of intervention;
- Familiarity with gender and social inclusion analysis tools and methodologies;
- Strong communication skills, and ability to liaise with various stakeholders, including government officials;
- Excellent command of English. Understanding of national languages will be an added advantage.

### **Relevant Competencies**

While the team leader will be expected to demonstrate leadership, team building and coordinating skills, all members (including the leader) will need to possess the following:

- ❑ Demonstrates commitment to national development issues.
- ❑ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- ❑ Shares knowledge and experience.
- ❑ Provides helpful feedback and advice.
- ❑ Strong analytical skills.
- ❑ Plans and produces quality results to meet established goals.
- ❑ Generates innovative, practical solutions to challenging situations.
- ❑ Conceptualizes and analyses problems to identify key issues, underlying problems, and how they relate.
- ❑ Demonstrates substantive and technical knowledge to meet responsibilities and post requirements with excellence.
- ❑ Demonstrates strong oral and written communication skills.
- ❑ Demonstrates openness to change and ability to manage complexities, and
- ❑ Responds positively to critical feedback and differing points of view.
- ❑

### **Duration of contract**

The consultancy is scheduled to start on 15<sup>th</sup> July 2020 and is expected to end in September 2020. Non-cost extension may be mutually agreed upon by the parties only when extremely necessitated.

### **Payment milestones**

Outputs	%	Timing
i. Inception Report (with detailed roadmap highlighting specific timelines and milestones- this will be followed by an Inception meeting).	20%	1 week from signing of the contract
ii. Draft Vision Report	40%	4 weeks from submission of Inception report
iii. Validation workshop with relevant stakeholders	10%	1 week from submission of Draft Vision Report
iv. Validation meeting report	10%	1 week from validation meeting
v. The new long-term national development framework (with Agenda 2063, SDGs and other international commitments localised as appropriate) complete with a costed implementation plan, M&E framework with realistic high-level targets, resource mobilisation framework and capacity development framework	20%	1 week before end of contract