



INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

TERMS OF REFERENCE (TOR)

Consultant for the 2020 Common Country Analysis (CCA)

Location:	Gaborone, Botswana
Type of Contract:	Individual Contract
Post Level:	Local Expert
Languages Required:	English and Setswana
Expected Duration of Assignment:	September - October 2020
Number of working days:	30 days

1 BACKGROUND AND PURPOSE

The United Nations Sustainable Development Framework (UNSDF) 2017 defines and facilitates the delivery of a partnership between Botswana and the UNDS that reflects the requirements for achieving the 2030 Agenda as adapted to national and local contexts and reflected in the Botswana Vision 2036. Aligned to NDP 11, the UNSDF 2017-2021, focus is on inclusive partnerships for the delivery of a broadly shared agenda to achieve sustained and inclusive economic growth, social development and environmental protection. It reflects a stronger partnership between the Government of Botswana and the United Nations to achieve the SDGs.

The United Nations in Botswana is conducting the Common Country Analysis (CCA). The CCA is to provide an up-to-date assessment of progress, gaps, opportunities and bottlenecks vis-à-vis a country's commitment to achieving the 2030 Agenda and the SDGs. This will be a live document that is updated periodically.

Taking its cue from the UNSDCF Guiding Principles, the analytical framing of the CCA report will focus on;

- (i) Present current development situation in Botswana against sustainable development benchmarks". Identifying opportunities/gaps in terms of achieving the SDGs by 2030;
- (ii) Collate assessments/surveys / data that may contribute to updating the Botswana development agenda
- (iii) Highlighting the integrated nature of the SDGs; the UN norms and standards underpinning the Agenda; and
- (iv) Emphasizing the Agenda's promise to leave no one behind and reach those furthest behind first.

Detailed guidance on the CCA, its scope and objectives are provided in the **Cooperation Framework Companion Package** (May 2020). It mentions that “the CCA needs to beyond past or “snapshot” analysis to be **forward-looking** and anticipatory, estimating, modelling and projecting to 2030 and beyond. With a heightened focus on risk and foresight analysis, the CCA will be more relevant and valuable for countries seeking to “future proof” their sustainable development strategies. This imperative also speaks to the UN Secretary-General’s reference that “*we spend far more time and resources responding to crises rather than preventing them.*”⁷ The CCA thus examines, through a risk analysis, the underlying and structural factors affecting the lives and livelihoods of women, men, girls and boys, and addresses historical, current and emerging political, security, social, economic, disaster and environmental risks. As such the CCA needs to draw upon the expertise, information and knowledge across the development, peace and security, human rights and, where relevant, humanitarian pillars of the UN system. As the **joint analysis of the development context by the UN system**, the CCA will identifies the underlying structures and root causes of inequalities, vulnerability, human rights violations, and crisis.”

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

2.1 PURPOSE

The main objective of this consultancy is to collate, review and summarize all the necessary documents to identify development gaps and to facilitate and coordinate stakeholder engagement for the 2020 Botswana Common Country Analysis (CCA). The review will utilize Risk Analysis and LNOB lens examine results achieved, lessons learnt, GOB new priorities, examine challenges and opportunities and will recommend best practices to consider in the next Country Framework (CF) cycle.

2.2 OBJECTIVES

The main objectives of the consultancy will be to:

- i. Assess achievements and progress in Botswana development.
- ii. Assess how the emerging issues that may affect or influence development in Botswana.
- iii. Review effectiveness of the current development structures.
- iv. Assess stakeholder perceptions on development of Botswana; structures, resource mobilization, stakeholder involvement etc
- v. Provide recommendations for future Country Framework, design and/or implementation arrangements.

2.3 SCOPE

- Using documents that will be made available once consultant is onboard, collate, review and summarize all the necessary documents to identify development gaps
 - Collate, review and summarize all the necessary documents to fully substantiate development successes, strengths, weaknesses and opportunities for Botswana
 - Collate, review and summarize the international, regional and national level approach to development with Leave No One Behind lens
 - Collate, review and summarize all the necessary documents to fully understand the Botswana and her regional and international interactions on People, Planet and Prosperity (PPP).
- Facilitate and coordinate stakeholder engagement
 - **Support** the design and implementation of an inclusive consultation process¹
 - **Support** the focus groups/thematic team discussions with the aim of consolidating different pieces of analysis;
 - Support Thematic Groups to analyse the data;
 - Contribute to discussions within the UNCT and external stakeholders;
 - Facilitate Stakeholder Validation Workshop;
 - Write/draft summary/minute of meetings

2.4 DELIVERABLES

1. Inception report with detailed methodologies and timelines. The report will be submitted to the UNCT for validation
2. Development in Botswana chapter on development gaps and actionable recommendations
3. Stakeholder consultation report – consolidation from various stakeholder engagements

The submission of the final report should be in electronic copy. The Report should be submitted with an executive summary in English and should be of high quality in terms of presentation, relevance and utility, presented in Times New Roman Text, font size 12 and have the following attributes:

- **Concision:** The report should cover the required material without being irrelevant and unwieldy.
- **Readability:** The report should be written in jargon-free language. Its language should be simple, clear and reader friendly.

All reports should be produced in English.

¹ May include with government ministries and institutions, sub-national government actors, UN and development partner agencies, civil society organizations/NGOs, communities and private sector representatives.

2.5 METHODOLOGY

The consultant will lead on local data collection and consultations with stakeholders. The consultant will make use of all available information and apply sound technical practices and methods in carrying out the assignment. The consultant is expected to carry analysis of secondary data from local, regional and global sources to determine the development assessment of Botswana through Risk Analysis and LNOB lens and provide actionable recommendations. The consultant will also engage with key stakeholders through meetings, Focus Group Discussions or Key Informant Interviews. Guidance will be provided to the consultant throughout the process to ensure that dialogue is promoted among key stakeholders.

2.6 TIMELINES AND KEY MILESTONES

The consultancy will be conducted in 30 working days (spread over 8 weeks) as per the following tentative timelines:

Phase	Content	Deliverables	Time frame
Phase I	Produce inception report for review and approval by UNCT	Inception report	5 Days
Phase II	Analysis of key documentation and data sources on Development in Botswana.	Development in Botswana Chapter	10 Days
Phase III	Consultation with key stakeholders	Draft Stakeholder Engagement Report	10 Days
Phase IV	Circulate Draft to UNCT for validation	Draft consolidated report	2 Days
Phase V	Based feedback received from the UNCT, finalize report and submit.	Final Consolidated Report	3 days
Total number of days			30 days

3 MANAGEMENT OF THE CONSULTANCY PROCESS

The CCA process is a participatory and consultative process involving consultation with Government and other implementing partners along with UN Agencies. The process is commissioned by UN-RCO and will be jointly led by the UN-RCO and UNCT.

The major role of the consultant will be to review and analyze relevant documents from implementing partners; collect any additional relevant information; preparing and presenting the draft report based on the information collected at various levels and finalizing the consolidated report with actionable recommendations.

The UNCT will support and guide the overall conduct of the CCA. The UN-RCO focal point for the consultancy is the RCO Team Leader, supported by the UN Botswana Country Team (UNCT).

4 REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

4.1 ACADEMIC QUALIFICATIONS:

Possess a minimum of a Master's degree in relevant fields - social sciences, development studies, international development among others. In addition, the Consultant must possess competencies listed below.

4.2 YEARS OF EXPERIENCE:

Have a minimum 10 years of progressive professional experience, and of which seven years in governance, development and/or social sciences evaluation.

4.3 COMPETENCIES:

- Demonstrate knowledge in one or more of the UN methodologies of Risk Analysis, LNOB Approach or related.
- Experience in multi-sectoral stakeholder engagements;
- Proven expertise of research especially qualitative designs;
- Knowledge and understanding of the UN reform processes, delivering as one SOPs, UNSDF and SDGs;
- Prior experience of engagement in the Botswana Development Agenda ;
- Demonstrated capacity for strategic thinking and policy advice are essential.

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 – this 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 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 Masters degree in relevant fields - social sciences, development studies, international development among others.	Yes/No
Criteria B	Adequate work and/or professional experience: Have a minimum 10 years of progressive professional experience in governance, development and/or social sciences evaluation.	Yes/No
Criteria C	Complete Consultancy package submitted (Technical and financial proposals)	Yes/No

Criteria D	Experience in conducting evaluations of UN or other multi-sectoral programmes and projects	30 points
Criteria E	Methodology/Approach: A clear description of the methodology and work plan that the consultant proposes to execute the assignment with illustrations – describing the objectives, tasks and deliverables.	30 points
Criteria F	Demonstrate knowledge in one or more of the three (3) UNSDF 2017-2021 Strategic Priorities; Policy and programme design; Implementation of policies and programmes; and Data for planning, monitoring, evaluation and decision making.	20
Criteria G	The consultant must have prior experience of working with national level M&E frameworks or strategic plans involving multiple stakeholders	10
Criteria H	Knowledge and understanding of the UN reform processes, Delivering as One and Leave No One Behind SOPs, and SDGs.	10

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.

The United Nations Office 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.

UN Botswana retains the right to contact references directly.

8 REMUNERATION

The consultant will be recruited and paid in accordance with UNDP terms and conditions of remuneration for individual consultants. The payments to the consultants will be pegged on the attainment of certain milestones as per the agreed Work Schedule within a working period of 45 days spread over 8 weeks.

UN-RCO will cover prior agreed costs related to the Evaluation services. The fees will be paid in line with the following schedule and upon acceptance of key deliverables:

- Inception report: 10%
- Draft Consolidated Report: 40%
- Final Report: 50%.

9 EVALUATION ETHICS

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UN-RCO and partners.