

## INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: 9<sup>th</sup> February 2021

**Country: Botswana**

**Description of the assignment:** The assignment aims to support the Government of Botswana through the Ministry of Finance and Economic Development (MFED) in collaboration with key sector ministries, departments and agencies (MDAs) and other stakeholders to undertake a gender responsive and sensitive **Integrated National Financing Framework (INFF) Assessment and to develop an INFF Roadmap**. The INFF will provide solutions and recommendations for strengthening the development financing system of Botswana to not only utilize existing financial resources more effectively and efficiently but to also mobilize additional development financing, from both public and private domestic and international sources, for achieving the Sustainable Development Goals (SDGs) at national and local levels, ultimately the national development priorities.

**Project name: Support implementation of the SDG Financing Strategy through an INFF**

**Post Level:** National consultant, to work with an international consultant as a team

**Period of assignment/services:** To be informed by the methodology defined by the consultant.

**Submission requirements:** The proposal should be submitted at the following address: United Nations Development Programme, United Nations Building, Government Enclave, Crn. Khama Crescent and President's Drive, P. O. Box 54,

Clearly labelled: **INDIVIDUAL CONSULTANT (IC)- INTEGRATED NATIONAL FINANCING FRAMEWORK (INFF) ASSESSMENT AND TO DEVELOP AN INFF ROADMAP**

Botswana or by email to [procurement.bw@undp.org](mailto:procurement.bw@undp.org) no later than **22<sup>nd</sup> February 2021 at 1200hrs.**

Any request for clarification must be sent in writing, or by standard electronic communication to the address indicated above OR by email to [enquiries.bw@undp.org](mailto:enquiries.bw@undp.org). UNDP 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 inquiry, to all consultants.

### 1.0 Background

Significant changes are taking place in the development finance landscape worldwide. Developing countries like Botswana and others are going through transition in terms of mobilizing and effectively and efficiently managing resources - both domestic and external including public and private - to finance their national development plans and to support the realisation of the SDGs. Botswana has the ambition to graduate from an upper middle-income to a high-income country, as espoused in its Vision 2036. More so, the country has also made a strong commitment to the achievement of the SDG by 2030. To date, the Government of Botswana has prepared a national vision, Vision 2036, which is being implemented through successive six years national development plans (NDPs). The eleventh National Development Plan (NDP 11) 2017-2023 is the latest of this plan, which is being implemented alongside the eighth District Development Plan (DDP 8) and the fourth Urban Development Plan (UDP 4). The country has also developed a National SDGs Roadmap and Communication Strategy to support implementation and realisation of the SDGs at the national and sub-national levels. Financing the implementation of these

national and local development plans, future plans and ultimately the SDGs poses a huge development challenge for the Government of Botswana.

The Third International Conference on Financing for Development (FfD), held in Addis Ababa in July 2015, was a critical milestone for countries. It opened the discussions on how to mobilise the unprecedented amounts of financial resources that are required to achieve the SDGs. The outcome document, Addis Ababa Action Agenda (AAAA), assumes that countries will use their own national development strategies and plans to respond to the implementation of the SDGs. The AAAA calls for the adoption of Integrated National Financing Frameworks (INFFs). It is in this regard that governments are now increasingly requesting for support to take forward policy and institutional reforms to enable more integrated management of a broader set of FfD flows to support the implementation of their national priorities including the SDGs in line with the menu of options adopted by Heads of State and Governments during the 75<sup>th</sup> Session of the United Nations General Assembly (UNGA).

The path to achieving the above has gotten even more challenging with the advent of the coronavirus disease 2019 (COVID-19), which has literally had adverse impacts on the humanitarian, health, and economies of all countries around the world. To a large extent, the global pandemic has threatened domestic and international resource mobilisation, disrupted global and domestic supply chains and travels, adversely affected foreign direct investment, and overall domestic economies. The overall impact of the COVID-19 on the economy of Botswana is dire. The economy has been projected to contract by 8.9%, which is due to the impact of COVID-19 on the mining sector, which is projected to contract by 33.6%; trade, hotel and restaurants to contract by 32.2%; manufacturing to contract by 10%; social and personal services to contract by 4.8%, and transport & communications to contract by 4.1%.<sup>1</sup> As stated in the 2020/21-2022/23 Economic Recovery Transformation Plan (ERTP), Botswana will now need approximately P40 billion to support the economy and build back better. Against initial projected revenue of P62.4 billion, Botswana's economy is expected to only generate a projected revenue of about P48 billion. This has led to Government trimming its budget from P67.6 billion to P59.6 billion for the 2020/2021 budget period. The Budget deficit for the same period will now increase from an initial P5.2 billion, 2.4 % GDP, to over P10 billion, which is over 5% of GDP, well over the target of 4%.

Such prevailing situation does call for a rethink on development financing and the need to articulate an Integrated National Financing Framework (INFF) for Botswana, which is holistic, foresighted, risk-informed, climate focused, and gender sensitive and responsive to the country's development priorities and sustainable recovery pathway, especially after the adverse impact of the COVID-19 on its economy, in line with the Mid-Term Review of the NDP 11 and the 2020/21-2022/23 Economic Recovery and Transformation Plan.

### **1.1 Overview of the Integrated National Financing Framework Assessment process**

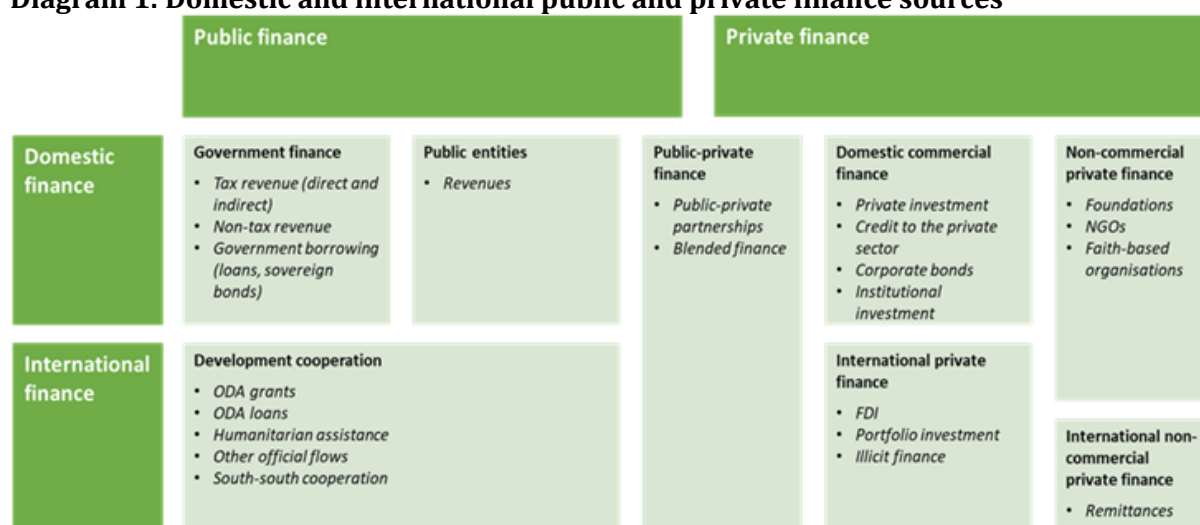
The INFF Assessment (hereafter referred to as Assessment), as a substantive assessment of the financing landscape and relevant policy and institutional landscape at national and local levels, is part of the joint efforts of the UN Country Team in Botswana to support the country in putting in place a gender sensitive and responsive and climate focused INFF. Under the guidance of the government through the MFED, the Assessment will bring together key sector ministries, departments and agencies (MDAs), private sector, civil society, development partners, and other relevant stakeholders to facilitate discussion on how to operationalise a more integrated approach to financing development priorities in Botswana. The outcome of the Assessment is an INFF Roadmap that will facilitate the development of a gender responsive and sensitive SDGs Financing Strategy. The goal will be to provide solutions to and recommendations on strengthening the financing system in Botswana to not only utilize existing financial resources more effectively and efficiently but also mobilize additional financing, both from domestic and

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<sup>1</sup> MFED (2020). Economic Briefing by Honorable Ministry of Finance and Economic Development. 24<sup>th</sup> April 2020

international public and private sources, for achieving the SDGs in the country (See the below diagram).

**Diagram 1: Domestic and international public and private finance sources**



## 2.0 Purpose and Scope of the assignment

### 2.1 Purpose

The overall purpose of the assignment is to support the Government of Botswana through the Ministry of Finance and Economic Development (MFED) to undertake a gender responsive and sensitive and climate focused **INFF Assessment that will culminate into an INFF Roadmap**, which will facilitate the development of a gender responsive and sensitive SDGs Financing Strategy. The Strategy is aimed at strengthening the development financing system in Botswana and helping to utilize existing financial resources more effectively and efficiently and also mobilize additional development financing, from domestic and international public and private sources, for achieving the national priorities articulated in the Mid-Term Review of the NDP 11 and the 2020/21-2022/23 Economic Recovery and Transformation Plan, ultimately the SDGs.

### 2.2 Scope of work

The national consultant will work under the guidance and supervision of the international consultant to undertake the Assessment that will culminate into an INFF Roadmap. The International consultant will be responsible for leading, guiding, shaping, and delivering the substantive data collection, analysis and recommendations of the Assessment process, culminating in the articulation and agreement of an INFF Roadmap.

The work of the INFF will be overseen by the Secretary- Development and Budget in the Ministry of Finance and Economic Development to ensure alignment to policy.

The scope of work should be read in association with the specific assessment areas of the assignment and various reports of the UN Inter-Agency Task Force, the INFF Guidance Note, and other strategic national and international documents.

The assessment will apply a gender responsive and sensitive as well as climate focused lens throughout the data collection process and analysis - from development of the data collection tools, consultations, i.e., ensuring participation of women and women organizations amongst the respondents, collecting sex disaggregated data as much as possible, applying gender lens in data analysis and report compilation and in the recommendations. It will also explore climate and other potential financing opportunities that can be leveraged to finance the national development priorities and overall, the SDGs. The international and national consultants will work under the supervision of the MFED in collaboration with the Ministry of Immigration, Nationality and Gender Affairs, Ministry of Environment, Natural Resources, Conservation and Tourism with the technical support of UN Women (and/or gender service providers), UNDP and other relevant stakeholders to ensure the integration of gender and climate financing considerations throughout the assessment and development of the INFF Roadmap.

**The below specific scope of work areas for the assessment and development of the INFF Roadmap will be led and guided by the international consultant who will serve as the team leader for the assignment to its logical conclusion. He/she will be responsible for quality assurance and producing the final deliverables with the support of the national consultant. In this regard, the national consultant will do the following under the leadership, guidance, and supervision of the international consultant, the team leader:**

#### ***2.2.1 Specific Assessment Areas of the Scope of Work***

- Support the international consultant in assessing the development financing landscape with a gender sensitive lens and coming up with recommendations on how gender considerations can be mainstreamed in planning and budgeting processes at the national and sub-national levels, which information could be helpful in developing a gender-based budgeting strategy and gender sensitive SDG Financing Strategy. In going about this work area, the national consultant will perform the following specific functions:
  - ✓ **Collect specific data and reports (that will be defined by the international consultant) that are not available online, with specific focus on private sector related finance data such as from multinational nationals, non-governmental organisations, private equity, impact investors, etc.**
  - ✓ **Actively play a role in drafting specific sections of the assessment that pertain to his/her areas of expertise such as Botswana Public Finance Management and other strategic areas as direct inputs in the assessment and articulation of the INFF Roadmap.**
  - ✓ **Undertake bilateral consultations in persons (where applicable and feasible) or virtually given his/her ground presence when required to refine that analysis on specific areas or INFF priorities.**
  - ✓ **Review and provide substantive feedback on the draft assessment, INFF Roadmap and related outputs for the financing dialogues as the work progresses.**
- Support the international consultant in assessing the development financing landscape from a green economy perspective and climate focused lens and coming up with clear recommendations on how such can be mainstreamed in the planning and budgeting processes at the national and sub-national levels.
- Support the international consultant to review and assess the various streams of revenue generating potential of the country and coming up with a clear roadmap for promoting efficiency in the utilisation of such revenue through effective and efficient tax administration,

appropriate use of tax data generated by Botswana Unified Revenue Services (BURS) and appropriate measures to fight against tax avoidance and evasion as well as illicit financial flows.

- Support the international consultant to assess and define appropriate reasons for low domestic revenue mobilisation in the country and coming up with clear recommendations on how such domestic revenue mobilisation can be enhanced through various means (such as carbon taxes, sugar taxes, green bonds, climate change funds, blended finance, and other important sources) to support the national development priorities in the Mid-Term Review and ERTTP, and ultimately the realisation of the SDGs.
- Support the international consultant to assess the potential of fiscal decentralisation and provide clear recommendations on how this can be enhanced and its utilisation made effective and efficient in the country to support national development priorities at national and sub-national levels.
- Support the international consultant to review and define the extent to which spending decisions can be decentralized in terms of budgetary allocation to support efficiency in fiscal decentralisation in the country.
- Support the international consultant to review and define appropriate means of improving tax administration through various means including digital platforms such as digital tax administration and electronic billing machines and coming up with a clear roadmap on how such can be implemented in the country.
- Support the international consultant to review the extent to which corporate social investment and corporate social responsibility have been utilised in the country and coming up with clear recommendations on how they can be effectively used to promote sustainable investment and development in communities.
- Support the international consultant to undertake a comprehensive and updated analysis of historic trends, considering the current context and future outlook across the development financing landscape relative to domestic and international public and private sources, with due attention given to the COVID-19 impact on financial flows, as well as carrying out an assessment of the digital finance landscape (e.g., digital savings, credit, insurance, and payments). The time coverage includes the past 5-10 years (depending on the data availability). Key financial sources may include but are not limited to: (1) effective domestic revenue mobilisation, as well as efficiency in spending, curtailing tax avoidance and evasion and illicit financial flows, as well as implementing effective and efficient tax administration; (2) domestic credit to private sector; (3) grants and/or official development assistance (ODA); (4) internal and external borrowings; (5) public-private partnerships, particularly in the infrastructure sector; (6) Corporate Social Responsibility and Corporate Social Investment; (7) South-South & Triangular Cooperation; (8) Foreign Direct Investment; and (9) Green bonds, blended finance, climate change fund, carbon and sugar taxes, etc.
- Support the international consultant to map and analyse a variety of risks and binding constraints that can affect financing needs, trends, and availability of financing for sustainable development priorities, drawing from available literature and analysis. The possible scope of risks may include economic, political, fiscal, financial, climate, environmental, legal, disaster, pandemic, or other risks, as well as policy and institutional risks and constraints.
- Support the international consultant to develop simple scenarios to model future trajectories of several key development financing flows in the next 5 to 10 years, based on data availability and assumptions about COVID-19 recovery in the ERTTP, future risks, progress toward financing policy targets and other factors.
- Support the international consultant to analyse the strengths, weaknesses, opportunities and threats to strengthening national and local human and institutional capacities to effectively deliver public and private financing policies.

The National Consultant, under the close supervision and guidance of the Team Leader, will perform the above functions along with the following activities:

### ***Pre-Inception Mission/Meeting Preparation***

- **Assessment process:** Support the international consultant to lead the process of planning (virtually, email, etc.) under the policy guidance of the SDGs Steering Committee and direct supervision of the MFED in collaboration with other sector MDAs and technical support from UNDP and other Participating United Nations Organisations (PUNOs), and the UN Resident Coordinator's Office. This will be done with the support of the SDGs Technical Task Force and SDGs National Secretariat.
- **Literature review:** Under the guidance and supervision of the international consultant, support preliminary desk-based data collection and analysis with a focus on a detailed stakeholder mapping exercise of development finance sources, policy documents, and relevant analytical studies and reports.
- **Itinerary and schedule:** Jointly with the international consultant propose itinerary and schedule of consultations and/or interviews for inception meetings; outline clear role for the national consultant in data collection, analysis and outreach to national stakeholders; lead on design of data collection tools and collection, analysis and outreach to national stakeholders including the MFED that will be leading and supervising the assignment in collaboration with UNDP and the SDGs Steering Committee with the support of the SDGs Technical Task Force and SDGs National Secretariat, private sector, other relevant MDAs and partners, as well as assist in their preparation and effectiveness as may be deemed necessary.
- Provide inputs in the drafting of the Assessment Concept Note whose drafting will be led by the international consultant.

### ***Inception Mission (where applicable) or Virtual Meetings***

- Support the international consultant, as he/she leads the inception mission.
- Obtain guidance from the international consultant on division of labor and role during inception mission and/or virtual meetings.
- Work with the international consultant to provide briefings and de-briefings to Government institutions and other stakeholders (including the sector MDAs, SDGs Steering Committee, development partners, private sector, civil society, academic and research institutions and other relevant stakeholders) through the MFED, with the support of the SDGs Technical Task Force, SDGs National Secretariat, and UNDP/PUNOs as may be requested.
- Support the international consultant to lead planning, facilitation, and delivery of Inception Workshop (where applicable physically and/or virtually) and help to coordinate roles and inputs of key actors.
- Support the international consultant to lead discussions with the MFED, SDGs Steering Committee, private sector and relevant sector MDAs with the support of the SDGs Technical Task Force, SDGs National Secretariat and UNDP to make final decisions on the priority resource flows to be examined in greater depth in the Assessment Report inclusive of the INFF Roadmap.

### ***Inception Report (contents to be prepared for discussion at Inception Mission/Meeting)***

- Support the international consultant in drafting the Inception Report for the Assessment, incorporating inputs from other key actors that will be participating in this assignment.
- Building on the Assessment Concept Note, the Inception Report will present the Assessment objectives, scope, expected outputs/deliverables and a clearly defined methodology as well as the timeline for completing the assignment. This will be discussed during the inception workshop and/or meeting, which will be led by the MFED with the support of UNDP, SDGs Technical Task Team, and SDGs National Secretariat responsible for providing quality assurance throughout the assignment. This document will outline key issues to be analysed, linking with existing data sources and assessments in progress, and include a work plan with key milestones. The final Inception Report will be due following the inception mission and/or meetings with all comments duly incorporated.

### ***First Draft Assessment Report***

- Support the international consultant to draft the first draft Assessment Report, based on compilation and analysis of data and policy literature to build an understanding of the financing context and outlook and of existing structures, ongoing reforms, opportunities and potential recommendations to strengthen financing policies and institutional structures in relation to the building blocks of an INFF, in line with the Assessment Methodological Guidance documents.
- Support technical level discussions, whether through mission(s) or remote engagements, in a series of Financing Dialogues that will help to shape and refine the analysis and development of ways forward through a collaborative process.
- Under the guidance of the international consultant, support close engagements with the SDGs Steering Committee under the supervision of the MFED with support of the SDGs Technical Task Force and SDGs National Secretariat to ensure continued alignment with government priorities and government ownership over the process and recommendations.
- Facilitate technical discussions through small dedicated working groups to refine specific priorities, as needed, of course with guidance from the international consultant.
- Obtain guidance from the international consultant to help coordinate inputs from the other participating actors.
- Support the international consultant to incorporate feedback from the SDGs Steering Committee, SDGs Technical Task Force and SDGs National Secretariat, as well as other key actors.

### ***Validation Mission/Meetings***

- Support the international consultant to lead validation mission/meetings, including planning of required consultations.
- Support the international consultant to lead planning, facilitation, and delivery of Validation Workshop/Meeting to share findings and recommendations of the Assessment and the INFF Roadmap.
- Under the guidance of the international consultant, meet with the SDGs Steering Committee to get full endorsement of the Assessment Report inclusive of the INFF Roadmap by the Government of Botswana through the MFED with the support of UNDP.

### ***Final INFF Assessment Report***

- Under the guidance of the international consultant, work closely with the SDGs Steering Committee with the support of the SDGs Technical Task Force and SDGs National Secretariat and relevant stakeholders in refining and finalizing the INFF Assessment Report including an INFF Roadmap for approval, incorporating feedback received from the various participating actors.

**Note:** It is important that the consultant submits a clear methodology on how **each** aspect in the Scope of Work will be undertaken. The consultant is also expected to ensure that the methodology follows global best practices for such work.

### **3.0 Expected key deliverables**

<b>Deliverables/ Outputs</b>	<b>Estimated Duration (in days)</b>	<b>Target Due Dates</b>	<b>Review and Approvals Required</b>
Inception Report, whose drafting will be led by the international consultant	To be completed by the consultant informed by the	To be stated by the consultant	MFED & UNDP in consultation with the SDGs Steering



with inputs from the national consultant	methodology of how she/he will support the international consultant to develop the inception report		Committee, supported by the SDGs Technical Task Force SDGs National Secretariat, and other PUNOs
Final report from the series of financing dialogues and consultations with various stakeholders to help inform the development of the assessment report including the INFF roadmap	To be completed by the consultant informed by the methodology.	To be stated by the consultant	MFED & UNDP in consultation with the SDGs Steering Committee, supported by the SDGs Technical Task Force SDGs National Secretariat, and other PUNOs
First draft Assessment report inclusive of the INFF Roadmap, whose drafting will be led by the international consultant with inputs from the national consultant	To be defined by the consultant informed by the methodology of how he/she will provide inputs in producing the first draft assessment report and the INFF Roadmap.	To be stated by the consultant	MFED & UNDP in consultation with the SDGs Steering Committee, supported by the SDGs Technical Task Force SDGs National Secretariat, and other PUNOs
Final INFF Assessment report approved including the INFF Roadmap, whose drafting will be led by the international consultant with inputs from the national consultant	To be defined by the consultant informed by the methodology of how he/she will provide inputs in producing the final INFF Assessment report and the INFF Roadmap.	To be stated by the consultant	MFED & UNDP in consultation with the SDGs Steering Committee, supported by the SDGs Technical Task Force SDGs National Secretariat, and other PUNOs

#### 4.0 Institutional arrangement

The national consultant and the international consultant will work under the close supervision of the Secretary- Development and Budget in the Ministry of Finance and Economic Development. The Local consultant will report to the International Consultant who in turn will report to the Secretary for Development and Budget ( SDB) in the Ministry of Finance and Economic Development. The SDB will report the progress on the project to the Co-Chairs of the SDG Steering Committee.

The Ministry of Finance and Economic Development will serve as the Government technical lead institution for this assignment under the direct supervision of the Secretary for Development and Budget. This Assessment will be done in consultation with other relevant MDAs with technical support from the PUNOs, and other development partners. On the side of the UN System, UNDP will serve as technical lead for the assignment under the technical guidance of the UNDP Economic Advisor and the UNDP Africa Finance Sector Hub Advisor.



MFED and the SDGs Steering Committee will agree on the scope of this Assessment and the work plan for its implementation. It will also endorse the final report and its associated recommendations for moving forward in developing a comprehensive gender responsive and sensitive SDG Financing Strategy.

### **5.0 Duration of the work**

The expected duration of this assignment will be defined by both the international and national consultants, which will be highly informed and based on the methodology presented for the assignment. There is a possibility of extension of the contract at no costs when the need arises.

### **6.0 Duty station**

The expected duty station for this assignment will be Gaborone, Botswana, with expectation of undertaking field trips for purposes of consultations when the need arises.

### **7.0 Qualifications**

#### **Education**

- A Master's degree in the field of Finance, Economics, Development Studies or other relevant fields, with a PhD being an added advantage.

#### **Professional Experience**

- At least 10 years of experience in the field of finance, public finance management, private sector development and financing, and planning and budgeting, and fiscal decentralisation. Previous experience with a development partner, international organization, or government is a very key requirement.
- Excellent data collection skills and research experience in areas of public and/or private financing policy for sustainable development is a requirement.
- A very good understanding and knowledge of the tax, planning, budgeting, monitoring, and financing processes of the Government of Botswana, as well as fiscal decentralisation dynamics in Botswana is a key requirement for this assignment.
- Experience on similar assignment in the country, rooted in public policy reforms in close collaboration with governments, private sector and other key actors, is a must.
- Experience in supporting multiple IMF or World Bank missions such as Article IV, PEFA, PER, etc.
- Excellent writing skills required, as demonstrated by previous research/analytical reports on relevant topics.
- Proven ability to lead consultations and facilitate dialogues among senior government officials and other senior stakeholders in the country, as well as leverage his/her network among these actors to road-test ideas, trigger feedback and discuss strategic issues on development financing for sustainable development.
- Sound grasp of substantive policy issues in the key areas of public and private financing, gender responsive planning and budgeting, climate change financing, green economy and bonds, blended finance, digital tax administration, etc.
- Excellent knowledge of data collection, analysis and statistical tool is essential.
- Advanced quantitative skills and experience with related data analysis tools are required.
- Demonstrated ability to engage in strategic analysis, and sectoral analysis.
- Understanding of and experience working in Botswana and Southern Africa will be an added advantage.

#### **Language requirement:**

- Fluency in English (written and spoken), and an ability to summarize and present information effectively and efficiently.

#### **Competencies:**

- Demonstrates/safeguards ethics and integrity, by modelling the UN/UNDP's values and ethical standards.
- Promotes the vision, mission, and strategic goals of UN/UNDP.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Demonstrates corporate knowledge and sound judgment.
- Self-development, initiative-taking.
- Acts as a team player and facilitating teamwork.
- Facilitates and encourages open communication in the team, communicating effectively
- Creates synergies through self-control.
- Manages stress and conflicts well.
- Learning and sharing knowledge and encourages the learning of others. Promoting learning and knowledge management/sharing is the responsibility of each staff member.
- Informed and transparent decision making.

## 8.0 Terms of Payment

The national consultant will be paid on a lump sum basis subject at completion of agreed tasks as follows:

- Submission and approval of the Assessment concept note and Inception Report by the international consultant (20%)
- Submission and approval of the First draft Assessment Report inclusive of the INFF Roadmap by the international consultant. The national consultant will also share along with this deliverable the consultations report (35%).
- Submission and approval of the Final Draft Assessment Report inclusive of the INFF Roadmap (45%).

## 9.0 EVALUATION CRITERIA

Individual consultants will be evaluated based on the following methodology:

### Cumulative analysis

*When using this weighted scoring method, the award of the contract should 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; [75%]*

*\* Financial Criteria weight; [25%]*

*Only candidates obtaining a minimum of point will be considered for the Financial Evaluation*

<b>Criteria</b>	<b>Weight</b>	<b>Max. Point</b>
Minimum Master's degree or equivalent, in Development/ Financial Economics with an additional tertiary qualification in public finance policy or innovative finance preferred.	<b>Mandatory exclusionary criteria</b>	
Minimum 10 years' experience providing high	<b>Mandatory exclusionary criteria</b>	

level technical advisory services to public sector budgeting reform processes or programmes, innovative finance on the following; Natural Capital, climate finance, and or financing Sustainable Development ;		
Complete proposal to be Included when Submitting the Proposal;	<b><i>Mandatory exclusionary criteria</i></b>	
Fluency in written and spoken English.	<b><i>Mandatory exclusionary criteria</i></b>	
<u>Technical</u>	75%	75
Strong international experience in public budgeting reform processes, with a minimum of 5 years' experience gained in within the African region or in an international organisation;	25	25
Strong and demonstrated programme management and results-based management skills, including planning, budgeting, mentoring, performance management and institutional strengthening;	10	10
Demonstrated experience in designing and implementing strategies, structures, systems and procedures for financing of sustainable development aspects mentioned above	10	10
In-depth understanding of capacity-building theory and practice, and practical experience of working with governments, preferably in developing / middle income country contexts to build sustained capacity to finance sustainable development;	5	5
Demonstrated experience in mainstreaming emerging concepts and approaches in public sector budgeting	5	5

reform and financing sustainable development ;		
Team-building skills and proven ability to work with diverse groups to facilitate dialogue and build consensus;	5	5
Knowledge and command of the role of information technology and communications preferably in the field of sustainable development ;	5	5
Demonstrated knowledge of the macro-economic policy, financial policy, financing frameworks and context in Botswana;	5	5
Excellent written and oral communication skills.	5	5
<u>Financial</u>	25%	25