

Terms of Reference

Assignment Title	Individual Consultant to conduct Foresight Capacity Needs Assessment and Capacity Building Strategy for the National Planning Commission, Ministry of Economic Planning, Development and Public Sector Reforms and United Nations Development Program (UNDP) Malawi- IC/MWI/009-2021
Project	Foresight & Anticipatory Governance: Enhancing coordination of Development Implementation
Type of Contract	Individual Contract
Contract Period	60 working days
Supervisor	Agnes Chimbiri
Location	Lilongwe
Country	Malawi

Introduction

The National Planning Commission (NPC) and the Ministry of Economic Planning, Development and Public Sector Reforms (MoEPD & PSR) in collaboration with the United Nations Development Programme (UNDP) entered into an agreement to initiate a project on Foresight and Anticipatory Governance: enhancing coordination of development implementation. A consulting firm / consultant is being sought to undertake a Foresight and Horizontal Scanning Capacity Needs Assessment in the NPC, MoEPD & PSR and UNDP, and develop a Foresight Capacity Building strategy.

Background of the Foresight and Anticipatory Governance Project

Strategic foresight is a growing area of interest both in the public and private sector. It informs policy by providing more systematic knowledge about relevant trends and developments in an organization's environment and acts as a driver of reflexive mutual social learning processes among policy-makers, to stimulate the generation of public policy. The governance space is complex, dynamic and ever changing; as such foresight has become a relevant tool in the development of effective policies and programs.

The Foresight & Anticipatory Governance project seeks to develop a foresight and horizontal scanning capability within the NPC, MoEDP & PSR and the UNDP, to jointly derive intelligence from observation of relevant global, regional and local developments, to develop effective and relevant and evolving policies and long-term planning and programming.

Scanning the development horizon and understanding the interdependencies and trickle-down interactions among the various sectors (economic, social, environmental, political, and technological) on future scenarios is key. Multi-Criteria decision making, and cross impact analysis is crucial in developing evidence-based policies and sustainable solutions for the attainment of various development goals and aspirations, both local i.e., Malawi 2063 vision, its operationalizing strategies i.e., the MW2063 10-year Implementation plan, and various sectoral strategies, and at international level, the Sustainable Development Goals (SDGs), and the achievement of the current United Nations Development Assistance Framework (UNDAF).

Purpose

The aim of the project is to develop a foresight and horizon scanning capability within NPC, MoEDP & PSR and the UNDP to derive intelligence from relevant global, regional, and local development trends and parameters, so as to develop relevant and evolving policies and long-term planning and programming capabilities. The development of such capabilities will ultimately draw linkages of how global, regional and local issues may impact governance in Malawi.

Objective of this Consultancy

The Foresight & Anticipatory Governance project seeks to develop foresight capability within the NPC and MoEPD & PSR by introducing new capacities of policy making to induce new paradigms of accountability, trust and renewal in the governance system. This will be achieved by deriving intelligence from the observation of relevant global, regional, and local developments to develop relevant and evolving policies, long-term planning and programming.

The project will build capacity at the NPC and the MoEPD & PSR to scan the horizon and understand the interdependencies of emerging signals emanating from various strategic sectors (social, technological, economic, environmental, political) and forecast their impact on the country in terms of plans and policy implementation. The National Planning Commission is therefore calling for expression of interest to conduct Foresight, Horizontal Scanning and Sense-making capability assessment in the NPC, the MoEPD & PSR and UNDP. The consultant is to help NPC and MoEPD & PSR have increased capacity in evidenced based planning through enhancement of Foresight capability. The objectives of the consultancy are to:

- Undertake a foresight capacity assessment at the NPC, the MoEPD & PSR and UNDP.
- Develop a comprehensive foresight capacity building strategy which will enable NPC and MoEPD & PSR accelerate the implementation of Malawi 2063 vision and its operationalizing strategies, i.e., the MW2063 10-year Implementation Plan, and the Sustainable Development Goals.

Specific objectives:

1. Assess **intelligence capabilities** in the National Planning Commission (NPC) and the Ministry of Economic Planning, Development and Public Sector Reforms (MEPD&PSR) **from the observation of relevant global, regional and local developments.**
2. Assess the **capability** of NPC and MoEPD & PSR **to develop relevant and evolving policies and long-term planning and programming.**

3. Assess the **capability** of the NPC and MoEPD & PSR to **induce new paradigms of accountability, trust and renewal in the governance system** informed by relevant foresight information.
4. Assess the **capability** of NPC and MoEPD & PSR to **scan the horizon and understand the interdependencies of emerging signals emanating from various strategic sectors** (social, technological, economic, environmental, political)
5. Assess the **capability** of NPC and MoEPD & PSR to **forecast impact of interdependencies of emerging signals emanating from various strategic sectors**.
6. Identify entry points for collaboration on foresight between NPC, MoEPD & PSR, UNDP and development partners.

Scope of Work

Conduct a foresight capacity needs assessment of NPC, MoEPD & PSR and UNDP and Foresight Capacity Building Strategy. Specific activities will include but not limited to:

- Stock-take existing capacity development initiatives undertaken by NPC, MoEPD & PSR and UNDP from 2016 to 2020.
- Review current planning and foresight tools employed by NPC and MoEPD & PSR.
- Assess data needs required for foresight and horizon scanning.
- Assess the skills needs required for foresight and horizon scanning.
- Identify challenges and opportunities specific to NPC, MoEPD & PSR and UNDP on foresight and horizon scanning.
- Develop a foresight Capacity Development Strategy for the three institutions.
- Identify existing methodologies, capacities and map out resources for foresight capacity building and knowledge linking available locally, regionally, or globally.

Deliverables

1. A concise expression of interest detailing a firm's/individual's expertise and experience to undertake the task.
2. An inception report for the consultancy detailing the approach, methodology and budget for the consultancy.
3. A draft capacity assessment and gap analysis report.
4. A capacity assessment report and capacity building strategy on foresight and horizontal scanning.
5. Detailed recommendations on the findings and how they could be executed.

Payment Schedule

Deliverables	Tentative payment date	Percentage of payment
Payment upon submission of acceptable inception report	28 th March 2021	25%
Payment upon submission of draft capacity assessment and gap analysis report.	16 th April 2021	25%
Payment upon submission of A capacity assessment report and	20 th May, 2021	50%

capacity building strategy on foresight and horizontal scanning; As well as submission and acceptances of detailed recommendations on the findings and how they could be executed.		
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Resources Provided

NPC, MoEPD & PSR, and UNDP will provide support where need be to the Consultant, with identification of key persons and institutions.

Reference Materials

The consultant will be expected to refer to among others the following resource materials:

- Malawi 2063 Vision Document
- Sustainable Development Goals (SDGs).
- Current SADC Regional Indicative Strategic Development Plan
- UNDP Capacity Assessment Framework
(<https://www.undp.org/content/undp/en/home/librarypage/capacity-building/undp-capacity-assessment-methodology.html>)

Education and Experience Required

- At least recognized master's degree (Preferably PhD) in Development Studies, Economics, Management, Capacity Building, Public Administration or any other related field.
- Minimum 10 years of relevant experience and training experience with a focus on Capacity Development Strategies/plans/activities on Foresight and Horizontal Scanning.
- A comprehensive knowledge of Malawi or related Government policy /programs design context.
- At least 5 years of previous experience on development of a Capacity Development strategy and results framework for Government institutions or bi-lateral partners will be an advantage.

Competencies:

- Fluent in English.
- Demonstrated innovative and “out-of-the-box” approach to capacity building.

Evaluation

Cumulative analysis

The proposals will be evaluated using the cumulative analysis method with a split 70% technical and 30% financial scoring. The proposal with the highest cumulative scoring will be awarded the contract. Applications will be evaluated technically, and points are attributed based on how well the proposal meets the requirements of the Terms of Reference using the guidelines detailed in the table below:

When using this weighted scoring method, the award of the contract may 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 weighting; 70%

* Financial Criteria weighting; 30%

Only candidates obtaining a minimum of 49 points in the Technical Evaluation would be considered for the Financial Evaluation. Interviews may be conducted as part of technical assessment for shortlisted proposals.

Criteria	Points	Percentage
Qualification		10%
At least recognized Master's degree (Preferably PhD) in Development Studies, Economics, Management, Capacity Building, Public Administration or other related field.	10	
Experience		55%
Minimum 10 years of relevant experience and training experience with a focus on Capacity Development Strategies/plans/activities on Foresight and Horizontal Scanning.	20	
A comprehensive knowledge of Malawi or related Government policy /programs design context.	15	
At least 5 years of previous experience on development of a Capacity Development strategy and results framework for Government institutions or bi-lateral partners will be an advantage.	20	
Competencies		5%
<ul style="list-style-type: none">• Fluent in English.• Demonstrated innovative and "out-of-the-box" approach to capacity building.	1 4	
Technical Criteria		70%
**If necessary, interviews shall also be conducted as part of the technical evaluation to ascertain best value for money.		
Financial Criteria – Lowest Price		30%
Total		100%

Documents to be included when submitting Consultancy Proposals

The following documents may be requested:

- a) Explaining why they are the most suitable for the work
- b) Provide a brief methodology on how they will approach and conduct the work
- c) Latest updated Curriculum vitae (CV) or Resume including past experience in similar projects and at least 3 references.
- d) Duly executed **Letter of Confirmation of Interest and Availability** using the template provided by UNDP. **Template of Letter of Confirmation of Interest and Availability can be accessible from this [UNDP Malawi Procurement page](#)**
- e) **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must stipulate that arrangement at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

Lump-sum contracts

The financial proposal shall specify a total lump-sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in instalments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump-sum amount (including travel, living expenses, and number of anticipated working days).

Travel

In general, UNDP should not accept travel costs exceeding those of an economy return class ticket; should the IC wish to travel on a higher class, they should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging, and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

Submission Instructions

Proposals may be submitted on or before the deadline as indicated below. Proposals must be submitted using this generic email etenderbox.mw@undp.org with the **Mandatory email subject: Individual Consultant to conduct Foresight Capacity Needs Assessment and Capacity Building Strategy for the National Planning Commission, Ministry of Economic Planning, Development and Public Sector Reforms and United Nations Development Program (UNDP) Malawi - IC/MWI/009-2021 (bids will not be considered, if failed to adhere to this instruction)** address only.

Incomplete proposals and failure to comply with proposal submission instruction may not be considered or may result in disqualification of proposal.

Completed proposals should be submitted using no later than **11th March 2021 (Malawi Time)**.

For any clarification regarding this assignment please write to Susan Mkandawire on procurement.mw@undp.org. Only written communication will be responded.

UNDP looks forward to receiving your Proposal and thank you in advance for your interest in UNDP procurement opportunities.

Approval

This TOR is approved by:

Name and Designation Claire Medina
UNDP Malawi Deputy Resident Representative