



INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: 13 JULY 2021

Title of Consultant: Individual Consultant to Develop Botswana's Economic Diplomacy Strategy and Implementation Plan

Country: Botswana

Description of the assignment: Develop Botswana's Economic Diplomacy Strategy and Implementation Plan

Project name: Economic Diversification and Inclusive Growth

Project Number: 00102694

Submission Requirements: Proposals with reference should be submitted in a sealed envelope clearly labelled, “ **Individual Consultancy-Economic Diplomacy Strategy Project**” at the following address :

*The Resident Representative,
United Nations Development Programme,
P.O. Box 54, Gaborone;*

OR

by email to: procurement.bw@undp.org

Submission Date: No later than 30th July 2021 at 1200hrs (Botswana Time)

Any request for clarification must be sent in writing, or by standard electronic communication to the address or e-mailed to enquiries.bw@undp.org UNDP Botswana will respond in writing or by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of the inquiry to all prospective facilitators.

NOTE: Consultancy firms/companies interested in applying for this assignment are free to do so provided they submit a CV of only one qualified consultant and present its bid in a manner that would allow for evaluation of the bid in accordance with the evaluation criteria specified in these solicitation documents. That is, the experience required is that of the individual whose CV would have been submitted by the company rather than that of the company. Further, if the submitted bid wins, the ensuing contract will be between the UNDP and the company/firm, not the individual.

1. BACKGROUND

- 1.1** In globalisation, Economic Diplomacy is emerging as one of the ubiquitous modes of modern diplomatic practice in both the developed and developing nations. Faced with the challenge of limited economic diversification, Botswana seeks to explore ways to ensure and sustain her economic recovery plan in order to increase investor confidence, improve the ease of doing business and attract foreign direct investment to achieve economic growth, job creation, poverty eradication and global competitiveness as espoused through the Economic Diversification Drive (EDD) Strategy.
- 1.2** The Ministry of International Affairs and Cooperation (MIAC) thus intends to develop Botswana's Economic Diplomacy Strategy and together with the South-South and Traingular Cooperation (SSC & TrC) Strategy they will form key tools for the implementation of the country's foreign policy. The strategy is premised on negotiation of bilateral and multilateral trade agreements, establishing foreign economic relations, nation branding, the attraction of Foreign Direct Investment (FDI) and promoting tourism in the pursuit of national development.
- 1.3** It is envisioned that the Strategy will take into consideration the mandate, not only of the Ministry and its representations abroad, but will also encompass the role of the key drivers of the economic initiatives, being the Ministry of Finance and Economic Development and the Ministry of Investment, Trade and Industry, together with their related parastatals and other organisations.
- 1.4** Beyond the local perspective, the strategy will take into consideration the regional and global context and to respond to business interests that are entangled with politics, environmental/climate change consideration, and human rights in pursuit of influencing the international norm.
- 1.5** The Strategy will also have to take into consideration emerging issues such as the Fourth Industrial Revolution (4IR), the COVID-19 pandemic which has altered the health and economic landscape of countries globally, cyber security, Anti-money Laundering and Combatting Financing of Terrorism (AML/CFT), and the power of social media.
- 1.6** Taking all the above into consideration, the Economic Diplomacy Strategy is expected to be the key guide to implement Botswana's Foreign Policy on realization of economic development, based on the aspirations of Vision 2036 and the NDP 11. The Strategy must also clearly indicate existing bilateral, regional and global trade partnerships including the Africa Continental Free Trade Agreement (AfCFTA), the South-South and Triangular Cooperation (SS&TrC) Strategy and the SDG framework, particularly SDGs 7, 8, 9, 10, 11 and 17.

2. PURPOSE AND SCOPE OF THE ASSIGNMENT

- 2.1** The overall purpose of the assignment is to support the Government of Botswana through the Ministry of International Affairs and Cooperation to develop and implement the Economic Diplomacy Strategy in contribution to the government's efforts for economic growth and prosperity.

2.2 Purpose

- Through Vision 2036, Botswana has embraced an ambitious objective to achieve high income status by 2036. The Economic Diplomacy Strategy must therefore provide guidance, taking into consideration the global trade environment and the geo-political context to ensure that the country can compete effectively to set herself apart as a preferred FDI destination. Also taking into account the achievement of the Sustainable Development Goals (SDGs) and embracing the principle of “*leave no one behind.*”
- Vision 2036, which recognises that in order for Botswana to achieve prosperity for all, its economy needs to progress upwards, is therefore, the anchor of the Economic Diplomacy Strategy. It is important therefore that the Strategy encompasses all four of the Vision 2036 Pillars;
 - i. Sustainable Economic Development;
 - ii. Human and Social Development;
 - iii. Sustainable Environment; and
 - iv. Governance, Peace and Security.

2.3 Scope of Work

- Within the framework of these Terms of Reference, the Consultant is expected to prepare a comprehensive Economic Diplomacy Strategy which will guide Botswana’s interaction with the outside world in its quest to enhance her ability to effectively negotiate bilateral, regional, and multilateral trade agreements and maximise their utilization and benefits thereof; optimize the functions of her foreign economic relations, effectively promote tourism and improve her ability to attract FDI in the pursuit of national development. The Strategy must be accompanied by an Implementation Plan, taking into consideration the capacity within Government and stakeholders to deliver. The Consultant is therefore expected to do the following:
 - a) Undertake a horizon scanning and review of the local economic diplomacy initiatives and international best practices in terms of economic diplomacy to inform a new approach and direction. In this regard:
 - Read and become familiar with relevant existing FDI and Trade legislation and policies. In particular, the Consultant should read and become familiar with the Economic Diversification Drive (EDD) Strategy, Botswana Excellence Strategy, Cluster Development, Special Economic Zones (SEZA), SPEDU and private sector development programmes;
 - Review the legal and regulatory framework in Botswana covering the existing laws, statutory instruments, regulations, policies and processes governing economic diplomacy, including how factors such as human rights, security and environmental issues should be addressed to ensure optimal utilization of the economic development opportunities, including, among others, attraction of Foreign Direct Investment in all sectors of the economy, taking full advantage of available foreign markets and attracting tourists;
 - Review the arrangements, agreements and/or requirements through which economic diplomacy instruments are currently implemented;

- Establish national interests and priorities in Regional Economic Communities that Botswana is a member of.
 - Conduct a legal and regulatory assessment of the existing government regulatory agencies and advise on their positioning and continued role within the economic diplomacy, including the role of Botswana's Foreign Missions;
 - Propose any required institutional reforms, that will enable the establishment of a robust economic diplomacy framework;
 - Review and advise on international best practices and make suggestions and recommendations for a new approach and direction that may be adopted; and
 - Advise on other matters incidental to the development of the Economic Diplomacy.
 - Undertake comprehensive and inclusive stakeholder consultations of all the relevant institutions, organisations, associations and individuals.
- b) Based on the review and consultations outlined in a) above, develop a Botswana Economic Diplomacy Strategy for review and validation by the Ministry of International Affairs and Cooperation and the Technical Reference Group
 - c) Develop an Implementation Plan indicating the key activities required to establish the Economic Diplomacy Framework with clear activities, indicators, budgets, tentative timelines, assigned responsibilities. Built into the Implementation Plan should be the building on, and optimization of the existing knowledge networks which comprise policy makers, former Botswana Representatives/Ambassadors, International Organisations, national and international scholars, as well as national and international business leaders.
 - d) Develop high level training programmes on the nature of international economic relations, targeting Senior Government officials, Parastatals, private sector, civil society and media organisations.

3 METHODOLOGY

- 3.1 The Consultant shall collect and make use of all available information and apply sound technical practices and methods in carrying out the assignment. The methodology selected and approved by the Technical Reference Group, must appropriately respond to the scope of work to produce the intended deliverables. It is highly recommended that these methods comprise both quantitative and qualitative approaches, based on international best practices
- 3.2 The Consultant will also undertake a light benchmarking with relevant Upper Middle Income countries in the SADC Region and elsewhere for lessons of best practices among economies with similar or comparable geographic and socio-economic status, such as land-lockedness, small population and single commodity dependence, among others. The Consultant is also expected to engage relevant stakeholders and entities comprised of both state and non-state actors.
- 3.3 Guidance and quality assurance will be provided to the Consultant throughout the process by MIAC through the Director of the Department of Multilateral Affairs with technical support from UNDP. A Technical Reference Group chaired by the Director of Multilateral Affairs, will review and validate each deliverable prior to finalization and payment.

4 KEY DELIVERABLES

- i. Inception Report detailing Consultant's understanding of Terms of Reference. The Inception Report should also clearly outline the methods and approaches to address the Scope of Work; sources of data; proposed schedule of tasks and deliverables.
- ii. Draft Economic Diplomacy Strategy and draft Implementation Plan
- iii. Final Botswana Economic Diplomacy Strategy which would be a master plan bringing together the various existing initiatives under one framework (the EDS).
- iv. Implementation Plan required to establish the Economic Diplomacy Framework with clear activities, indicators, budgets, tentative timelines and assigned responsibilities.
- v. High level training programmes that entail the nature and function of international economic relations. The training programmes should target Senior Government officials, Parastatals, private sector, civil society and media organisations.
- vi. Project Completion Report.

5 REQUIRED QUALIFICATION AND EXPERIENCE

5.1 The Consultant is expected to provide all the necessary expertise to complete the assignment. On this basis, he/she must possess the following Academic Qualifications, Knowledge, Expertise and Competencies:

I. Academic Qualifications:

The Consultant must hold a minimum Master's Degree in Economics, International Business and/or Trade, International Economics, International Relations, Diplomatic Studies or related disciplines.

II. Years of experience:

The Consultant must have at least 10 years of professional experience in international relations/economics/trade/business issues. She/he needs to demonstrate good understanding of technical terms used in regional, continental and international relations and trade. Additional knowledge and experience in strategy management and project management would be an additional advantage.

III. Competencies

- Good understanding and demonstrated optimism of the assignment;
- Good technical and report writing skills;
- Excellent interpersonal skills;
- Excellent communication and presentation skills including the ability to generate consensus;
- Excellent command of English, both spoken and written
- Good knowledge of international trade relations, including the regional trade dynamics (SACU/SADC/AU), the UN system, and relevant agencies such as WTO.
- Demonstrate knowledge of local context

6 IMPLEMENTATION ARRANGEMENTS

6.1 The Ministry of International Affairs and Cooperation through the Department of Multilateral Affairs is the lead of all processes, with support from the UNDP Team.

6.2 Technical quality assurance and technical support to the entire consultancy will be provided through a Technical Reference Group (TRG), chaired by the Deputy Permanent Secretary (Multilateral). The TRG will be composed of key stakeholders:

- Ministry for Presidential Affairs, Governance and Public Administration
- Ministry of Defence, Justice and Security;
- Ministry of Finance and Economic Development;
- Ministry of Investment, Trade and Industry;(BITC)
- Ministry of Employment, Labour Productivity and Skills Development;
- Ministry of Environment, Natural Resources Conservation and Tourism;
- Ministry of Transport and Communications;
- Ministry of Mineral Resources, Green Technology and Energy Security;
- Ministry of Agricultural Development and Food Security
- Ministry of Nationality, Immigration and Gender Affairs; and
- Representatives of Private Sector/Non-State Actors (Business Botswana, Botswana National Productivity Centre, Academia, BIDPA, Botswana Export Manufacturers Association, Youth Representative, Media and Civil Society)
- UNDP on an advisory role

7 DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

7.1 The Consultant must submit the following documents/information to demonstrate her/his qualifications:

I. Technical Proposal:

- Demonstration of understanding of the assignment.
- A clear narration of the methods and/or approaches that would be employed to fulfil the objectives of the assignment.
- An implementation matrix/work plan with timelines for carrying out the assignment.
- CV of the Consultant which must include past experiences undertaking similar assignments and at least three (3) referee and their contacts for ease of background checks.
- Demonstration of past performance in providing similar services, indicating client name, nature and scope of work.

II. Financial proposal:

- Indicate the 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 or not.

8 TRAVEL

- 8.1 No travel is envisaged under this contract. 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.

9 EVALUATION PROCESS

- 9.1 The procedure for evaluation of the bids shall consist of three stages.
- 9.2 Cumulative analysis
- 9.3 For candidates who satisfy all the mandatory exclusion criteria, the technical proposal will be assessed on a scale of 0-100 points wherein the qualifying mark is 70%. Only candidates obtaining a minimum of 70% will be considered for the Financial Evaluation.
- 9.4
- 9.5 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:
- 9.6 a) responsive/compliant/acceptable, and
- 9.7 b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.
- 9.8 * Technical Criteria weight; [70%]
- 9.9 * Financial Criteria weight; [30%]

STAGE -1 – PRELIMINARY EVALUATION

Preliminary evaluation of the proposals will be a compliance check based on the aspects below;

1. Qualifications
2. Completeness of Bid

Stage 1 of the evaluation is based on a yes/no response. If the response is “no” for any of the criteria, the bidder will be disqualified from further evaluation.

STAGE-2 -TECHNICAL EVALUATION

Technical evaluation shall be made to determine capability to deliver the required deliverables of the consultancy. It will be based on a scale of 0-100 points wherein the qualifying mark is 70%.

Therefore, if a bidder fails to score 70% and above under Stage 2, he/she shall be disqualified from further evaluation. The quality criteria and maximum score in respect of each of the criteria are as follows:

Preliminary Mandatory Exclusionary Criteria	
Criteria	Yes/No
Possession of at least Master's Degree in Economics, International Business and/or Trade, International Economics, International Relations, Diplomatic Studies or related disciplines.	

Complete proposal submitted as per item 7 Documents to be Included when Submitting the Proposal	
Technical Evaluation	
Criteria	Max Points
1. Context <ul style="list-style-type: none"> Adequate knowledge of Botswana's development context particularly with regards to economic policies and foreign policy and foreign relations. 	20
2. Technical Competence <ul style="list-style-type: none"> Demonstration of technical ability to undertake the assignment. Demonstration of in-depth understanding of diplomacy, international relations, international trade and global trade 	20
3. Relevant Professional /Work Experience <ul style="list-style-type: none"> Demonstrable past performance in providing similar services, that is developing strategies in the area of economic diplomacy and foreign policy. 	25
4. Methodology/Approach <ul style="list-style-type: none"> Adequate demonstration of understanding of the assignment. Clear narration of methods and/or approaches for fulfilling the objectives of the assignment. A work-plan demonstrating steps that would be taken to fulfil the assignment. Clear narration of adequate methods and/or approaches for fulfilling the objectives of the assignment. A workplan demonstrating steps that would be taken to fulfil the assignment. 	25
5. Presentation and Packaging <ul style="list-style-type: none"> Good writing, communication and presentation skills 	10
Financial Evaluation	Max Points
Financial Offer	30

STAGE 3 – FINANCIAL / COST EVALUATION

Consultant must obtain a minimum of 70% of the obtainable points of 100 points in the technical evaluation to be considered for the financial evaluation. Cost Evaluation shall be conducted by reviewing financial proposal to correct any arithmetic errors and assessing reasonability of the cost. The maximum points (30) assigned to the financial proposal is allocated to the lowest price proposal. All other price proposals receive points in inverse proportion.

AWARD

The award of the contract will be determined using Cumulative analysis method.

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; [70%]

* Financial Criteria weight; [30%]

UNDP retains the right to contact references directly.

10 PAYMENT SCHEDULE

Payment shall be made against deliverables in three instalments following the suggested schedule defined below:

- **First milestone – Substantive inception report:** The inception report should clearly define structure, the nature and scope of work to be done, methodology and approach to be used to fulfill the requirements of the assignment. This milestone will attract 20% payment after the inception report has been presented to the Technical Reference Group (TRG) and approved after incorporating consolidated comments from the group.
- **Second milestone:** This milestone attracts 30% payment of the total amount for the assignment after the draft documents have been submitted and presented to the TRG, validated at a wider stakeholder workshop and approved after incorporating consolidated comments from the group.
- **Third milestone:** After approval of a Final document. At this stage it is expected that all requirements of the assignment are completed and the final reports approved. This milestone attracts 50% payment of the total amount for the assignment.