

TERMS OF REFERENCE

Assignment Title	Individual Consultancy for Project Document Formulation-IC/MWI/043-2021
Project	Foresight & Anticipatory Governance
Type of Contract	Short Term Individual Contract
Contract Period	60 working days
Supervisor	Portfolio Manager
Location	Home-based/Lilongwe (with possibility of travel within country)
Country	Malawi

1 Background and Context

UNDP Malawi has been supporting national projects/programmes that aim to improve effectiveness, efficiency, and accountability of democratic governance institutions to ensure improved, inclusive and accessible public services through its Responsive Institutions and Citizen Engagement (RICE) Portfolio also known as the Governance Portfolio. The Portfolio works towards contributing to the achievement of the Sustainable Development Goals (SDGs); objectives and targets for UNDP Global Strategic Plan, the UN Corporation Framework and the realization of the Malawi 2063 Vision through its 10-year Implementation plan.

UNDP Malawi in its efforts to improve governance institutional capacity and systems recently rolled out an initiation plan on Foresight & Anticipatory Governance-enhancing coordination of Development Implementation in collaboration with the National Planning Commission (NPC) and the Ministry of Economic Planning, Development and Public Sector Reforms (MEPD&PSR). The proposed project seeks to build the foresight capability within Government, improve capacity coordination of development programs implementation, monitoring and evaluation as well as build on the already existing policy advisory work for UNDP Development Impact Advisory Team (DIAT).

Strategic foresight has added value to long term planning tools in strategic policy making given its interdisciplinary nature. The 21st Century Development Challenges are often 'wicked' and multifaceted, as such there is no one single solution to address such development challenges. To take a case in point, the current Coronavirus pandemic has heavily increased the burden of governments globally. Recognizing multi-sectoral expertise and future thinking/scenarios to address development challenges can be an effective engine for accelerating learning and contributing to policy making.

Sense-making on accelerating governance portfolio for improved development effects in Malawi revealed the need to increase system resilience and inducing greater trust in Government and public institutions is the effect of a capability of the Malawi Governance System to look out and generate foresight and actionable policies and interventions that establish its relevance to its own citizens. This realization formed the basis for the UNDP-funded initiation plan on '*Foresight and Anticipatory Governance for National Development Planning and Development*' that seeks to develop a foresight and anticipatory governance capability within UNDP, the NPC and the MEPD&PSR jointly by introducing new capacities of policy making to induce new paradigms of accountability, trust and renewal in the governance system." With this capability, it

is expected that the Malawi Government would be able to derive intelligence from relevant global, regional, and local development trends and parameters to advance relevant and evolving policies and long-term planning and programming capabilities. Such capabilities will ultimately enhance the implementation and coordination of Mw2063 pillars and enablers to ensure achievement of national development goals the SDGs.

On behalf of the Government of Malawi, UNDP is seeking a consultant to support development of coherent programmatic offer on futures foresight, anticipatory governance, innovative strategic planning and policy formulation, coordination of implementation of development policies. The consultant is to lead a series of activities required for the preparation of the project document within the standards of UNDP. The project is envisioned to strengthen UNDPs existing governance portfolio and Development Impact Advisory Team programme offer as policy advisory and think tank.

OBJECTIVES OF THE ASSIGNMENT

Using the findings from a desk review and external and internal consultations, including the outcome of the Foresight and Anticipatory Governance capacity assessment, the consultant is tasked with the production and delivery of a comprehensive Foresight and Anticipatory Governance Project Framework that will enable the advancement of Futures thinking approach within UNDP, the NPC and MEPD&PSR. The consultant will be required to coordinate input from all relevant stakeholders to produce the Project Document (DIAT team, Governance Advisor-UNDP, Foresight & Anticipatory Governance Technical Committee-comprised of NPC, UNDP & EPD & PSR, including local consultant international, Government counterparts). The assignment will involve extensive consultations with relevant stakeholders including, UNDP staff, as well as government officials and NGO representatives, both in person and remotely. Travel to conduct stakeholder consultations will be required. Overall oversight of the consultant work will be provided by the Senior Economist / Governance Adviser-Manager along with the NPC and MEPD&PSR.

Duties and Responsibilities

Scope of Work

The consultant will be responsible for the following tasks and ensuring the timely delivery and quality of the following outputs:

- Review any background documentation on national development policy framework and Foresight and Anticipatory Governance provided from within Malawi, regionally and globally.
- Review and assess the organizational structure, human capacity, technical and financial capacity of the institutions to be responsible for the implementation/coordination of the project from UNDP and IPs.
- Determine the governance structure of the project to ensure clear demarcation of roles and responsibilities from implementation leadership to reporting.
- Extract issues and recommendations from the Foresight Capacity Needs assessment of UNDP, NPC, and key Government MDAs to inform the capacity building strategy and interventions in UNDP, NPC, Ministry of Economic Planning, Development and Public Sector Reforms and other MDAs.
- Identify key outputs and best practices for Foresight and Anticipatory Governance drawn from the initiation plan to be incorporated into the comprehensive Project Document consistent with UNDP quality standards and structure based on UNDP project document template.

- Conduct consultative interviews and meetings including sense-making sessions with MDAs and regional/global Foresight and Anticipatory Governance Institutions including academic institutions to produce insights on substantive issues to be included in the Foresight and Anticipatory Governance Project Document.

The above sections are indicative as templates may demand covering issues beyond those sighted above. The consultant will be required to obtain guidance from the Monitoring and Evaluation Specialist on applicable format and templates for the Project Document formulation to ensure that his/her work is compliant with UNDP standards and criteria.

Expected Outputs and Deliverables

The key deliverable for this assignment is a full project document on Foresight and Anticipatory Governance: enhancing development policy implementation. The deliverables should comprise:

- An Inception Report comprising a workplan and a project document outline.
- Draft Project Document that contains a proper Theory of Change and multi-year workplan
- Local Project Appraisal Meeting Report
- Final Project Document that contains a Theory of Change and multi-year work plan

Schedule of Preparatory Activities for the Development of the Project Document

Deliverable/Output	Target Due Date	Review and Approvals required	Scheduled Payment
Payment upon submission and acceptances of Inception Report showing approach, methodology, Workplan and project document outline.	10 Days	Foresight and Anticipatory Governance Technical Working Group	20%
Payment upon submission and acceptances of Draft Project Document	30 Days	Foresight and Anticipatory Governance Technical Working Group, UNDP Resident Representative, Director General of NPC, and PS- Economic Planning and Development.	30%
Payment upon submission and acceptances of Local Project Appraisal Meeting Report	10 Days	Foresight and Anticipatory Governance Technical Working Group, selected MDAs, UNDP Resident Representative, Director General of NPC, and PS- Economic Planning and Development.	20%
Payment upon submission and acceptances of Final Project Document	10 Days		30%

Required qualifications, skills, and Experience

- At least a Master's Degree or equivalent in Public Administration, Political Science, International Development Studies, Future Studies, Organisational Development, or related field.

Experience:

- Previous 8 years of experience in conducting formulation of project/programme documents;
- Minimum of 10 years of relevant experience inclusive of extensive national and international working experience in future studies, foresight and related topics, especially in relation to international development;
- Demonstrated 8 years of experience in working with the public service in developing countries on issues of foresight, public sector innovation and development;
- Demonstrated 8 years of experience in developing innovative facilitation tools for foresight processes;
- Proven practical 8 years of experience in UNDP and other development partners project/programme formulation using results-based management principles;
- 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.
- A comprehensive knowledge of Malawi or related Government policy /programs design context.
- Minimum 7 years of relevant experience and training experience with a focus on Capacity Development Strategies/plans/activities on Foresight and Horizontal Scanning.

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 7 years of relevant experience and training experience with a focus on Capacity Development Strategies/plans/activities on Foresight and Horizontal Scanning.	10	
A comprehensive knowledge of Malawi or related Government policy /programs design context.	10	
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.	10	
<ul style="list-style-type: none"> • Previous 10 years of experience in conducting formulation of project/programme documents; 	5	
<ul style="list-style-type: none"> • Minimum of 7 years of relevant experience inclusive of extensive national and international working experience in future studies, foresight and related topics, especially in relation to international development; 	5	
<ul style="list-style-type: none"> • Demonstrated 8 years of experience in working with the public service in developing countries on issues of foresight, public sector innovation and development; 	5	
<ul style="list-style-type: none"> • Demonstrated 8 years of experience in developing innovative facilitation tools for foresight processes; 	5	
<ul style="list-style-type: none"> • Proven practical 8 years of experience in UNDP and other development partners project/programme formulation using results-based management principles; 	5	
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:

- Explaining why they are the most suitable for the work
- Provide a brief methodology on how they will approach and conduct the work
- Latest updated Curriculum vitae (CV) or Resume including past experience in similar projects and at least 3 references.
- 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. 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 Consultancy for Project Document Formulation (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 no later than 8th October, 2021 (Malawi Time).

For any clarification regarding this assignment please write to Tirnesh Prasad 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: Agnes Chimbiri, RICE Portfolio Manager