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**INDIVIDUAL CONSULTANT PROCUREMENT NOTICE**

24th June 2015

 **Country:** Botswana

**Description of the assignment:** UN Botswana Programme Evaluation

**Period of assignment/services:** This effort will take approximately around 35 days over 6 weeks

**Proposal should be submitted at the following address:**

UN Building

Government Enclave,

Corner Khama Crescent & President’s Drive.

P.O. Box 54

Gaborone, Botswana

Or by email to procurement.bw@undp.org

**Closing Date:** **3rd July 2015 at 12:00** noon Botswana Time.

Any request for clarification must be sent in writing, or by standard electronic communication to the address or e-mail to enquiries.bw@undp.org. **This email is used exclusively for enquiries.**

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.

Quotations submitted by email must be limited to a maximum of 2MB, virus free or corrupted contents and no more than 3 email transmissions. It shall remain your responsibility to ensure that your quotation reaches the above address on or before the deadline. Quotations that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your quotation by email, kindly ensure that they are signed and in pdf format.

**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 this solicitation document. 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. In this regard, the company by submitting a CV is bidding as an individual bidder rather than a company/firm. Further, if the submitted bid is successful, the ensuing contract (Reimbursable Loan Agreement – RLA) will be between UNDP and the company and not the individual whose CV would have been submitted.

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| 1. **BACKGROUND**
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| Botswana remains one of Africa’s success stories having developed from the status of a least developed country to an upper middle income country by having experienced rapid growth since independence. Mineral resources (diamonds, copper, silver) have spurred economic growth while it’s fragile and dry semi-arid environment compounded by the massive challenges of the HIV and AIDS pandemic have impeded greater levels of sustainable human and economic development. In 2008, the United Nations in Botswana adopted the “Delivering as One” approach as a self-starter where the roadmap towards the “Development as One” was established. This eventually culminated into the Government of Botswana-United Nations 2010-2016 United Nations Development Assistance Framework and the 2010-2014 Programme Operational Plan (GoB UN POP). The purpose of this was to improve the coherence and effectiveness of the contribution of the United Nations to the attainment of the national priorities of Botswana.There are five thematic outcome areas of the GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN 2010-2016 which are i) Governance and Human Rights Promotion, ii) Economic Diversification and Poverty Reduction, iii) Health and HIV/AIDS, iv) Environment and Climate Change, v) Children, Youth and Women’s Empowerment. Specific outcomes were identified for each of the aforementioned themes with a total of 15 outcomes in the MTR of the GoB- UN POP. The Govt of Botswana – UN Programme Operational Plan serves as the UN Development Assistance Framework ( UNDAF) and also serves as the equivalent of Country Programme Action Plan for UNICEF, UNDP and UNFPA. UNICEF, UNDP and UNFPA will prepare their respective Country Programme Documents for approval by their respective Boards based on the priorities and outcomes identified in the GOB- UN Programme Operational Plan 2017- 2021. Other UN agencies will similarly formulate their planning documents. The guiding principles used in the GoB- UN POP 2010-2014 has been the Rights-based Approach; Results-Based Management; Gender Equality; Environmental Sustainability and Capacity Building while programming values entailed National Ownership, leadership and accountability for results.; international normative standards; Delivering as One and complementary relationship between GoB-UN POP and agency-specific agreements.In 2012, a MTR of the 2010-2014 GoB- UN POP was commissioned. In the same year, the Government of Botswana also undertook a mid-term review of its NDP10. Together, the 2011 study on UN engagement in a middle income country, the NDP10 MTR and the GoB-UN POP MTR provided a sound basis for the revision of the GoB-UN POP 2010-2014 .To align with the 2010-2014 GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN and Government of Botswana National Development Plan 11 and the new post 2016 Vision processes, the GOB-UN POP was extended two years, through 2016. Thereafter, alignment with the GoB planning cycles would be achieved.The MTR of the GoB-POP 2010-2014 identified key issues and recommendations that elucidate a way forward in the GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN evaluation. The evaluation will make use of the findings of the MTR of GoB-UN POP, bearing in mind Botswana’s status as an upper middle income country. The full roll-out process has developed during the UNCT Visioning Exercise held on the 14th of May. Please see attached Road Map. Key milestones are as follows:

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| **Key Milestones** | **Time lines** |
| Road map for GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN formulation and hiring of consultants as needed  | May – June 2015  |
| GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN Evaluation and Country Analysis  | June – Sept 2015 |
| Consultation with stakeholders  | July 2015  |
| Strategic Planning  | July – Sept 2015  |
| GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN submission and endorsement  | Feb 2016 |

At least the following 16 funds, programmes and agencies will be part of the GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN 2017-2021: FAO, IAEA, IFAD, ILO, IOM, UNAIDS, UNDP, UNEP, UNESCO, UNFPA, UNHCR, UNICEF, UNIDO, OHCHR, UNWOMEN, WHO and possibly UNODC. – Please CheckGuiding principles for the new 5-year strategic plan:* The GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN needs to highlight the **equal partnership** between the Government of Botswana and the UN in Botswana
* The National Long term Vision Post 2016 and the National Development Plan 11 are the guiding documents.
* The GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN needs to be strategic, flexible and add real value and respond to national priorities and focus on everything all UN agencies do.
* The GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN needs to highlight where the UN has added value and **comparative advantage**.
* The GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN will be an **outcome-only** framework (no outputs).
* The GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN roll-out needs to be an **open and inclusive process**.
* The roll-out needs to be light: not only focusing on **planning the “what”**, but be reasonably explicit on **implementation – the ‘how”**.

The roll-out of the GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN will be supported by 2 consultants: * 1 consultant from June to July 2015 to perform the Evaluation,
* 1 consultant over a period of July 2015 to Aug 2016 to perform the Country Analysis and over the period of August 2015 to Jan 2016 to facilate the the Strategic Planning phase including the Development of the GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN and the Results Matrix between August 2015 to January 2016

The consultants will be based in the Office of the UN Resident Coordinator (RC office), with as day-to-day manager and first point of contact the UN Coordination Specialist in the RC Office. The consultant will report (either verbally or in writing) on a weekly basis to the UN Resident Coordinator (RC) and the chair of the PCME. The PCME has been tasked to lead the process by the UN Country Team to oversee the operational preparation of the GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN 2017-2021, and consists of senior representatives of the UN agencies in Botswana (at the Deputy or Senior Programme Officer level). The consultant should use the different GoB-UN POP Results Groups as well as the PCME as sources of information and guidance for all stages of the GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN evaluation and formulation process.  |

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| 1. **OBJECTIVES, SCOPE OF WORK, AND RESPONSIBILITIES**
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| The work of the GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN Evaluation, Analysis and Strategic Planning Consultant will be completed in 3 phases. Key tasks for the Evaluation will include:Evaluation* Collect and document lessons-learned and provide actionable recommendations in terms of governance, coordination mechanisms, reporting structures, work of the Results Groups, under the GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN 2010-2016.
* Identify programmatic achievements and challenges at the outcome level of the GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN 2010-2016, especially focusing on the collective comparative advantage of the UN .
* Undertake an independent assessment of the relevance, effectiveness, efficiency and sustainability of the GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN 2010-2016 building on the extensive Mid Term review and the progress since then.
* To determine how the UN agencies worked together in implementing the GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN and GOB-UN POP and to what extent efforts in advancing the Delivering as One model impacted on overall efficiency and effectiveness.
* To identify international best practices and lessons learned to determine whether these have been applied in Botswana and to what extent have they contributed to the efficiency and effectiveness of UN support.
* Make recommendations for use in the design, implementation and reporting of the new GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN and its support programmes.

This effort will take approximately around 35 days over 6 weeks which will include one week to prepare the inception report , four weeks to conduct the evaluation and one week to consolidate feedback and prepare the report. - UN PROGRAMME OPERATIONAL PLAN roll-out process will be relatively light. To facilitate the light process, the evaluation will mainly focus on progress made since the 2012 Mid Term Review, lessons learned and recommendations, while the country analysis will use existing documents and analysis. |

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| 1. **METHODOLOGY AND APPROACH**
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| Evaluation:* It is a requirement from the UNDG to have at least one ***independent evaluation*** per programme cycle, normally done in the penultimate year. For the GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN 2010- 2016, the penultimate year is 2015. Independent evaluations are an important part of the results-based management cycle and improve accountability for results and provide learning in terms of what has worked, what has not and why. The GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN independent evaluation is expected to provide important information for strengthening programming and results at the country level, specifically informing the planning and decision-making for the next GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN and for improving UN coordination at the country level.
* The primary users of the evaluation are the UN Country Team (consisting of the heads of agencies, including non-resident agencies) and the Government of Botswana (primarily the Ministry of Finance and Development Planning and the line Ministries). The evaluation could also be shared with bilateral and multilateral donors / development partners and civil society.
* Since both financial and time resources are limited, a full-fledged evaluation cannot be carried out. Instead, the evaluation will specifically focus on: 1). Lessons-learned in terms of governance, coordination mechanisms and reporting structures, and 2). Programmatic achievements and challenges at the outcome level.
* For the first part, the lessons-learned exercise, the consultant is expected to collect and document lessons-learned and provide actionable recommendations in terms of governance, coordination mechanisms, and reporting structures under the GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN 2010-2016. The exercise will focus on: What worked and why, what didn’t work and why, best practices and worst practices, recommendations for how to improve the governance, coordination and reporting of next GOVT OF BOTSWANA - UN PROG OPERATIONAL PLAN.
* For the second part, the programmatic analysis, the consultant will identify programmatic achievements and challenges at the outcome level of the GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN 2010-2016, especially focusing on the collective comparative advantage of the UN. The consultant will use the Results Matrix as of May 2012 and the revised results matrix prepared for the extension phase. The consultant will also be able to use the Mid-term review report and recommendations that was prepared in 2012, the various reports from the Results Group and agency reports. Given that the Govt-UN POP outcomes are by definition the work of a number of UN partners and Government Departments and they are set at a very high level, attribution of development changes to the work of the UN (in the sense of establishing a causal linkage between a development intervention and an observed results) might be extremely difficult to establish. Therefore the programmatic evaluation will merely consider the contribution of the work of the UN agencies at the GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN outcome level to development in Botswana.
* The contribution of the GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN 2010-2016 to the development outcomes will be assessed according to a standard set of evaluation criteria:

**Relevance:** The extent to which the objectives of the GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN are consistent with the country needs, national priorities, the country’s international and regional commitments, including on human rights, recommendations of human rights mechanisms, sustainable development, environment, the needs of women, men, boys and girls in the country.**Effectiveness:** The extent to which the delivery and coherence of UNCT contributed to, or is likely to contribute to the outcomes defined in the GOVT OF BOTSWANA - UN PROG OPERATIONAL PLAN. The evaluation should also note how the unintended results, if any, have affected national development positively or negatively and to what extent they have been foreseen and managed.**Efficiency:** The extent to which outcomes are achieved with the appropriate amount of resources and maintenance of minimum transaction costs.**Sustainability:** The extent to which the benefits from a development intervention have continued, or are likely to continue, after it has been completed.Considering that Botswana is an upper middle-income country, the assessment of the relevance of the GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN to Botswana is the most important part of the evaluation.1. The consultant will gather the lessons-learned information (on governance, coordination mechanisms, reporting structures, Results Groups ) through interviews (and perhaps consultations) with selected UN staff, UNCT members, Govt officials, Results Group Co-Chairs The RC Office and PCME can assist in identifying who to interview.
2. The consultant will gather information for the programmatic analysis through: 1) meeting with each of the 5 GoB-UN POP Results Groups, as well as several UN thematic cross-cutting groups, 2). use existing higher-level agency evaluations and mid-term reviews, 3). use UN agency briefs on how they have contributed to the GOVT OF BOTSWANA - UN PROG OPERATIONAL PLAN. RC Office will together with the PCME Group compile the necessary documents for the consultant and will support in setting up the meetings with the Results Groups and thematic working groups.
3. These elements will be presented to the PSC and UNCT in a concise matter in the Independent Evaluation Report.
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| General:* In the first week, the consultant will prepare a brief inception note outlining the methodology and timeline of the three phases (including for example evaluation questions), for presentation to and approval by the GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN Steering Group.
* The consultant will work on a daily basis with the Coordination Specialist and will update the Resident Coordinator and PCME Chair weekly on the progress of his/her work.
* At least one week prior to the deadline of the report- deliverables, the consultant will submit a draft version to the RC Office for circulation to the PCME, UNCT and the UN Resident Coordinator.
* The consultant will present all three reports to the RCO and PCME and will incorporate changes following these sessions when needed.
* The consultant will participate in a debriefing session with the UNCT at the end of his/her assignment to validate the consultancy results.
* The consultant will prepare a hand-over note for the second consultant and will give a debriefing via conference call in August/September 2014, when the second consultant is on board.
* In July/August the 3 products that have been prepared by the consultant will be shared with the Government and the UNCT to serve as background documents for the SPR, and to ensure that the participants will be able to make informed decisions.
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| 1. **WORK PLAN, EXPECTED RESULTS AND DELIVERABLES**
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| Steps | Details | Deliverables | Target Due Dates\* |
| **Evaluation** |
| **Independent Evaluation of the GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN 2010-2016** (June-July 2015) | * The consultant will collect and document lessons-learned and provide actionable recommendations (on governance, coordination mechanisms, reporting structures, Results Group) through interviews and/or consultations with selected UN staff, UNCT members, Results Group Members and Co-chairs. The RC Office will assist in identifying who to interview.
* The consultant will identify programmatic achievements and challenges at the Govt – UN POP outcome level through: 1) meeting with each of the 5 Results Groups as well as UN thematic cross-cutting groups, 2). use existing higher-level agency evaluations and mid-term reviews 3). Use UN agency briefs on how they have contributed to the Govt-UN POP. RC Office will compile the necessary documents for the consultant and will support in setting up the meetings with the working groups.
 | 1. Brief inception note outlining the methodology and timelines to the PCME/UNCT
2. Draft Independent Evaluation Report
3. Independent Evaluation Report and presentation on Evaluation Report to PCME /UNCT and to PSC
 | 1. One week2. Four weeks3. One week  |

Review and approval for the deliverables will be done by: PCME Chair and UN Coordination Specialist  |

\* Target due dates will be finalized once start and end dates are known.

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| 1. **REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS**
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| Evaluation1. Academic Qualifications:

Advanced university degree (Master's degree or equivalent) in, international relations, international development economics, law, public or business administration, social sciences or other related area.II. Years of experience:At least 10 years of professional development related work experience at the national and/or international level. Experience must primarily relate to senior levels of programme management or the management of complex national evaluations involving multiple stakeholders. Proven expertise with CCA/GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN processes, evaluations and reviews, including strong understanding of UN’s relevant Programming Guidelines on Gender Equality, HRBA, Capacity Development, Environmental Sustainability and RBM.Previous experience in GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN or related evaluation process and practical experience in the middle-income / South Asian / SIDS and/or knowledge of the development issues in these countries is an asset; (Proven experience in carrying out and leading independent evaluative exercises for the UN system, such as GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN and CPD evaluations and reviews and experience in applying UNEG norms and standards.III. Core Competencies: * Advocates and promotes the vision, mission, and strategic goals of the UN
* Must have proven track record in the management of an evaluation function
* Must be able to produce credible and compelling evaluation reports, with evidence-based findings and recommendations
* Must possess managerial skills for management of the evaluation process, planning and setting standards and team management and providing leadership
* Very strong organization and coordination skills
* Contributes effectively to team-based activities, working collaboratively and sharing information openly; works effectively with colleagues inside the UN as well as its partners and other stakeholders to pursue common goals
* Ability to bring together diverse stakeholders
* Ability for strategic thinking
* Facilitates and encourages open communication in the team, communicating effectively
* Takes initiative and seeks opportunities to initiate action
* Actively produces and disseminates new knowledge; creates/contributes to mechanisms to collect and share knowledge
* Actively seeks learning opportunities; demonstrates commitment to on going professional development
* Proposes innovative ideas and new solutions to work
* Language proficiency if both written and spoken English

IV. Functional Competencies:* Knowledge of and experience in the UN’s role in a Middle Income Country, UN reform processes, UN programming at the country level, and UN Development Assistance Frameworks.
* Experience in Monitoring and Evaluation at the higher-level strategic level.
* Ability to compile qualitative data and to carry out analysis within a logical framework.
* Knowledge of and experience in applying evaluation methods in a wide range of evaluation approaches.
* Process management skills, such as facilitation skills and ability to negotiate with a wide range of stakeholders.
* Very good understanding of development operations coordination issues, tools and challenges, especially in programmatic areas.
* Knowledge of the application of the five GOVT OF BOTSWANA - UN PROGRAMME OPERATIONAL PLAN programming principles: Human Rights Based Approach, Gender Equality, Environmental Sustainability, Results Based Management and Capacity Development.
* Demonstrated ability to create and build networks, partnerships and alliances
* Ability to meet goals, work under pressure and meet demanding deadlines.
* Excellent oral and written communication skills.
* Ability to speak and write clearly and convincingly, adapting style and content to different audiences
* Ability to present information in a clear and concise manner.
* Strong interpersonal skills
* Ability to contribute effectively in a team-based setting.
* Computer literacy.

V. Language Requirements:Fluency in both written and spoken English.  |

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| 1. **DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS**
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| 1.Proposali) Explaining why they are the most suitable for the workii) Provide a brief methodology on ow they will approach and conduct the work2. Financial ProposalThe financial proposal will specify the daily fee of the individual consultant based on the number of days worked, cost of travel and daily subsistence fees (in not resident in Country)3. Personal CV including past experience in similar projects and at least names and contacts of 3 referees.  |

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| 1. **EVALUATION CRITERIA**
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| The evaluation will be based on the following methodology:Lowest price and technically compliant offer *When using this method, the award of a contract should be made to the individual consultant whose offer has been evaluated and determined as both: a) responsive/compliant/acceptable, and b) offering the lowest price/cost “responsive/compliant/acceptable” can be defined as fully meeting the TOR provided. Only candidates obtaining a minimum of 70% would be considered for the Financial Evaluation.* |

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|  | ***Criteria***  | ***Max Point*** | ***Comments***  |  |
| *Technical*  |  |  |
|  Relevance to educational requirements |  *Maximum 20*  |  |
|  Relevance to experience: This will be based on similar projects undertaken by the Consultant |  *Maximum 30*  |  |
|  Interpretation, understanding of the TOR and a proposed plan of action/methodology on how the assignment will be undertaken  |  *Maximum 50*  |  |
|   Financial Offer  |  |  |
| **Maximum of total points obtainable**  |  ***100***  |  |