

REVIEW



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INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: 6 April 2018

Title of consultancy:	FINAL EVALUATION OF THE BOTSWANA EXPORTER DEVELOPMENT PROGRAMME (BEDP): 2013-2017
Country:	Botswana
Description of Assignment:	The consultancy is to “evaluate the Botswana Exporter Development Programme (BEDP): 2013-2017
Project Title:	Support to the Economic Diversification and Inclusive Growth in Botswana
Project Number:	00104645
Supervision:	Botswana Investment and Trade Centre (BITC), Botswana
Expected Start Date:	15 May 2018

Proposals with reference should be submitted in a sealed envelope clearly labelled, “**INDIVIDUAL CONSULTANT FOR EVALUATION OF THE BOTSWANA EXPORTER DEVELOPMENT PROGRAMME (BEDP) IN BOTSWANA: 2013-2017.**”

Should be submitted at the following address no later than 20 April 2018 at 12:00 Noon (**Botswana Time**)

to:

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

or by email to: procurement.bw@undp.org

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.

1.0 BACKGROUND AND CONTEXT

- 1.1** Botswana has numerous market opportunities occasioned by the regional integration efforts as well as bilateral and multilateral trade agreements that have emerged in the country. What is of concern currently is the quality of exportable products and services. The non-mineral sector's contribution to export growth and development continues to offer marginal opportunities for gaining competitive and comparative advantages, yet expanding the country's export portfolio has always been a central policy objective to the government's economic development programmes as witnessed by successive National Development Plans (NDPs) and the National Export Strategy (NES) 2010-2016.
- 1.2** The foundation for exporter development is a National Export Strategy (NES), which should take into account consider border-in issues, border issues, border-out issues and development issues. The BEDP focuses on border-in issues. The rationale for the adoption of the NES was influenced by the need to design a framework, which will embrace a holistic approach to the development of the export sector. As such, the strategy considered challenges ensuing from the need to foster sustainable development, address factors inhibiting competitiveness, address client relations concerns and respond to institutional challenges. To this end, the Strategy was approached from four perspectives; namely development focus, competitiveness focus, client perspective and institutional perspective.
- 1.3** The competitiveness focus defines the requirements for firms to be globally competitive and what Botswana firms need to do to meet those criteria. The client perspective focuses on Botswana exporters' required competencies that will enable them to compete globally and cover trade finance, quality assurance, export competence and trade information. The institutional perspective focuses on the institutional support that exporters need to be globally competitive.
- 1.4** Export development has been highly regarded by both public and corporate policy makers. Exports play a significant role in a nation's economic prosperity. This is mainly due to the substantial macroeconomic and microeconomic benefits derived from external trade. It is critical that while current export markets continue to grow, new export markets and diversification into new export products are vital for Botswana's economic growth and development. This implies the development of both existing and new exporters.
- 1.5** In 2013, the Botswana Investment and Trade Centre (BITC) launched a blueprint for Botswana Exporter Development Programme (BEDP), which was implemented until 2017. The programme was introduced as a national programme with the primary objective of developing the export capacity of the country to compete in regional and global markets. All relevant role players contributed significantly to the rollout and implementation of the programme. It was a programme with strategic options that used primarily to boost the number of exporters, export volumes and returns through capacity building initiatives. It targeted Botswana-based manufacturing companies that have the capacity or potential to export and assist manufacturers to compete both in regional and international markets. This programme was designed and implemented with trade promotion activities that BITC undertook with the intent of facilitating foreign market access for Botswana manufacturers. The purpose of the BEDP was to increase exports in general, but especially exports of those products and services in the National Export Strategy (NES). The focus was also on those products and services that added value to the country's export sector, and contributed to employment and wealth creation as

well as to the green economy. The implementation of the programme ended in 2017, thus prompting the need to evaluate it and use the findings and lessons learned to design and implement another phase of the programme.

- 1.6** In view of the above, the Botswana Investment and Trade Centre (BITC) with the support of UNDP requires the services of an expert external evaluation consultant to evaluate the Botswana Exporter Development Programme implemented during the period 2013-2017.

2.0 PURPOSE OF THE EVALUATION

- 2.1** The BEDP was implemented from 2013 to 2017. A review of the programme has not happened. It is for this reason that Botswana Investment and Trade Centre decided to undertake a final evaluation of the programme, with the primary objective of determining whether the intended objectives of the programme were achieved or not, and in the process, provide possible recommendations that could help with developing a revised BEDP and action plan for diversifying the Botswana economy with a view to expanding current levels of exports and placing new ones in the international markets as well as diversifying the country's export base

3.0 EVALUATION SCOPE AND OBJECTIVES

- 3.1** Overall, the evaluation will focus on the major achievements, challenges, effectiveness, relevance, efficiency and sustainability of the programme, with the primary objectives of evaluating and assessing the overall impact of the BEDP from 2013-2017 on the economy and its effectiveness in meeting the overall objective of diversifying the economy through enhanced export capacity of the country.
- 3.2** The final evaluation report will be presented to the Senior Management of Botswana Investment and Trade Centre, with the purpose of helping to inform the development of a revised programme.

4.0 EVALUATION QUESTIONS

- a. Were stated objectives, outputs and/or outcomes/results of the programme achieved during its implementation?
- b. Were the institutional structures that was set up adequate or effective to facilitate the implementation and achievement of the objectives, outputs, and/or outcomes/results of the programme. What role did other institutions play in the implementation of the BEDP? How effective was the level of coordination within the institutional structure?
- c. Look at issues relating to the impact of the programme on economic development – its impact on economic growth, employment and wealth creation, poverty-reduction, rural development, export readiness and export diversification.
- d. What factors contributed to the effectiveness and ineffectiveness of the programme? Identify limitations and gaps to implementation of the BEDP to help inform future programme development implementation, monitoring, reporting and evaluation.
- e. Was the BEDP Implementation Model and Monitoring and Evaluation (M&E) Framework put in place to oversee its successful implementation appropriate and effective? Was there a monitoring and evaluation framework put in place to support the smooth implementation of the programme?
- f. Was the programme appropriately aligned to the National Export Strategy?

- g. What appropriate recommendations and clear roadmap could be advanced for the development and implementation of a revised and robust BEDP in Botswana?
- h. The evaluation is not limited to the above-mentioned questions. As such, it could cover other relevant areas that the consultant may deem fit for ensuring that Botswana develops a robust programme that will help promote export development and diversification in the country.

5.0 METHODOLOGY

While it is true that the appropriate methods for undertaking this evaluation could emerge from the evaluator(s) through consultations among the various entities and/or stakeholders that will be consulted, it is highly recommended that these methods comprise both quantitative and qualitative approaches. Moreover, extensive desk review of various reports/publications from the implementation of the programme is also envisaged, as well as sight visitations of the selected companies that benefited from the programme.

Where necessary, the use of global, regional and national data will be encouraged if they are required to satisfactorily respond to the evaluation questions and realize the intended objectives of the evaluation. It is also expected that a wide range of stakeholders, manufacturing companies and intermediary organizations must also form part of the groups consulted during the evaluation.

Nevertheless, whatever methods are selected by the consultant (s), they must appropriately respond to the objectives of the evaluation and the evaluation questions to produce intended quality deliverables of the evaluation.

6.0 EVALUATION PRODUCTS (DELIVERABLES)

The key deliverables expected from the evaluation are:

- Inception report within which we have a clear roadmap for undertaking and completing the final evaluation. In other words, the inception report should detail the understanding of the evaluator (s) of what will be evaluated and why; respond to how each evaluation question will be addressed by way of proposed methods, sources of data and data collection procedures; include a proposed schedule of tasks, activities and deliverables; and appropriately designate a team member with the lead responsibility for each task or product in case different evaluators will be involved with the assignment.
- Draft evaluation report addressing Sections 3-4 (scope of the assignment and evaluations questions) above.
- Final evaluation report with a supportive implementation plan for the implementation of the recommendations that will be advanced therein.
- Evaluation brief and other knowledge products or reports of stakeholder inception and validation meetings.

7.0 EVALUATION TEAM COMPOSITION AND REQUIRED COMPETENCIES

Education

- The evaluation consultant must have advanced post-graduate degrees (Masters/PhD) in the social sciences such as economics, development studies, industrial economics or any other relevant field of study.

Work experience

- The consultant must have minimum 10 years of conducting evaluations and must have undertaken similar assignments at the national, regional and global levels, which are aligned to the scope of work defined in these terms of reference.
- The consultant must have good understanding and extensive experience in economic diversification, export development, SMME development and advising governments at the policy level on the formulation and implementation of similar programme, undertaking reviews and evaluations at impact or outcome level and/or similar assignments. Knowledge of the economy and overall the development context of Botswana are added advantages.
- The consultant must have good track record and extensive experience in facilitating training, mentoring and coaching on similar areas of work associated with this assignment.
- The consultant must have good report writing, presentation, advocacy and communication skills.
- The consultant must have good experience in working in middle-income countries.

8.0 IMPLEMENTATION ARRANGEMENTS

Botswana Investment and Trade Centre (BITC) is going to lead all processes for the evaluation of the programme. As such, the evaluation consultant will report directly to the Executive Director of Export Development and Promotion, with overall supervision of the Chief Executive Officer, who will also serve as the Chairperson of the Reference Group. The evaluation consultant will work closely with the Director of Export Development Unit who is also the Secretariat for the Evaluation exercise.

UNDP will form part of the Reference Group and will provide technical and quality assurance support to the entire evaluation process in line with the United Nations Evaluation Group guidelines for undertaking evaluation.

The evaluation consultant will produce draft reports at each stage for review and approval by the BITC Executive Director Export Development and Promotion, with technical support from the Reference Group.

9.0 TIME FRAME FOR THE EVALUATION PROCESS

The evaluation drafting consultancy is expected to be carried out and completed within a period of 50 working days spread over a period of three months.

	Activity	Estimated time	Key outputs
1	<p>Preparation by consultant and field team</p> <ul style="list-style-type: none"> • Review BEDP 2013-2017 and other relevant documents/reports and publications • Initial discussion with BITC • Agreement on activities & timeframes • Preparation of meetings/programme • Development of evaluation methodology (involving analysis of key activities in the areas of time, target groups, persons to be reached, and needed evaluation instruments). 	10 working days	<p>Familiarization with Botswana Investment and Trade Centre and the focal points for the assignment.</p> <p>Evaluation workplan and timeframe/inception report.</p> <p>Evaluation instruments (examples: matrix with key evaluation questions and means of verification, questionnaires, interview protocols, meeting programmes, focus group discussion methodologies, etc.).</p> <p>The above should be completed and submitted to BITC two (2) weeks after commencing the assignment.</p>
2	<p>Meetings and discussions with key Stakeholders</p> <ul style="list-style-type: none"> • Discussions with BITC officials from Export Development department, Investment Promotion, Strategy and Competitiveness, Business Facilitation, Public Relations and Communication. Meetings with Ministry of Investment, Trade and Industry (MITI) and agencies like Local Enterprise Authority, Botswana Exporters and Manufacturers Association, Botswana Textile and Clothing Association, Botswana Unified Revenue Service etc. • Field visits where applicable with some of the enrolled companies in BEDP. 	10 working days	<p>Documented records of interviews and observations with stakeholders.</p> <p>Draft evaluation findings.</p>
3	<p>Presentation of preliminary findings to</p>	1 working	<p>Presentation of findings to</p>

	<p>BITC</p> <ul style="list-style-type: none"> • Hold meeting(s) with BITC to present preliminary findings and recommendations and collect feedback that will help finalize the evaluation report, give suggestions and get feedback • Incorporate feedback into findings. 	day	<p>BITC</p> <p>Forum for participatory feedback.</p>
4	<p>Writing Report</p> <ul style="list-style-type: none"> • Draft Report & Final Report Report should: <ul style="list-style-type: none"> <input type="checkbox"/> Contain an executive summary (mandatory). <input type="checkbox"/> Be analytical in nature (both quantitative and qualitative). <input type="checkbox"/> Contain a SWOT analysis <input type="checkbox"/> Be structured around issues and related findings/lessons learnt. <input type="checkbox"/> Include conclusions. <input type="checkbox"/> Include recommendations. <input type="checkbox"/> Separate action plan for the implementation of the recommendations. <input type="checkbox"/> Include a proposed institutional structure for implementation 	15 working days	Draft report delivered to BITC for consideration, review and comments.
5	<p>Presentation of draft report at validation workshop</p> <p>Hold a final review meeting at a validation workshop, where the key findings and recommendations of the final report will be presented and thoroughly reviewed by all stakeholders.</p>	1 working day	The final report-key findings and recommendations presented at a validation workshop. Final comments will be received by the consultant (s) and incorporated in a final draft that will be submitted to BITC.
6	<p>Submission of Final Report and Action Plan for the Implementation of the Recommendations</p>	5 working days after validation workshop	A report of maximum 100 pages in word document format with tables/graphs where appropriate will be submitted within five (5) working days after the completion of the assignment, incorporating comments made on the final draft presented at the validation workshop.
7	<p>The final report will be reviewed by BITC and Reference Group</p>	4 working days to review the	Comments will be sent to the consultant for consideration in a

		final report	revised draft
8	The final draft evaluation report submitted to the BITC for review and approval	4 working days	Approval given to the final report by BITC
	Time allocated for the entire assignment	50 Working Days	

10.0 DOCUMENTS TO BE INCLUDED WHEN SUBMITTING APPLICATION

Interested candidates must submit the following documents/information to demonstrate their interest in the consultancy:

a. Technical Proposal: The technical proposal should include the following:

- Profile of consultant and an outline of recent experience on assignments of a similar nature.
- The consultant’s comments or suggestions on the TORs and appreciation of the assignment and timeline, where required.
- A clear description of the methodology and work plan that the consultant proposes to execute the assignment, illustrate where appropriate, with bar charts of activities.
- An implementation matrix/timeline for carrying out the assignment.

b. Financial proposal:

- 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

c. Personal CV, which must include past experiences undertaking similar assignments and at least three (3) references for ease of background check.

11.0 TRAVEL

All envisaged travel costs must be included in the financial proposal. This must include the travel cost to join duty station/repatriation travel. Kindly note that UNDP will not accept travel costs exceeding those of an economy class ticket. Should the consultant wish to travel on a higher class, he/she is free to do so using his/her own resources for the upgrade. 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.

12.0 EVALUATION PROCESS FOR THE PROPOSALS

The consultant’s technical and financial proposals will be evaluated according to the below criteria:

- **Stage 1:** Preliminary evaluation of the proposals will be based on yes/no response as per the table below. If the response is “no” for any three (3) of the criteria, the consultant will be disqualified from further evaluation.

- **Stage 2:** Technical capability of the consultant to deliver the required deliverables of the consultancy will be based on a scale of 0-100 points wherein the qualifying mark is 70%.
- The overall criteria to be used are provided below:

Stage 1: Preliminary evaluation

Qualifications	Academic & technical, minimum post-graduate degrees (Masters/PhD) in the social sciences such as economics, development studies, industrial economics or any other relevant field of study.	Yes/No
Adequate work and/or professional experience.	The consultant must have minimum 10 years of conducting evaluations and must have undertaken similar assignments at the national, regional and global levels, which are aligned to the scope of work defined in these terms of reference	Yes/No
Consultancy work	Complete Consultancy package submitted (Motivational letter, technical and financial proposals)	Yes/No

Stage 2: Technical capability

Technical	Scores
Context Knowledge of Botswana's development context and the relevant state and non-state actors involved with BEDP. Expertise in undertaking evaluations on similar assignments.	20
Technical Competence. Ability to undertake qualitative and quantitative data analysis.	20
Relevant Professional/Work Experience. Previous experience in area of economic diversification and export development; preparing development plans, strategies and policies. Experience in drafting high quality reports and facilitating development planning consultative processes.	25
Methodology/Approach. Methodology/Risk management approach presented is relevant for assignment.	25
Presentation & Packaging. Good writing, communication and presentation skills.	10

Individual consultants will be evaluated based on the cumulative analyses (weighted scoring method), where the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

- a) Responsive/compliant and/or acceptable for the assignment underway, and
 - b) Having received the highest score out of a pre-determined set of weighted technical and financial proposal criteria specific to the solicitation.
- Technical Criteria weight; (70%)

- Financial Criteria weight; (30%)

Only Individual Consultants obtaining a minimum of 70% of the obtainable points of 100 points in the technical evaluation would be considered for the financial evaluation. The total number of points allocated for the price component is 100. The maximum number of points will be allotted to the lowest price proposal that is opened and compared among those technically qualified candidates who have attained a minimum of 70% score in the technical evaluation.

The contract will be awarded to the candidate obtaining the highest combined technical and financial scores.

Lastly, UNDP retains the right to contact references directly.

13.0 PAYMENT SCHEDULE

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

- a) First payment: Twenty per cent (20%) upon delivery and acceptance of the first substantive draft report.
- b) Second payment: Twenty per cent (40%) upon delivery and acceptance of the second substantive draft report and presentation at the Technical Reference Group/Stakeholder meeting.
- c) The fourth and final payment: Forty per cent (40%) upon successful completion of this assignment and submission of the final report and action plan for the implementation of the recommendations, as well as certification from the BITC Senior Management.