

# AFRICAN DEVELOPMENT BANK GROUP



## REQUEST FOR EXPRESSION OF INTEREST (EOI) INDIVIDUAL CONSULTANT

*African Development Bank  
Regional Development, Integration and Business Delivery - South (RDGS)  
339 Witch Hazel Street, Highveld Extension 78  
Centurion 0157, South Africa*

### **Preparation of the Country Diagnostic Note (CDN) for Eswatini**

#### **A. Background**

1. The African Development Bank hereby invites individual consultants to indicate their interest in the following assignment: **Preparation of the Country Diagnostic Note (CDN) for Eswatini**. The assignment is critical in the formulation of the Bank's new strategy for Eswatini, covering the period 2025-2029.
2. Eswatini is slowly emerging from a difficult period characterized by slow growth, persistent fiscal deficits, volatile and declining SACU receipts, severe cash flow challenges, and large domestic arrears. Public debt rapidly escalated in recent years while the external sector faced considerable pressures. The country's competitiveness has been stagnant while the investment climate became unattractive due to infrastructure bottlenecks, high cost of doing business and structural weaknesses that hampered robust private sector development. Over the last few years, Eswatini's economy was hit by a fourfold crisis that included climate change induced floods; outbreak COVID-19 pandemic that stalled economic activity and resulted in more than 1420 deaths; Russia's invasion of Ukraine that stoked inflation and induced key supply constraints; as well as a civil unrest. Structural transformation is occurring, albeit at a slow pace. Poverty has remained high (58.9%), while inequality and unemployment (33%) have remained entrenched, particularly among the youth (58.2%), amidst high HIV/AIDS prevalence (27.2%). The macroeconomic imbalances and structural bottlenecks are putting a break on the high rates of growth as well as its inclusivity, resulting in unfavourable social indicators.
3. To address the above challenges, the Government of the Kingdom of Eswatini designed successive reform focused programs that include the Strategic Plan for Economic Recovery (2019-22), National Development Plan (2019-22), post-COVID-19 Economic Recovery Strategy as well as a Fiscal Adjustment Plan supported by IFIs. The Government also approved a new NDP (2023-27), which entrenches further reforms to accelerate economic transformation.

#### **B. Purpose of the Assignment**

4. The purpose of the assignment is to prepare a comprehensive Country Diagnostic Note (CDN) for Eswatini and to identify the binding constraints to inclusive growth and sustainable development. The CDN will serve as a guide for the Bank's engagement with the Government of the Kingdom of Eswatini over the medium-term. It will provide an analysis of Eswatini's socio-economic situation and prospects and discuss the policies that need to be implemented to accelerate inclusive growth and achieve the Bank's High-5s. The CDN will inform the strategic choices for the next Bank's Country Strategy Paper for Eswatini (2025-2029) and selection of the areas of intervention, the priority areas.

5. The proposed work will use existing national and sectoral reports as well as international data to generate a succinct story of Eswatini's growth and sectoral performance as well as identifying emerging issues going forward. The CDN will underscore the enablers and binding constraints to inclusive growth and social transformation as well as the areas on which the Bank should focus its interventions over the medium-term.

### C. Main activities and deliverables

- ✓ Prepare, as well as collate macroeconomic and sector inputs, and the draft the CDN for Eswatini. The consultant will ensure that the Bank's CDN guideline is followed and that all required inputs are included and updated.
- ✓ Review existing national planning documents, knowledge products produced by the Bank, development partners and other sources to develop a strong context for the CDN and use the same to prepare the CDN.
- ✓ Review and finalize draft sector/thematic notes prepared by the Bank's sector departments.
- ✓ Apply comments by the Bank team to revise and update the entire report to ensure coherence of the story line, interlinkages, and data consistency within and across the different chapters and sections. Revise and update the draft CDN following any additional team comments.

6. The assignment is expected to be completed within four and half months (4.5 months), with an estimated starting date of 15<sup>th</sup> June 2023 and completion date of 31 October 2023. The consultant will need to commit effort equivalent to three person months. The consultant may work from their location and may travel to Eswatini for consultations necessary.

### D. EOI Submission and Evaluation Criteria

7. The African Development Bank, thus, invites individual consultants to indicate their interest (EOI) in providing the above-described services. Interested consultants shall provide information on their qualifications and experience demonstrating their ability to undertake this assignment. This should include a detailed CV/Resume, motivation letter highlighting qualifications, experience in and reference to similar services/ assignments and proposed approaches to the assignment. A detailed ToR is attached for reference.

8. The eligibility criteria, the establishment of a short list and the selection procedure shall be in conformity with the Bank's **Procurement Policy and Procedures for the Recruitment of Corporate Consultants**. Please, note that interest expressed by a consultant does not imply any obligation on the part of the Bank to include him/her in the shortlist.

9. Only the proposals scoring 70 points or above shall be considered for this assignment. A shortlist will be prepared, with a minimum of three (3) and a maximum of six (6) Consultants to be selected on the basis of their qualifications and professional experience related to the proposed assignment. All the Consultants' final scores shall be ranked and the highest ranked Consultant will be selected for the said assignment if his/her fees are within budget limits. Should the highest scoring consultant's financial proposal exceed the budgeted amount, the consultant will be contacted for negotiations. If

no agreement is reached, the next highest scoring consultant shall be contacted until a suitable financial proposal is achieved.

10. Expressions of interest (EOI) must be received at the address below no later than Friday, 26<sup>th</sup> May 2023 at 17:00hrs (GMT) and specifically mentioning **Preparation of the Country Diagnostic Note for Eswatini.**

African Development Bank |  
RDGS, 339 Witch Hazel Street  
Highveld Extension 78  
Centurion 0157  
South Africa  
Emails: [Afdb\\_rdc\\_recruit@afdb.org](mailto:Afdb_rdc_recruit@afdb.org)  
copy : [t.baidoo@afdb.org](mailto:t.baidoo@afdb.org)

# **ANNEX 1: TERMS OF REFERENCE (TORs): RECRUITMENT OF AN INDIVIDUAL CONSULTANT TO SUPPORT THE PREPARATION OF THE COUNTRY DIAGNOSTIC NOTE FOR ESWATINI**

## **ACCELERATING STRUCTURAL TRANSFORMATION FOR MORE DIVERSIFIED, SUSTAINED, AND INCLUSIVE DEVELOPMENT**

### **I. INTRODUCTION**

Established in 1964, the African Development Bank (AfDB) is the premier pan-African development finance institution, promoting economic growth and social progress across the continent. There are 81 member states, including 54 in Africa (Regional Member Countries or RMCs). The Bank's development agenda is to provide financial and technical support for transformative projects and programs that will significantly reduce poverty through inclusive and sustainable economic growth. To sharply focus the objectives of the Ten-Year Strategy (2013 – 2023), and ensure greater developmental impact, the High 5s (*Light up and Power Africa; Feed Africa; Industrialize Africa; Integrate Africa; and Improve the Quality of Life for the people of Africa*) have been prioritized to accelerate delivery of the Bank's support to African countries, through scaled up support to the RMCs.

The Regional Development, Integration and Business Delivery - South (RDGS) was established to oversee the Bank's operations in the Southern Africa Region. The RDGS, in collaboration with Office of the Vice President and Chief Economist Complex (ECVP) and other Bank user units, is responsible for the delivery of the Bank's policy dialogue, operations, business development and donor coordination in Eswatini. The Bank further established the Eswatini Liaison Office (ELO), in Mbabane, under RDGS, to effectively respond to the country's needs in the above mentioned areas.

It is against this background that RDGS in collaboration with ECVP, in the quest to support Eswatini's development agenda, undertakes non-lending activities and policy dialogue, underpinned by production of evidenced based knowledge documents, such as the Country Strategy Papers (CSPs), Country Diagnostic Note (CDN), analytical and policy research papers and economic intelligence briefs and project concept notes, among others. Project and programmatic documents are mainly presented to the Bank Board while knowledge papers are disseminated to the wider audience in both printed and soft versions.

### **II. PURPOSE OF THE ASSIGNMENT**

In this regard, RDGS and the Country Economics Department (ECCE) in the ECVP Complex seeks to recruit an Individual Consultant to support the Task Team in preparing the Country Diagnostic Note (CDN) for the Kingdom of Eswatini. The CDN will articulate the binding constraints to inclusive growth and sustainable development in Eswatini and provide rigorous analytical assessment and identification of the challenges inhibiting Eswatini from translating its potential into a productive and prosperous economy. In addition, the CDN will highlight how Eswatini can accelerate its structural transformation to promote rapid growth, economic diversification as well as sustained and inclusive development. It will provide an analysis of Eswatini's socio-economic situation and prospects and discuss the policies that need to be implemented to accelerate inclusive growth and achieve the Bank's High-5s. The CDN will thus dive deep into sectoral analysis and review other important macroeconomic variables to unleash the country's potential and set the economy on an irreversible trajectory of inclusive growth and sustainable development. The findings and analysis of the CDN will underpin identification of the areas of priority of the Bank's next five-year strategy for Eswatini (2025-

2029), which facilitates the Bank's prioritization of its assistance to Eswatini in line with the country's development agenda, the Bank's Ten-Year Strategy and the High 5s priority areas. In this regard, the CDN will serve as guide for forward-looking dialogue with the country's authorities on areas that policies need to focus on to drive faster, inclusive, and sustainable growth.

### **III. SCOPE OF WORK**

Under the overall guidance of the Director, ECCE and Deputy Director General, RDGS, and the immediate supervision by the Lead Economist and Task Manager for this assignment (Country Economist), the Consultant will be a member of the core team and actively participate and contribute to the preparation of the CDN. Specifically, the Consultant will be required to carry out the following:

- Prepare as well as collate macroeconomic and sector inputs and the draft CDN for Eswatini, ensuring that the Bank's CDN guideline is followed and that all required inputs are included and updated, focusing on but not limited to the points below:
  - Undertake a rigorous diagnostic assessment of Eswatini's economic potential and identify constraints to harnessing her potential to drive inclusive growth and sustainable development.
  - Identify the causes and consequences of non-inclusiveness of Eswatini's economic growth amidst high poverty and inequality among Eswatini to position the economy on a path of sustained growth and development.
  - Propose policy measures that will enhance management of the Eswatini's economy by avoiding the policy mistakes of the past.
- Review existing national planning documents, knowledge products produced by the Bank, development partners and other sources to develop a strong context for the CDN and use the same to prepare the CDN. Identify how the strategic development plans can be effectively implemented to harness Eswatini's resources to drive inclusive growth and sustainable development on a sustainable basis.
- Review and finalize draft sector/thematic notes prepared by the Bank's sector departments.
- Incorporate comments from the Bank team to revise and update the entire report to ensure coherence of the story line, interlinkages, and data consistency within and across the different chapters and sections. Revise and update the draft CDN following any additional team comments.
- Prepare a full CDN report complete with deliverables outlined above and the schedule of implementation of each component.

### **IV SPECIFIC DELIVERABLES (Refer to Annex 2 for Details)**

- The selected consultant will prepare an Inception Report on the approach and understanding of the ToR, and envisaged documents to be reviewed as well as a time frame for delivery of the rest of the outputs.
- First draft of a comprehensive and updated CDN for Eswatini for review and discussion with the Bank team.
- Revised, complete CDN for Eswatini that takes taking into account comments by the Bank team. This will also include relevant annexes, references and data sources.

### **V. APPROACH AND SCOPE OF WORK**

The successful consultant will use a variety of data and background documents on growth, macroeconomic developments, employment, poverty, sectoral developments, and work with the

Bank team to prepare, review and update the CDN. In addition to an executive summary, the CDN will be comprised of six chapters, based on the detailed annotated outline below:

**Chapter 1: Introduction:** contextualize the preparation of the CDN by providing key background information on the process and on Eswatini as a low-middle income country (MIC), fragility/post-conflict/transition, geographic setting/landlocked, resource base, structural factors, and policy/development goals, previous Management or Board's recommendations affecting the preparation of the CDN. This chapter sets the tone and stage for the rest of the CDN.

**Chapter 2: Macroeconomic assessment:** discuss Eswatini's 'economic story' over recent decades, the economic model and the recent macroeconomic performance and prospects.

**Chapter 3: Assessment of cross cutting issues:** assess the status and gaps in the cross-cutting issues that are corporate priorities of the Bank. These include governance, climate change, fragility, gender and private sector development.

**Chapter 4: Diagnostic of gaps/constraints by the Bank's High-5s.** Chapter four is the core of the CDN: it identifies gaps by sector and by the High-5 that require reforms, once identified they will be summarized under each sector/High-5.

**Chapter 5: Priority areas of reforms.** Based on the analyses in the previous chapters, the CDN identifies the set of priorities for achieving Eswatini's development objectives and maximize its progress toward the goals of inclusive and green growth. This chapter maps the necessary priority reforms to the gaps identified, with a focus on the reforms needed to achieve the Bank's High-5s. It provides and prioritizes the recommended solutions to the gaps identified.

**Chapter 6: Monitoring and evaluation of development outcomes.** Adequate monitoring and evaluation are key for the effectiveness of development policies and outcomes. The CDN will review the capacity of Eswatini's statistical system to support effective design, monitoring and evaluation of its development programs and of the Bank Group's CSP. Where serious data deficiencies are detected, appropriate remedial measures will be proposed. The Bank Group's Statistics Department will provide the background information for this chapter.

## **VI. QUALIFICATIONS, EXPERIENCE AND COMPETENCIES**

**Education:** The candidate should possess at least a master's degree or its equivalent in Economics, Public Policy, Social Sciences, Development Finance or related field. A PhD in the related fields will be a distinct advantage.

### **Work Experience:**

- Demonstrated work experience of not less than 8 solid years gained in a reputable international development financial institution, government agency or policy-oriented institution with special focus on leading teams in delivering on corporate strategies and/or flagship reports.
- Prior experience in preparing high quality policy, economic research, developing diagnostics or strategy documents, economic intelligence briefs as well as technical and analytical reports, is indispensable.
- The candidate should demonstrate excellent written and verbal communication skills in English and possess strong interpersonal and networking skills. Prospective applicants should be prepared to work in a culturally diverse environment.
- Demonstrable understanding of socio-economic landscape and current policy dynamics of the economy of Eswatini economy including the political setting is critical.

- Excellent report-writing skills and distinguished track record in the assignment. For this assignment, excellent written and verbal communication skills in English is required.
- Knowledge of and working on similar assignments in other developing countries will be an advantage.
- Ability to think critically and independently to analyze and synthesize complex economic and policy issues affecting economic growth and development in Eswatini.
- **Other Skills:** Capacity to deliver output in a timely manner and ability to use relevant computer packages (especially proficiency in Microsoft Excel and Econometric modelling packages – e.g., E-Views, STATA, GAMS, etc).

## VII. CRITERIA FOR SHORT LISTING OF CANDIDATES

- The eligibility criteria, the establishment of a short-list and the selection procedure shall be in conformity with the **Bank’s Rules and Procedure for Acquisition of Consulting Services and according to criteria set out in Table 1**. Please note that expression of interest does not imply any obligation on the part of the Bank to include the candidate in the shortlist.
- A shortlist of individual consultants will be established at the closing date of submission of the Request for Expressions of Interest (REoI).
- Shortlisted consultants will be evaluated based on the following criteria as reflected in their Curriculum Vitae/resumes.

<b>Evaluation Criteria</b>	<b>Weights</b>
<i>General qualifications and adequacy for the assignment</i>	30%
<i>Experience in the specific assignment described in the Terms of Reference</i>	40 %
<i>Experience with the Bank and/or other international development agencies</i>	10 %
<i>Knowledge of Eswatini’s socio-economic and political landscape and the Southern Africa region in general</i>	10 %
<i>Proficiency in English</i>	10%
<b>Total</b>	<b>100 %</b>

## VI. DURATION OF THE ASSIGNMENT AND WORKING ARRANGEMENTS

- The assignment is expected to be executed over a period of four and half months (4.5 months), from 15<sup>th</sup> June 2023 and to 31<sup>st</sup> October 2023. The consultant will need to commit effort equivalent to three (3) person months for this assignment. The Consultant is expected to execute all elements of this assignment during this period, effective from date of signing the contract.
- The successful consultant will work under the overall guidance of the Director of the Country Economics Department (ECCE) and Deputy Director General (RDGS). The Consultant will be supported by the Country Economist in Mbabane, Eswatini (Task Manager), under the overall technical supervision of the Lead Economist, based in Pretoria, South Africa.
- The Consultant is expected to work remotely but should be readily available for coordination and consultation with the Task Team and other stakeholders. Online sessions to present the findings of the work will be arranged by the Bank.

## VII. REMUNERATION

- The successful candidate will be paid in accordance with the Bank’s guidelines for remuneration of individual consultants and will be commensurate with qualifications for the

task and satisfactory delivery of all the outputs. The cost will be inclusive of honorarium and reimbursable costs. Should the highest scoring consultant’s financial proposal exceed the budgeted amount, the consultant will be contacted for negotiations. If no agreement is reached, the next highest scoring consultant shall be contacted until a suitable financial proposal is realized.

**VI. TECHNICAL BACKSTOPPING**

- This assignment has high stakes requiring close engagement with relevant stakeholders within the Bank and across different government agencies in Eswatini to ensure unqualified buy-in of the findings. The Bank will facilitate meetings between the consultant and stakeholders relevant to the assignment, where needed.
- For technical reporting and backstopping, the consultant will liaise closely with the Task Manager for this assignment. The consultant shall provide regular updates and progress on milestones as per the below schedule of deliverables.

**VII. REQUIRED DOCUMENTS**

- Kindly attach an updated Curriculum Vitae (CV) using the template below. This does not prevent prospective applicants from submitting CVs in the format/layout of their choice, in addition to a cover letter, to make the case on their suitability for the position.
- All questions relating to this assignment should be addressed to: [t.baidoo@afdb.org](mailto:t.baidoo@afdb.org) with copy to [Afdb\\_rdc\\_recruit@afdb.org](mailto:Afdb_rdc_recruit@afdb.org)

**MODEL CURRICULUM VITAE (CV)**

Title of the Assignment:  
 Department:  
 Surname: First Name:  
 Birth Date: Nationality  
 Address: Country:  
 Telephone: E-mail:

<p align="center"><b>Are any of your family members (spouse/partner, father/mother, Brother/sister, Son/daughter, etc. employed in the African Development Bank?</b></p>			<p align="center"><b>Yes <input type="checkbox"/> No <input type="checkbox"/></b>  <b>If « Y e s » , the following data must be provided</b></p>
Name	Relationship	Organization Unit	Place of Assignment



<b>Language Level</b>	<b>Read</b>	<b>Written</b>	<b>Spoken</b>
English	<input type="checkbox"/> Fair <input type="checkbox"/> Good <input type="checkbox"/> Excellent	<input type="checkbox"/> Fair <input type="checkbox"/> Good <input type="checkbox"/> Excellent	<input type="checkbox"/> Fair <input type="checkbox"/> Good <input type="checkbox"/> Excellent
French	<input type="checkbox"/> Fair <input type="checkbox"/> Good <input type="checkbox"/> Excellent	<input type="checkbox"/> Fair <input type="checkbox"/> Good <input type="checkbox"/> Excellent	<input type="checkbox"/> Fair <input type="checkbox"/> Good <input type="checkbox"/> Excellent
Other (specify)	<input type="checkbox"/> Fair <input type="checkbox"/> Good <input type="checkbox"/> Excellent	<input type="checkbox"/> Fair <input type="checkbox"/> Good <input type="checkbox"/> Excellent	<input type="checkbox"/> Fair <input type="checkbox"/> Good <input type="checkbox"/> Excellent

#### 4 Key Qualifications:

Please provide (i) a summary of your experience and training highlighting the most relevant for the proposed assignment, and (ii) the responsibilities which you exercised. Utilize one half-page maximum.

#### 5 Education (University Level and above only):

<b>Name of University - City - Country</b>	<b>Period</b>		<b>Diploma Obtained</b>	<b>Main Topic / Major</b>
	<b>From</b>	<b>To</b>		

#### 6. Professional Training:

<b>Name of Training Institution- City - Country</b>	<b>Type of Training</b>	<b>Period</b>		<b>Certificates or Diploma Obtained</b>
		<b>From</b>	<b>To</b>	

#### 7. Employment Record:

Begin with your most recent employment. For each job since your Masters' degree achievement, please indicate:

- Name of the Employer
- Type of Activity/Business of the Employer
- Title / Function
- Place of Employment

- Brief Description (three lines maximum) of main accomplishments and responsibilities

**7 References:**

Please indicate the name and address of three persons with no family relationship with yourself, familiar with your character and titles.

I hereby certify that the responses which I provided above are all, to the best of my knowledge, true, complete, and accurate. I acknowledge that an inaccurate statement or essential omission in a personal declaration or another document required by the African Development Bank might result in the rejection of my application, termination of my Contract or any other administrative sanction by the Bank. The African Development Bank may verify any statements which I made in this application.

**8** Date:

Signature:

