



## INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: 11 August 2020

---

**Country:** Botswana

**Description of the assignment:** CONSULTANCY SERVICES TO UNDERTAKE A TRAINING NEEDS ANALYSIS FOR BUSINESS BOTSWANA

**Project name:** TRAINING NEEDS ANALYSIS FOR BUSINESS BOTSWANA

**Expected Start Date:** 15 September 2020

**Submission Requirements:** Proposals in **sealed separate Technical and financial** may be submitted on or no later than 22 August 2020 at 12:00 Noon (Botswana Time) via hand delivery, courier to the address: United Nations Development Programme, United Nations Building, Government Enclave, Cnr.Khama Crescent and President's drive, P.O Box 54, Gaborone, Botswana or by email to [procurement.bw@undp.org](mailto:procurement.bw@undp.org)

Any request for clarification must be sent in writing, or by standard electronic communication to the address indicated above OR be email to [enquiries.bw@undp.org](mailto:enquiries.bw@undp.org) 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.

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

Business Botswana (BB) is a business association of employers. It represents employers in all sectors of the Botswana economy in an advocacy capacity. The organization was formed in 1971 and registered under the Trade Unions and Employers Act No. 23 of 1983. Business Botswana has been the vanguard and main voice of the private sector in Botswana. BB has been transitioning from being just an advocacy body to now becoming an apex chamber of commerce and a body to drive private sector transformation in order for private sector to lead the diversification of the economy.

The core functions of BB can be outlined as follows:

- i. Promote and accelerate private sector investments and development in urban and rural areas through research, advice and dialogue with the Government at policy level.
- ii. Enhance Botswana's ability to produce a competent, productive and entrepreneurial workforce and management cadre through education, training and improved labour relations.
- iii. Promote, improve and encourage the development of commerce, industry and manpower.
- iv. Promote the general business interests of its members, including small and large enterprises.
- v. Work for the maintenance of good labour relations and fair conditions of employment for both employers and employees.
- vi. Advise and inform members on all matters which may affect their interest, in particular, to disseminate information regarding government policies, programmes and non-legislative initiatives.

In addition to the above, BB endeavours to ***Provide products and services for members that will foster business development***. Thus, Business Botswana offers training to members, non-members and government as a way of improving the skills base related to the work place under the Business Development Services portfolio.

Membership of Business Botswana is voluntary and is open to registered companies, associations/organizations in both the private and parastatal sectors of the economy. The Association comprises of members from various sectors such; Agriculture, Health Care Services, Motor Trade, Retail Sector, Cleaning Services, Hotel and Tourism, Parastatal, Research and Development, Construction, Information Technology, Petroleum and Chemicals, Security, Education, Manufacturing, Printing and Publishing, Transport, Engineering, Media, Professional Services, Wholesale, Financial Services, Mining and Quarrying and Real Estate.

Business Botswana endeavours to respond to and provide for the needs of its members. One area of the needs of the members is in capacity building and training in different areas through structured short courses. The courses that Business Botswana is currently offering are a result of a training needs analysis that was carried out internally in 2011. These include; Supervisory Skills, Customer Services, Finance for Non-Finance Managers, Disciplinary Hearing and Grievances Procedures, Industrial Relations, Union Management Relations among others.

Over time, the needs of the members have changed due to a number of reasons, among them, changes in technology, changes in perspectives, methods and approaches to doing things, changing

political, legal economic and business environment, and so forth. For instance, the in order to respond to the challenges of the aftermath of the global economic and financial crisis on 2008/09 and the other changes in the financial sector, many countries continued to put in place the requisite financial legislation to close some gaps to curb possible financial crimes. Training and capacity building in this area would necessarily have to respond to such realities. Corporate governance is a dynamic area that need the corporate entities to keep abreast with current requirements, hence needing their employees to be regularly capacitated.

The current conditions brought about by the effects of COVID-19 demand that companies, associations and organisations put in place measures to recover from the effects of the pandemic and build resilience to build back better. The capacities of the employees, executives and governance structures of the companies, associations and organisations need to be regularly prepared through retooling and reskilling to respond to the current needs and continue to be relevant to the current conditions. Preparing the companies, associations and organisations to respond accordingly ought to be within the context of other initiatives at sectoral and national level. In this context, plans to respond to the effects of COVID-19 have been developed at different levels. The most relevant ones are the COVID-19 Pandemic Recovery Plan for the Private Sector that was supported by UNDP and developed through Business Botswana. The objective of the plan is to prepare the private sector to not only respond to the COVID-19 pandemic, but to also enhance its ability to play a critical role of being the main driver of economic development. At national level, government, through the Ministry of Finance and Economic Development has developed the Economic Recovery and Transformation Plan (ERTP). A training needs assessment/analysis will need to take these and other relevant developments into account.

For appreciation, the profiles of the courses currently offered by Business Botswana are included in Annex 1 of these ToRs.

## **2. PURPOSE AND SCOPE OF WORK**

### **2.1 Purpose**

To conduct a training needs analysis to determine what gaps exist between current courses offered by BB and the skills required by BB members and stakeholders to accomplish their current goals and objectives. Having determined the current needs of the members and stakeholders, appropriate generic training courses and other measures will be put in place to fill the existing gaps.

### **2.2 Scope of Work**

Under the overall guidance and supervision of BB Senior Management and the day to day management of and the technical and quality assurance support of the Technical Reference Group the consultant will carry out the following;

- Read and become familiar with the Vision, Mission and mandate of Business Botswana
- Conduct extensive consultation with all stakeholders;
- Undertake a comprehensive analysis of the relevant literature and data and information collected to;
  - o Determine desired business outcomes;

- Identify capacity building needs required to achieve desired business outcomes
- Based on the analysis, specifically:
  - Integrate the needs from different sectors/stakeholders and define generic skills and knowledge needs of the members of Business Botswana;
  - Review the current training courses offered by Business Botswana to determine their relevance and adequacy based on the needs of Business Botswana members;
  - Identify the gaps between the existing Business Botswana training courses and the members' training needs;
  - Fill the gaps identified in the training courses by recommending generic new ones and/or revision of the existing ones as would be appropriate;
  - Ensure the adequacy of the courses that are to be developed to address the needs of the disadvantaged groups, such as women, youth and persons living with disability;
  - Develop course profiles for all Business Botswana training courses, including the objectives of each course; the scope of each course; course content/outline; course duration; method(s) of delivery; requirements for admission; indicative fees; and so forth;
  - Develop a complete revised Business Botswana training courses' catalogue that contains all courses and their profiles;
  - Rank the training courses by most preferred to guide decisions by Business Botswana in drawing training plans, allocation of resources and related matters.

### 3. METHODOLOGY

The Consultant shall collect and make use of all available information and literature and apply sound technical practices and methods in carrying out the assignment. Whatever methods are selected by the consultants, they must appropriately and adequately respond to the Scope of Work of the Training Needs Analysis to produce intended quality deliverables. It is highly recommended that these methods comprise both quantitative and qualitative approaches.

### 4. DELIVERABLES

The assignment is expected to be carried out within a total period ninety (90) days

DELIVERABLE	NOTES
<b>Inception Report</b>	The inception report should detail the understanding of the assignment; show how each action in the Scope of Work will be addressed; full description of the methodology; including proposed sources of data and data collection procedures. Include a proposed schedule of tasks, activities and deliverables.
<b>First Draft Report</b>	The first draft report documenting findings, conclusions and recommendations based on the findings of the analysis.
<b>Final Report</b>	<ul style="list-style-type: none"> <li>• Detailed training needs analysis report with detailed findings, recommendations for courses to be offered;</li> <li>• Course content for all the recommended courses/trainings/workshops; indicative fee structure.</li> </ul>

## **5. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS**

### **I. Academic Qualifications:**

The Consultant must hold a minimum degree in Business, Economics, Human Resources Management or any related field relevant to the assignment. A post graduate degree will be an added advantage.

### **II. Experience:**

At least 8 years' traceable, relevant experience in analysing market trends and skills development.

### **III. Competencies:**

- a) Good communication, report writing and presentation skills; and good command of the English language;
- b) Knowledge of the Botswana economy and relevant Botswana's development context;
- c) Experience in research, policy development, management, and programming related work;
- d) Experience in developing and/or delivering training or capacity building courses/programmes to the private sector.

## **6. IMPLEMENTATION ARRANGEMENTS**

Daily, until the end of the assignment, the Consultant will work closely with the staff of BB. The Business Botswana's Business Development Services Unit in collaboration with the UNDP CO will arrange regular consultations and stakeholder engagements for the review of all draft documents that will be produced during this assignment.

The Consultant will be required to make presentations of various drafts and other key deliverables at Technical Reference Group meetings and stakeholder engagements that will be arranged by BB in collaboration with the UNDP CO.

## **7. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS**

Interested Consultants 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 the consultant and an outline of specific experience in providing similar consulting services.
- Demonstration of experience in providing similar services, indicating names of clients, nature and scope of work.
- Comments or suggestions on the ToRs and appreciation of the assignment, if necessary.

- Demonstration of adequate understanding of the specified requirements.
- Detailed explanation of the approach/methodology of the Assignment.
- An implementation matrix/work plan with activities and timelines for carrying out the assignment.

**b) 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.

**c) Personal CV:**

A complete CV which must include the consultant's experience undertaking similar assignments and at least three (3) references for ease of background checks.

## **8. TRAVEL**

No travel is envisaged under this contract.

## **9. EVALUATION PROCESS**

The procedure for evaluation of the bids shall consist of three stages.

### **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

The evaluation is based on a yes/no response. If the response is “no” for both or any of the above 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 the bidder fails to score 70% and above under stage 2, they shall be disqualified from further evaluation. The quality criteria and maximum score in respect of each of the criteria are as follows:

Description of quality criteria	Maximum number of tender evaluation points
<b>1. Context</b> <ul style="list-style-type: none"> <li>• Knowledge of Botswana's development context.</li> <li>• Appreciation of the private sector's human resources development needs.</li> </ul>	10
<b>2. Technical Competence</b> <ul style="list-style-type: none"> <li>• Knowledge of the Botswana economy and relevant</li> </ul>	20

Botswana's development; <ul style="list-style-type: none"> <li>Context;</li> <li>Demonstrable capability in research, policy development, management, and programming related work;</li> </ul>	
<b>3. Relevant Work Experience</b> <ul style="list-style-type: none"> <li>Demonstrate past performance in developing and/or delivering training or capacity building courses/programmes to the private sector.</li> <li>Experience in drafting high quality reports and facilitating development planning consultative processes.</li> </ul>	30
<b>4. Methodology/Approach</b> <ul style="list-style-type: none"> <li>Demonstration of adequate understanding of the specified requirements</li> <li>Detailed explanation of the approach/methodology of the Assignment.</li> <li>An implementation matrix/work plan with activities and timelines for carrying out the assignment.</li> </ul>	30
<b>5. Presentation &amp; Packaging</b> <ul style="list-style-type: none"> <li>Good communication, report writing and presentation skills; and good command of the English language.</li> </ul>	10
<b>Total Evaluation Points</b>	100

### STAGE 3 – Financial/Cost evaluation

Consultants obtaining a minimum of 70% of the obtainable points of 100 points in the technical evaluation would be considered for the financial evaluation. Cost Evaluation shall be conducted by reviewing financial proposals to correct any arithmetic errors.

Financial weight shall be 30% where the bid with the lowest reasonable cost shall be awarded a score of 30 and score for the other bids shall be obtained/calculated using the formula below:

$$P0/P1 \times wf$$

Where;  
 P0 is the lowest financial offer  
 P1 is the financial offer under consideration  
 Wf is the financial weight.

## 10. AWARD

The award of the contract will be made to the Consultants whose offer has been evaluated and determined as:

- Responsive/compliant and/or acceptable for the assignment and;
- Having received the highest combined technical and financial scores.
  - Technical Criteria weight; (70%)
  - Financial Criteria weight; (30%)

Lastly, UNDP retains the right to contact references directly.

## **11. PAYMENT SCHEDULE**

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

- a) First payment: Twenty percent (20%) upon delivery and acceptance of the inception report.
- b) Second payment: Forty percent (40%) upon approval of the draft report after presentation at the Reference Group.
- c) The third and final payment: Forty percent (40%) upon successful completion of this assignment and submission of the final report with detailed findings, recommendations for courses to be offered; course content for all the recommended courses/trainings/workshops; and indicative fees.

## **ANNEX 1: CURRENT COURSES OFFERED BY BUSINESS BOTSWANA**

### **A. SUPERVISORY SKILLS**

**DURATION:** 2days

**TARGET GROUP:** The course is meant for first line supervisors and middle managers in private, parastatal and public sector.

#### **OBJECTIVES**

On Completion of the course the participant should:

- Have a clear understanding of the concept of supervision, and what the job of the supervisor entails.
- Be able to perform the core functions of planning, organising, coordinating and decision making.
- Effectively carry out supervisory responsibilities of managing operations, managing resources, managing people and managing information.
- Be effective leaders of their work teams
- Be able to communicate effectively at all levels of the organisation and in particular with their team members.
- Use their time at work optimally.

### **B. CUSTOMER SERVICE**

**DURATION:** 2days



**TARGET GROUP:** Front line officers, Receptionist, messenger, drivers, marketing officers, Internal Relations managers

## **OBJECTIVES**

To equip participants with skills to:

- Identify ways to establish the links between excellence in customer services and business practices and policies.
- Recognise what employees are looking for to be truly engaged

## **C. FINANCE FOR NON-FINANCE MANAGERS**

**DURATION:** 2days

**TARGET GROUP:** This is a basic entry module with no academic qualifications required; It is ideal for managers/directors working in non-financial functional areas such as administration, marketing, Sales, IT, Engineering, Production etc.

## **OBJECTIVES**

On completion of the course, participants will;

- Understand the basic principles and elements of finance, allowing them to play a more active role in participating in financial decision-making processes.
- Understand financial management and the role of accounting therein.
- Understand and communicate better with finance specialists in their enterprises.
- Understand the difference between financial accounting and financial management and appreciate the need to ensure enterprises are adequately financed.

## **D. DISCIPLINARY HEARING AND GRIEVANCE PROCEDURES**

**DURATION:** 2days

**TARGET GROUP:** This module is meant for supervisors, middle managers, senior executives and human resources practitioners of organisations in the public, private and parastatal sectors that are charged with the responsibility of insuring discipline in their various organisations, and may be expected to initiate or conduct or chair disciplinary and grievance hearings.

## **OBJECTIVES**

- To have a clear understanding of the legal framework within which disciplining of the employees occur.
- To know the rights and obligations of each party in a disciplinary hearing
- To be able to distinguish between procedural and substantive fairness and the standards of proof used to determine fairness.

- To be able to conduct a fair disciplinary hearing and impose an appropriate sanction to effectively deal with employees' grievances, following appropriate procedures.

## **E. INDUSTRIAL RELATIONS**

**DURATION:** 2 days

**TARGET GROUP:** This is meant for supervisors, middle managers and human resource practitioners of the organization in the public, private and parastatals sectors whose area is with the responsibility of managing people relations.

### **OBJECTIVES**

Upon completion participants will;

- Be able to explain what industrial/Labour relations means.
- Have a clear understanding of the legal framework that governs the management of industrial/Labour Relations in Botswana.
- Be able to calculate basic pay.
- Understand the rights and obligations of the employers and employees in the work environment.