



INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: 27 May 2021

Country: Botswana

Description of the assignment: Consultancy Services To Undertake A Feasibility Study on assessing if UNDP's flagship Supplier Development Programme (SDP) can be adopted to the school feeding programme with emphasis on HGSF model.

Project Name: Economic Diversification and Inclusive Growth

Period of assignment/ services: over a period of not more than four months

Submission Requirements: Proposals should be submitted in a sealed envelope clearly labelled, ***"Consultancy Services To Undertake A Feasibility Study on assessing if UNDP's flagship Supplier Development Programme (SDP) can be adopted to the school feeding programme with emphasis on HGSF model"*** at the following address no later than **14th June 2021 at 1200hrs** (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.

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.*

1.0 BACKGROUND

Botswana has had a functioning supplementary feeding program since independence in 1966. The World Food Programme (WFP) assisted Botswana government by providing food commodities to both primary schools and health facilities from April 1966 to December 1997. As Botswana's economy improved with time, WFP officially withdrew in 1997 and the government of Botswana fully took over the supplementary feeding programme from 1998 until today. The programme targets approximately 369 000 pupils in 755 government primary schools and approximately 277 000 vulnerable groups in 966 health centres.

Currently the programme comprises largely food that is sourced locally. They are procured through centralised and decentralised systems after which distribution is made to 20 various depots in the country for further distribution to primary schools and health facilities. At the centre, procurement is regulated using the Public Procurement and Asset Disposal (PPAD) Act while procurement of the decentralized commodities at the Local Authorities is done using the Local Authorities Procurement and Asset Disposal (LAPAD) Act.

The programme is coordinated by the Ministry of Local Government and Rural Development through the Department of Finance and Procurement Services under the Division of Food Relief Services (FRS). Food commodities currently procured centrally includes; cooking oil, stewed steak beef, sorghum soya meal (malutu), sorghum soya weaning food (tsabana) and milk. Food procured by local authorities (Councils) following decentralisation includes; bread, peanut butter, jam, sorghum, samp and beans. However, the Ministry is further planning to decentralize procurement of milk and cooking oil to local authorities in July 2021 and September 2021, respectively.

The Ministry in collaboration with other stakeholders such as, Ministry of Health & Wellness (MOHW), Ministry of Basic Education (MOBE), Ministry of Agriculture, Food and Security (MOAFS), University of Botswana (UB), NAFTEC, BUAN and NEPAD reviewed the school menu in 2013/14 financial year to address the issue of the micro-nutrient content. Implementations of the recommendations is gradually ongoing depending on funds availability.

Lately, government introduced agricultural produce (letlhafula initiative), eggs, fruits, vegetables and breakfast which their procurement has been decentralized to the local authorities.

The breakfast component was introduced to ensure that pupils in all government primary schools have two meals in a day. One early in the morning before the start of lessons and a midday meal. This is an effort by government to move from the Supplementary nature of the programme to full feeding of the primary school pupils.

This was also an effort by government to improve the school menu and align it to Home Grown School Feeding (HGSF) Model to boost the nutritional status of school going pupils but also to sustain local farmers and suppliers and thereby creating the market and employment. This is also aligned to the National Social Protection Framework and also the Ministry's Strategic Objective pillar of building resilient and sustainable economies with an ultimate goal of redistributing wealth by investing in Botswana.

HGSF approach is currently being promoted across the globe to address hunger and malnutrition while contributing to the overall socio-economic development of the communities that supply food to schools. This approach has major benefits of improving the nutritional quality of the school meals and to promote better linkages with small holder farmers.

Challenges

1. Delay in the procurement process leading to delayed deliveries of food supplies.
2. Failure to comply with contractual agreements by some suppliers.
3. Poor contract and inventory management
4. Inadequate capacity by suppliers
5. Compliance to specifications remains a challenge
6. Accountability of food rations and/or funds is a challenge at schools and health facilities.
7. Impediment of further decentralizing procurement owing to capacity constraints at councils and schools
8. Ineffective linkage of smallholder farmers to schools
9. Ineffective supply chain management
10. Quality of products remains a challenge
11. No feeding policy

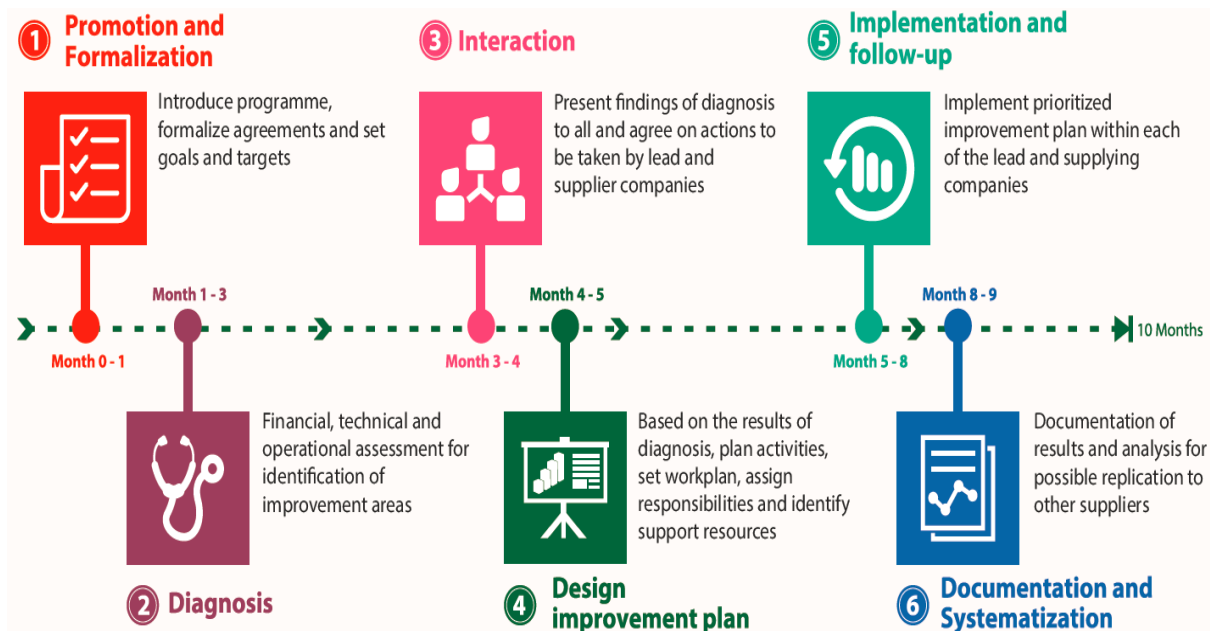
The Ministry of Local Government and Rural Development, with the support of UNDP, therefore plans to undertake a feasibility study to assess if UNDP's flagship Supplier Development Programme (SDP) can be adopted to strengthen the school feeding programme with emphasis on HGSF model to alleviate some of the challenges as alluded above.

The Supplier Development Programme

SDP focuses on asking large companies (Buyers) to buy from local small/medium companies (SMMEs), (Suppliers), and then UNDP allocates a certified trained business consultant to the Supplier to ensure they deliver their products on time and with quality to the Buyers.

During the training provided by the consultant, the SMMEs will go through a rigorous six-stage improvement process over a period of 10 to 12 months with close involvement of the Buyer coordinated by UNDP consultants. The improvements brought about in these SMMEs will enable them to produce/manufacture more goods in better quality, less time and low costs and enhance their capacity to enter new markets including export ones.

Below is an illustration of UNDP's supplier development 6-stage methodology (SDPM)



The 6-stage methodology aims at, improving productive and operational capacity of SMMEs, jobs creation & economic diversification whilst reducing poverty & inequality. It enhances SMMEs' innovation thereby increasing their competitiveness. The SDP also connects Suppliers to larger markets (locally and abroad through the Buyers) and strengthens the entrepreneurial ecosystem in the country.

In summary, the SDP is about securing the large companies (Buyers) willingness to buy from local SMMEs, (Suppliers), then UNDP allocates a certified trained business consultant to work with the Supplier to ensure they deliver their products on time and with quality to the Buyers. The Suppliers improve their products and time management as they go through the 6-stage SDP methodology mentored by the consultant who provides hands on support throughout the 10 to 12-month period.

2.0 PURPOSE OF THE ASSIGNMENT

The purpose of the study is to assess if UNDP's flagship SDP can be adopted to the school feeding programme with emphasis on HGSP model. This feasibility study will also examine the extent to which the government becomes the Buyer (instead of a large company) for the school feeding program.

The feasibility study will identify pre-requisites, opportunities and risks associated with applying the SDP methodology and provide the Ministry with a well-founded basis for adoption of the methodology into the feeding programme. Furthermore, the study will consider economic, financial, administrative, and legal factors and provide recommendations.

If the consultant, after considering all factors, determines it is suitable to apply the SDP methodology, he/she sets out the strategy on how this could be done and a three-year costed action plan.

3.0 SCOPE OF WORKS

The consultant is expected to.

1. Become familiar with the following programmes and planning instruments -
 - Current School Feeding Programme in Botswana
 - Home Grown School Feeding Model
 - UNDP Supplier Development Programme (SDP)
 - Procurement Systems in Botswana (PPADB Act and LAPAD Act)
 - National Social Protection Framework
 - National Planning Frameworks - NDP 11 and Vision 2036
2. Carry out a detailed analysis to ascertain the suitability of applying the SDP methodology to the existing school feeding program. This will include, but not limited to, answering the following questions
 - Outline in detail the challenges with the current school feeding programme.
 - Define how these challenges could be addressed by applying the SDP methodology? In determining if the SDP methodology is suitable the following questions, (but not limited to those outlined) will need to be answered:
 - Can the Government become the Buyer if the SDP methodology is applied?
 - What challenges are foreseen having the government become the Buyer instead of the usual large company?
 - Can the SDP methodology be applied with the current available resources and achieve the same results as the current school feeding program?
 - How many business consultants would need to be contracted for the school feeding program if SDP methodology is applied?
 - What additional staff would be required to manage the implementation of the school feeding program using SPD methodology?
 - What management arrangements would need to be established to manage the school feeding program using an SDP methodology?
 - Is the project likely to attract further funding if it adopts an SDP methodology?
 - How would the SMMEs be paid if the Government become the Buyer as part of applying the SDP methodology to the school feeding program?
 - What would SMMEs do during the periods when the school feeding program is not run?
 - What possible social changes can positively or negatively influence the project's sustainability by applying SDP?
 - What products would SMMEs provide to the Buyers if the SDP methodology is applied to the school feeding program?
 - Can all schools in the country be covered using an SDP methodology?
 - What role would UNDP and MLGRD play in the management of the school feeding program if the SDP methodology is applied?
 - How can the existing SMMEs supplying the current school feeding program be continued while using an SDP methodology?
 - How many new SMMEs would need to become Suppliers if the SDP methodology is applied? Would this be done by districts?

- What role would the districts, and schools have if the SDP methodology is applied to the school feeding program?
 - What will be the cost to applying the SDP methodology to the existing school feeding Program?
 - What are the benefits, if any, of applying the SDP methodology to the school feeding Program?
3. If the consultant, after considering the answers to the questions above, determines it is suitable to apply the SDP methodology, he/she will set out the strategy on how this could be done and a three-year costed action plan. The strategy and three year costed plan must include the following:
- Detailed strategies on how the SDP could be applied to the existing school feeding program in each district
 - Define how existing / new SMMEs will be brought into the school feeding program
 - Define the procedures that would need to be followed to have the Government a Buyer
 - Define how business consultants would be recruited and managed.
 - Define how the program will be effectively managed.
 - Develop a detailed action plan for 3 years with clear activities, outputs expected, timeframes and responsible persons and costs
 - Develop a clear costed 3-year monitoring plan

4.0 METHODOLOGY

The consultant shall collect and make use of all available information and apply sound technical practices and methods in carrying out the assignment. The consultant must appropriately respond to the scope of work to produce the intended deliverables and indicate the exact days needed to undertake the study within a period of no more than 4 months.

The consultant is expected to verify whether SMMEs, local farmers, Co-operative suppliers, small scale farmers, horticulture, poultry, millers, poultry farming, bakers, jam/ peanut butter manufactures, and other service providers are ready to become suppliers.

5.0 KEY DELIVERABLES

The following are the articulated deliverables for the consultancy.

No.	Deliverables	Explanation/ Requirement(s)	Provisional Timeliness for delivery
1.	Inception Report	The Inception Report should have a clear roadmap for undertaking and completing each section of the scope of works. In other words, the inception report should detail the understanding of the assignment; show how each action in the scope of works will be addressed by way of proposed methods, sources of data and data collection procedures. Include a proposed schedule of tasks, activities and deliverables. Designate a team member with lead responsibilities for each task or product if applicable. The report should include the templates to be used and the capacity assessment questions to be analysed.	2 weeks after signing of contract.
2.	Analysis Report	Must contain detailed analysis to ascertain the suitability of applying the SDP methodology to the existing School Feeding Program. This will include, but not limited to, answering questions under (2) of the scope of work. The report must also contain recommendations.	8 weeks after approval of the inception report
3	Programme Strategy Document	The document will set out the strategy on how SDP will be applied to the School Feeding Programme.	2 weeks after approval of the analysis report
4	Three Year costed Action and Monitoring Plan	Three year costed plan.	2 weeks after approval of the Programme Strategy Document
Total number of weeks:			14 weeks

6.0 PLANNING

The assignment is expected to be undertaken over a period of **four (4)** months starting from contract placement. Any extension beyond the agreed period will be a no cost extension.

7.0 REQUIRED QUALIFICATIONS AND EXPERIENCE

The consultant must demonstrate extensive experience in undertaking feasibility studies. The consultant must also demonstrate extensive experience on past assignments of similar nature, indicating names of clients, nature and scope of work, client contact details, personnel involved and contract value. In addition, the consultant must possess expertise in all areas associated with this assignment.

The consultant will be responsible for overall management of the assignment, quality assurance of the assignment and submission of all deliverables through soft and hard copies.

- **Qualification:** The consultant must have a minimum of master's degree in business management, Social Sciences Development Economics, or any other relevant field of study.
- **Experience:** The consultant must have minimum 10 years of experience in advising governments on development issues and formulation and implementation of development national policies and strategies with strong professional focus on Supply Chain Development at local, regional, and global levels.
The consultant must have good knowledge of SDGs, Business Economics and technical expertise in programme management and drafting implementation of plans.
- **Technical competence:** The consultant must have good report writing, presentation, advocacy and communication skills, business development, value chain assessments and development, programme development as well as excellent knowledge of the development context of Botswana and/or the Southern Africa Region.

8.0 IMPLEMENTATION ARRANGEMENTS

The Department of Local Government Finance and Procurement Services (DLGFPS) in the Ministry of Local Government and Rural Development is the lead on all processes in terms of managing the day to day affairs of the assignment. Through this department, the consultant will report directly to the Deputy Permanent Secretary, Local Governance. However, overall guidance and supervision will be provided by the Permanent Secretary of MLGRD. The UNDP Country Office will play an overall technical, facilitative, and quality assurance role throughout the process of this assignment. They will be supported by the multisectoral Technical Reference Group (TRG) that will be established to provide technical support and quality assurance. The TRG will comprise key sector ministries, departments and agencies of Government, parastatals, the private sector, academic and research institutions, relevant development partners, non-governmental organizations, beneficiaries, and the UNDP Country Office. The TRG will be chaired by Deputy Permanent Secretary, Local Governance.

The consultant will work closely with the staff of DLGFPS. The Department in collaboration with the UNDP Country Office 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 different Technical Reference Group meetings and stakeholder engagements that will be arranged by the Secretariat in collaboration with the UNDP.

9.0 DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

The consultant must submit the following documents/information to demonstrate his/her qualifications:

- CV of the consultant which must include past experiences undertaking similar assignments.
- Demonstration of past performance in providing similar services, indicating client name, nature, and scope of work.
- A certificate of good health, if over age 60 years
- A confirmation of the all-inclusive, daily consultancy fee.

10.0 TRAVEL

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

11.0 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;

- a. Qualifications
- b. Completeness of Bid as per bullet 9 above.

The evaluation is based on a yes/no response. If the response is “no” for any two (2) of the criteria, the bidder will be disqualified for 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:

Criteria	Max Points
1. Knowledge and Technical Competence <ul style="list-style-type: none"> • Adequate knowledge of the subject matter – smme development, supply chain development etc. Botswana’s development context particularly with regards to SMME development, local economic development etc. • Ability to undertake qualitative and quantitative data analysis • Project management • National Policy, Programmes and strategy development • Data collection and analysis • Writing skills 	30
2. Relevant Professional /Work Experience <ul style="list-style-type: none"> • Demonstrate past performance in providing similar services 	30
3. Methodology/Approach <ul style="list-style-type: none"> • Understanding of each element of the scope of works • Its Appropriateness to the Condition and Timeliness of the Implementation Plan • Methodology/approach must comprise both qualitative and quantitative analyses and clearly defined 	40

STAGE 3 – Financial / Cost evaluation

Consultant must obtain a minimum of 70% of the obtainable points of 100 points in the technical evaluation to be considered for the financial evaluation. Cost Evaluation shall be conducted by reviewing financial proposal to correct any arithmetic errors and assessing reasonability of the cost.

12.0 AWARD

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

- a) Responsive/compliant and/or acceptable for the assignment and;
- b) Having scored 70% and above on technical evaluation
- c) Award will be made based on cumulative criteria considering both the technical and financial proposals.

Lastly, UNDP retains the right to contact references directly.

13.0 PAYMENT SCHEDULE

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

- a) First payment: forty percent (40%) upon approval of the Analysis Report after presentation at the Reference Group and Stakeholders meeting.
- b) The second payment: forty percent (40%) upon successful completion and approval of the Programme Strategy Document after presentation at the Reference Group and Stakeholders meeting.
- c) The third payment: Twenty percent (20%) upon successful completion of the Three-Year Plan and all deliverables are submitted to the client after presentation at the Reference Group and Stakeholders meeting.