



INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: 10 May 2021

Title of Consultant: Individual Consultant to Develop a Communications Strategy and Implementation Plan for the Ministry of Local Government and Rural Development

Country: Botswana

Description of the assignment: Develop Communications Strategy and Implementation Plan for the Ministry of Local Government and Rural Development

Project name: Economic Diversification and Inclusive Growth

Period of assignment/services: 6 months

Submission Requirements: Proposals with reference should be submitted in a sealed envelope clearly labelled, ***"Individual Consultant to Develop Communications Strategy and Implementation Plan for the Ministry of Local Government and Rural Development"*** should be submitted at the following address no later than **24th 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.

1. BACKGROUND

The Ministry of Local Government and Rural Development (MLGRD) Strategy and Transformation Plan 2021-2025 (MSTP) is inspired by Vision 2036's pillar of Prosperity for All through ensuring a diversified and inclusive economy.

To enable the Ministry to contribute optimally to this objective, the Ministry has developed the Strategy and Transformation Plan to improve on its organizational performance through reorganization of the Ministry, implementation of Decentralisation Policy, implementation of Digital Transformation, building resilient and sustainable local economies, providing effective and efficient local services and infrastructure as well as providing inclusive and shock responsive social protection services.

Mere development of the MSTP is not enough, hence the need for various stakeholders to understand it and their roles in aiding its successful implementation. In this regard, to further strengthen capacity of the Ministry to fulfill its mandate, in particular that of awareness raising, there is need to develop the Ministry's Communications Strategy and its Implementation Plan to raise awareness on various policies, programmes, projects and initiatives as well as MTSP pillars through targeted messages shared through selected appropriate communication channels.

The strategy is geared towards various stakeholders and customers which include but are not limited to; Government Ministries/Departments, Local Authorities, Tribal Authorities, Business Communities, General Public and Development Partners as well as Ministry staff.

Currently, the MLGRD is implementing a Draft Communications Strategy which is aligned to the Draft Government of Botswana (GoB) Communications Strategy. The latter identified the underlisted challenges in the delivery of effective communication by the Botswana Government:

- Lack of Government Communication Policy and strategy to guide the communication function
- Inadequate Government Communications Structure
- Poor communication on Government projects, programmes and services

It is against this background that, the Department of Corporate Services in the MLGRD is seeking the services of a communications consultant to develop Communications Strategy and Implementation Plan.

2. PURPOSE

MLGRD with the support of United Nations Development Programme (UNDP) requires the services of a communications consultant to develop MLGRD's Communications Strategy, and its Implementation Plan to raise public awareness about various policies, programmes, projects and initiatives and equally ensure stakeholder understanding and knowledge on the Ministry's Strategy and Transformation Plan of 2021-2025.

3. SCOPE OF WORK

The Consultant is expected to undertake the following;

- A. Read and become familiar with;
 - i. Vision, Mission and mandate of the Ministry of Local Government and Rural Development.
 - ii. Government Communication Strategy, MLGRD draft communication strategy, and current communication plans.
 - iii. Key policy and programme documents such as the Decentralisation Policy, Local Economic Development (LED) strategy, National Social Protection Framework (NSPF) to determine sufficiency of current communications and policy advocacy plans
 - iv. Interview key stakeholders within and outside MLGRD (Directors/Council Secretaries/Town Clerks, support staff, Council Chairpersons/Mayors, Botswana Association Local Authorities, Botswana Association of Tribal Land Authorities, Dikgosi, Tribal Secretaries) to determine the Ministry's communication objectives and appreciation of progress and bottlenecks with regards to implementation of communications and policy advocacy plans.
- B. Undertake an assessment of the Ministry's communications Unit to assess congruence with the Ministry's strategic objectives, policies, and the values of the key implementers. The consultant must carry out a functional, structure and human resource review of the Communications Unit, mindful of the 2021 – 2025 MLGRD Strategy and Transformation Plan and the Government Communications Strategy and the Ministry's communication objectives.
 - i. Determine whether the current functions are adequate to deliver efficiently and effectively the Ministry's communication objectives and the new MSTP . This applies to internal communications, marketing communications, policy advocacy and public relations.
 - ii. Determine whether the current Unit structure can deliver effectively and efficiently the MLGRD communications objectives and MSTP.
 - iii. Conduct a technical knowledge and skills audit (i.e. assess the capacities) of staff in the Communications Unit against the Ministry's communications objectives including MSTP.
- C. Based on the assessment;
 - i. Provide an in-depth analysis of the findings
 - ii. Provide well thought out detailed recommendations of any proposed changes to the Mandate, Functions, Structure, and Human Resources of the UNIT
 - iii. Develop an action plan for the implementation of the proposed changes relating to Mandate, Functions, Structure, and Human Resources

D. DEVELOP COMMUNICATIONS STRATEGY

On the basis of assessments, engagements, and analyses, **develop the Ministry's Communications Strategy** to enhance the awareness, understanding, and knowledge

of the general public, key stakeholders in the government, private sector, civil society, etc. at the national and local levels on the implementation of the 2021 -2025 MLGRD Strategy and Transformation Plan. The strategy must;

- i. Identify target audiences (i.e. Line Ministries, CSO, local government, general public).
- ii. Identify communication objectives for each targeted audience/stakeholder mapping.
- iii. Provide guidance on communication activities that the Ministry could embark on, based on communication objectives and target audience.
- iv. Identify appropriate communication channels, dissemination methods and media such as video, print, web/online media, traditional media, and social media among others, to effectively communicate key messages to specific stakeholders.
- v. Develop Information, Education and Communication (IEC) material in the form of a booklet to inform the stakeholders and the public about the 2021 -2025 MLGRD Strategy and Transformation Plan.

E. Ensure that the Ministry's communication strategy and Action Plan is ;

- i. Aligned with the MLGRD Strategy and Transformation Plan.
- ii. Support the application of innovative communication tools and instruments, in preparing individual communication activities, including in relations with media, organization of events and use of social media.
- iii. Build a positive identity for MLGRD as a leading Ministry on implementing the National Transformation Agenda.
- iv. Identifies key influencers for targeted messaging.
- v. The consultant must work closely with the Communications Unit and ensure skills and knowledge transfer on the development of Communications Strategy and Implementation Plan for purposes of implementation, monitoring and reporting.

F. DEVELOP COSTED IMPLEMENTATION PLAN

- i. Develop a clear and costed implementation plan, which prioritizes and sequences specific priority actions
- ii. The implementation plan must identify personnel responsible for specific actions and accountability mechanisms put in place to promote smooth implementation of the Strategy. It should also define the resources and timelines for implementing key interventions that will be defined in it.
- iii. In addition, there must be clarity of roles and responsibilities to make the implementation of the Strategy more effective, efficient, well-coordinated, coherent, and integrated.

G. DEVELOP A MONITORING AND EVALUATION PLAN FRAMEWORK

- i. Develop a clear and robust monitoring and evaluation plan framework for the communications strategy and implementation plan , in consultation with the m&e consultant. the plan must have measurable, attainable, realistic baselines, indicators, and targets as well as outputs. The monitoring plan must also set out where and how the data will be stored. It will also set out the reports that will be generated from the data.

4. METHODOLOGY

The Consultant shall collect and make use of all available information and apply sound technical practices and methods in carrying out the assignment.

Guidance and quality assurance will be provided to the Consultant throughout the process by MLGRD through the Department of Corporate Services with technical support from a Technical Reference Group that will be set up to ensure that key stakeholders are consulted and the deliverables are produced.

5. KEY DELIVERABLES

The following are the articulated deliverables for the consultancy:

Deliverables	Explanation/requirement (s)	Provisional Timelines for Delivery
Inception Report	The report should have a clear roadmap for undertaking and completing the assignment. It should detail the understanding of assignment. show how each action in the scope of work will be addressed. Include a proposed schedule of tasks, activities, and deliverables.	2 week after signing of the contract
Assessment Report	Scope A, B and C above. The report should clearly contain findings, analysis, recommendations relating to the assessment of the current situation based on desktop review and stakeholder consultations. The Report must determine the Ministry's communication objectives and appreciation of progress and bottlenecks with regards to implementation of communications and policy advocacy plans. In addition, the Report must contain findings, analysis, recommendations and Action Plan relating to the assessment of the functions, structure and human resource of the CU.	4 weeks after the approval of the Literature Review and Key Stakeholders Interview Report
Communications Strategy	Scope D and E above. Based on the analysis and consultations, the consultant will deliver a draft Communication Strategy,	6 weeks after approval of the Situational Analysis Report

	templates, M&E tool and Implementation Plan	
Final Communications Strategy, Implementation Plan and M&E Framework	Submit all deliverables. Final MLGRD Communications Strategy and Implementation Plan, templates, as well as the Monitoring tool	4 week after approval of the Communications Strategy
		16 weeks

6. PLANNING

The assignment is expected to be undertaken within a period of 16 weeks starting from contract placement. Any extension beyond the agreed period will be a no cost extension.

7. REQUIRED QUALIFICATION AND EXPERIENCE

The Consultant is expected to provide all the necessary expertise to complete the assignment. On this basis, he/she must possess the following Academic Qualifications, Knowledge, Expertise and Competencies:

Academic Qualifications:

The Consultant must hold a minimum Master's degree in Journalism, Communications, Media Studies, Strategy Management, Governance, or related disciplines.

Years of experience:

The Consultant must have at least 10 years of professional experience in Media /Communications/journalism/governance issues. She/he needs to demonstrate good understanding of technical terms used in regional, continental, and global communications. Additional knowledge and experience in strategy management and project management would be an additional advantage.

III. Competencies

- Good understanding and demonstrated optimism of the assignment;
- Good technical and report writing skills;
- Excellent interpersonal skills;
- Excellent communication and presentation skills including the ability to generate consensus;
- Excellent command of English, both spoken and written

8. IMPLEMENTATION ARRANGEMENTS

The Ministry of Local Government and Rural Development (MLGRD) through the Department of Corporate Services is the lead of all processes. The Consultant will report directly to the Deputy Permanent Secretary (Corporate Services) with a matrix reporting line to the Deputy Permanent Secretary (Corporate Services) who will preside over all Technical Reference Group meetings or delegate same to the Head of Communications. Daily, until the end of the consultancy, the Consultant will work closely with the staff of the Department of Corporate Services (Communications Office and Strategy Management Office) with support from the UNDP Team. A Technical Reference Group will be established and tasked with the responsibility of providing

quality assurance and technical support to the entire consultancy. The Group will be made up of MLGRD Technical staff, UNDP, relevant stakeholders from Government institutions and the private sector. In addition, the Consultant will be required to make presentations at Technical Reference Group meetings.

9. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

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

1. Technical Proposal:

- Demonstration of understanding of the assignment.
- A clear narration of the methods and/or approaches that would be employed to fulfil the objectives of the assignment.
- An implementation matrix/work plan with timelines for carrying out the assignment.
- CV of the consultant which must include past experiences undertaking similar assignments and at least three (3) references for ease of background checks.
- Demonstration of past performance in providing similar services, indicating client name, nature, and scope of work.

2. Financial proposal:

- Indicate the Lump-sum consultancy fee.
- The lump sum should be broken down to clearly indicate actual consultancy fees (daily fee).
- An indication of whether this rate is flexible or not.

10. TRAVEL

No travel is envisaged under this contract.

11. 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
3. Completeness of Bid

Stage 1 of 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 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 a bidder fails to score 70% and above under Stage 2, he/she 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. Technical Competence <ul style="list-style-type: none"> • Demonstration of technical ability to undertake the assignment. • Demonstration of in-depth understanding of communications 	20
2. Relevant Professional /Work Experience <ul style="list-style-type: none"> • Demonstrable past performance in providing similar services, that is developing communication strategies 	30
3. Methodology/Approach <ul style="list-style-type: none"> • Adequate demonstration of understanding of the assignment. • Clear narration of methods and/or approaches for fulfilling the objectives of the assignment. • A workplan demonstrating steps that would be taken to fulfil the assignment. 	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.

12.AWARD

Cumulative analysis method will be used to determine award:

When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

- responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

Lastly, UNDP retains the right to contact references directly.

13.PAYMENT SCHEDULE

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

- **First milestone - Situational Analysis Report:** This milestone will attract 20% payment after the report has been presented to the Technical Reference Group (TRG) and approved after incorporating consolidated comments from the group.
- **Second milestone - Draft Communications Strategy and Costed Implementation Plan:** This milestone attracts 30% payment of the total amount for the assignment after the draft document has been submitted and presented to the TRG, validated at a wider stakeholder workshop and approved after incorporating consolidated comments from the group.
- **Third milestone – Final Communications Strategy and Implementation Plan:** At this stage it is expected that all requirements of the assignment are completed, and the final reports; Final MLGRD Communications Strategy, Implementation Plan, templates, as well as

the Monitoring tool are approved. This milestone attracts 50% payment of the total amount for the assignment.