



## INDIVIDUAL NATIONAL CONSULTANT PROCUREMENT NOTICE

Date: 16 July 2021

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**Country:** Botswana

**Title of Consultancy:** Individual Consultancy to Develop a Comprehensive Framework for Adopting the Life-Course Approach as Defined Within the Botswana National Social Protection Framework

**Description of the assignment:** Consultancy to Develop a Comprehensive Framework for Adopting the Life-Course Approach as Defined Within the Botswana National Social Protection Framework

**Project Name:** Economic Diversification and Inclusive Growth

**Period of assignment/ services:** over a period of six months

**Submission Requirements:** Proposals should be submitted at the following address no later than **02<sup>nd</sup> August 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](mailto: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](mailto: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

The Government of Botswana has a mature social protection system: it devotes about 4.4 percent of GDP to Social protection and is one of the few countries in Africa whose Social protection programmes are fully funded by Government. However, with the advent of COVID-19, it was recognized that outcomes were not commensurate with the amount of spending, and it was becoming clear that the country would need to overhaul its Social protection system.

It has become apparent that, Botswana has been relying on a set of Social assistance programmes that were established when it was one of the poorest countries in Africa, and which are increasingly unsuited to its current status as one of the wealthiest countries in Africa and to its 21st-century aspiration to become a high-income country by 2036. The current twenty-nine (29) programmes are spread across nine (9) different Ministries, being Ministry of Local Government and Rural Development, MOHW Ministry of Health and Wellness, MOBE Ministry of Basic Education, MOTE Ministry of Tertiary Education, Research, Science and Technology, MELSD Ministry of Employment, Labour Productivity and Skills Development, MNIGA Ministry of Nationality, Immigration and Gender Affairs, MYSCD Ministry of Youth Empowerment, Sport and Culture Development, MOA Ministry of Agricultural Development and Food Security and Office of the President and MOPAGPA Ministry of Presidential Affairs, Governance and Public Administration. Recognizing this, on 19 August 2020, Cabinet approved a National Social Protection Framework (NSPF) for Botswana and tasked the Ministry of Local Government and Rural Development (MLGRD) to develop a plan for its implementation.

The National Social Protection Framework will deliver a single registry system and aims to consolidate and harmonize the existing twenty-nine (29) Social Protection programmes across Government into five (5) Life Course programmes. The consolidation will forge coherence and synergies between these programmes to assist Government in building a stronger, more responsive, efficient and resilient social protection system.

The NSPF five (5) life-course approach recognizes that an individual faces different challenges at each stage of their life. Social protection programmes can therefore, be put in place that have different primary objectives depending on the challenges faced: better nutrition for pregnant women, babies and infants; education for children; skills for adolescents; income and employment for the working age; income security for older persons; inclusion and dignity for persons with disabilities.

Upon approval of the NSPF an implementation plan was developed to operationalize the vision of the framework. Top priority within the implementation plan for the next five years is to consolidate the existing programmes as set out above as well as to improve the common systems underpinning these to increase the resilience of the system, and lastly to put in place the institutional arrangements to bring this reform about. It is recognized that the improvements to Botswana's social assistance programmes should be accompanied by development and coordination of the other three components of social protection (social insurance, labour market programmes and social work). As proposed in the NSPF, reform of labour market and livelihoods programs might commence in the first five-year phase, but would continue in the second, while the development of an inclusive social insurance system should be deferred to be a priority area for the NSPF's second five-year phase. In terms of social work, the NSPF sets out a

framework for case management based on the methodology of social intermediation services, which should be linked to the decentralised “Service Halls” proposed in the MLGRD Strategy & Transformation Plan.

The National Social Protection Recovery Plan (NSPRP) includes proposals for rationalizing and consolidating social protection programmes in Botswana. The proposals put forward which programmes can come together at different stages of the life cycle, design features (e.g. typology of transfer, target age group); objectives of the programmes; complementary interventions: key government agencies and development partners) and the systems development needed for these changes.

Based on the NSPF and NSPRP, the Government needs to design and plan how it is going to consolidate the 29 Social Protection programmes into the 5 life-course model. There is need to assess all existing Social Protection Programmes delivered across Ministries identified by the NSPF against the 5-life course model stipulated in the NSPRP.

The Government of Botswana therefore request for financial and technical assistance from UNDP to engage a national consultant to support the mapping of the existing Social Protection Programmes delivered across Ministries identified by the NSPF against the 5 life-course model stipulated in the NSPRP. Based on this, the national consultant and a team of international experts will be expected to develop models for the consolidation of the social protection programmes and based on the model adopted by the Government, design the consolidated social protection programme with its related implementation guidelines and tools.

## **2.0 PURPOSE OF THE ASSIGNMENT**

The Consultancy is aimed at supporting the Ministry of Local Government and Rural Development of Botswana (MLGRD) as well as relevant ministries, departments, and agencies (MDAs) with designing a Social Protection Programme and related implementation guidelines and tools. The Programme should rationalize, consolidate and strengthen the effectiveness of current social protection programs and adopt the life-course approach as defined within the National Social Protection Framework and Recovery Plan.

## **3.0 SCOPE OF WORKS**

***Important Note 1: UNDP is in the process of engaging two international experts to undertake this assignment. Due to the COVID-19 uncertainties, the international experts may not travel to Botswana to undertake physical consultations and data collection. A national consultant is required for this purpose and to provide extensive knowledge, expertise, and context on Social Protection System in Botswana.***

**The local consultant will support the international consultants by carrying out the following:**

### **3.1. Support to Life Course Program Mapping:**

- a. Support the international experts, as necessary, to obtain any local literature, including relevant official documents, policies, strategies, past

reviews/evaluations etc relevant for this study

- b. The national consultant must be familiar with existing programmes, systems, mechanisms, challenges, and opportunities related to social protection in order to provide local context-related inputs. The consultant must be familiar with;
  - i. National Social Protection Framework and implementation plan
  - ii. National Social Protection Recovery Plan (NSPRP)
  - iii. Botswana Social Protection Review - World Bank
- c. Support the international experts by facilitating and undertaking all consultations (virtual and physical) with key stakeholders, fact-finding workshops and follow-up interviews, if needed.
- d. Coordinate and supervise data collection as it will be determined on the inception report
- e. Building on the NSPRP, together with international experts undertake a mapping of social protection programs, focused on a light review of institutional arrangements, and implementation capacities based on available evidence, expert knowledge, and data.<sup>1</sup>

**3.2. Support the development of models and determine a consolidated social protection programme. The deliverables will be led by the international consultant with inputs from the local consultant. Overall, the consultants must;**

- a. Develop models for a consolidated social protection programme for stakeholder consideration and approval;
- b. Based on the preferred model of a consolidated social protection programme, the international consultants will:
  - i. Build out the model of a draft social protection programme structured around the life-course approach with a focus on rights-based, shock-responsive, as well as child and gender-responsive measures. Ensure model defines:
    - i. Selection, Identification and Re-certification criteria;
    - ii. Administration;
    - iii. Monitoring & Evaluation;
    - iv. Management Information;
    - v. Governance & Coordination;
    - vi. Financing and Financial Management.

**3.3. The national consultant must facilitate policy level, nation-wide stakeholder consultations to gain consensus on the draft SP Program structured around the life course approach, its scope and phasing of the social protection system reform.**

**3.4. Support the development of implementation guidelines and tools. The deliverables will be led by the international consultant with inputs from the local consultant. Overall, the consultants must;**

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<sup>1</sup> This analytical work will be informed by ongoing work, in particular the World Bank-supported Botswana Social Protection Review and other evidence generation activities.

- a. Together with key stakeholders, develop good governance principles that will guide social protection system design, implementation and monitoring in Botswana. The experts must ensure that defined principles are aligned to those contained in international standards and guidelines.
- b. Based on the selection and approval of the social protection programme and good governance principles, the implementation guidelines and tools must cover:
  - i. Selection, Identification and Re-certification;
  - ii. Administration;
  - iii. Monitoring & Evaluation;
  - iv. Management Information;
  - v. Governance & Coordination;
  - vi. Financing and Financial Management.<sup>2</sup>

**3.5. Support the Development of Change Management, Risk Assessment and Mitigation Plan. The deliverables will be led by the international consultant with inputs from the local consultant. Overall, the consultants must;**

- a. Develop a change management process, indicating a series of tasks for a seamless transition from the current state to the new rationalized SP life-course approach.
- b. Identify and document the risks associated with the proposed changes and develop mitigation measures accordingly.

#### **4.0 METHODOLOGY**

The consultant will consider the tasks proposed by the MLGRD and propose a detailed methodology and indicate the days needed to undertake the study over a period of maximum 18 weeks in order to complete the deliverables as per the specifications above. The methodology should adopt a consultative and participatory approach to produce the expected deliverables. The entire process of developing the framework should be based on sound knowledge and be derived from global best practices but specifically aligned to the Botswana context.

#### **5.0 KEY DELIVERABLES**

The following are the articulated deliverables for the consultancy.

<b>Deliverables</b>	<b>Explanation/Requirement</b>
1. Inception Report	Together with the international expert, develop an IR. Your input must specifically be on providing sources of data and data collection procedures. Include a proposed schedule of tasks, activities and deliverables. <b>(3 weeks after signing the contract)</b>

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<sup>2</sup> Complete list to be provided to consultant team.

2. Data Collection and Stakeholder Consultation Report	Following review and analysis of existing documents, stakeholder consultations and data collection, the consultant will use the findings to produce a comprehensive Data Collection and Stakeholder Consultation Report with bibliography demonstrating appreciation of the current situation, success and challenges of social protection in Botswana. <b>(2 weeks after the data collection exercise)</b>
3. Validation Workshop Report	The Report must contain records of proceedings, feedback and comments from the policy level and nation-wide stakeholder consultations <b>(2 weeks after the last workshop)</b>
4. Inputs and Comments on Key Deliverables: consolidated social protection programme, Implementation guidelines and tools Change Management, Risk Assessment and Mitigation Plan	The international consultant will lead these deliverables. Local consultants must Review and provide inputs and comments. <b>(2 weeks after each submission from the international expert)</b>

## 6.0 PLANNING

The assignment is expected to be undertaken over a period of maximum 18 weeks starting from contract placement. Any extension beyond the agreed period will be a no cost extension.

## 7.0 REQUIRED QUALIFICATIONS AND EXPERIENCE

The Consultant for this assignment should demonstrate extensive knowledge on social protection and 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, he/she must possess expertise in all areas associated with this assignment.

*Qualification:* The consultant must have a minimum master's degree in sociology, economics, social/public policy or related area.

*Work experience:* The consultant must have at least 10 years' experience in research, design, reform and/or administration in social protection.

*Knowledge and Technical competence:* The Consultant must have extensive knowledge on Botswana Social Protection system, challenges and opportunities. He/She must have excellent report writing, presentation, advocacy and communication skills.

## 8.0 IMPLEMENTATION ARRANGEMENTS

Ministry of Local Government and Rural Development is the lead of all processes. The consultants will report directly to the Deputy Permanent Secretary responsible for Social Protection at MLGRD. Daily, until the end of the consultancy, the consultants will work closely with the staff of Social Protection Unit.

Furthermore, the consultants will be working closely with a Technical Working Group (TWG). The TWG will take the lead on steps for the development of the Progress Analysis as well as review and validation processes of draft and final deliverables. This Technical Working Group will be comprised of senior staff from MLGRD, UN and others who will be committed to actively engage in the process. Other stakeholders as determined by MLGRD may be requested to provide quality assurance and technical support to the entire consultancy.

## **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
- A confirmation of the all-inclusive, daily consultancy fee.

## **10.0 TRAVEL**

Payment of travel costs including tickets, lodging and terminal expenses shall 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

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:

<b>Criteria</b>	<b>Max Points</b>
1. Context <ul style="list-style-type: none"> <li>• Adequate knowledge of the subject matter – social protection. Botswana’s development context particularly with regards to government structure and local government.</li> </ul>	10
2. Technical Competence <ul style="list-style-type: none"> <li>• Ability to undertake qualitative and quantitative data analysis</li> <li>• Project management</li> <li>• National Policy, Programmes and strategy development</li> <li>• Developing M&amp;E plans</li> <li>• Data collection and analysis</li> <li>• Writing skills</li> </ul>	20
3. Relevant Professional /Work Experience <ul style="list-style-type: none"> <li>• Demonstrate past performance in providing similar services</li> </ul>	30
4. Methodology/Approach <ul style="list-style-type: none"> <li>• Understanding of each element of the scope of works</li> <li>• Its Appropriateness to the Condition and Timeliness of the Implementation Plan</li> <li>• Methodology/approach must comprise both qualitative and quantitative analyses and clearly defined</li> </ul>	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 determined using Cumulative analysis method.

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:

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

\* Technical Criteria weight; [70%]

\* Financial Criteria weight; [30%]

Lastly, UNDP retains the right to contact references directly.

### 13.0 PAYMENT SCHEDULE

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



1. **First Deliverable:** This milestone shall attract **15%** payment of the total amount for the assignment.
2. **Second Deliverable:** This milestone shall attract **35%** payment of the total amount for the assignment.
3. **Third Deliverable:** This milestone shall attract **35%** payment of the total amount for the assignment.
4. **Fourth Deliverable:** This milestone shall attract **15%** payment of the total amount for the assignment.