



INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: 19th November 2021

Country:	BOTSWANA
Description of the assignment:	Training of SMMEs Suppliers on the UNDP Supplier Development Programme on Costing and Pricing - Mining Sector Value Chains .
Project Title:	Support to Implementation of the Business Supplier Development Programme (SDP)
Project Number:	00102694
Supervision:	Project Manager – Business Supplier Development Programme (SDP) Projects Manager-Botswana Chamber of Mines
Period of assignment/services:	12 working days

Proposals Submission Email

Proposals, with references, should be emailed in a sealed envelope clearly labelled '**Training of Suppliers in the Business Supplier Development Programme (SDP)'s Mining Supply Value Chain, on Costing and Pricing**' at the following address no later than **3rd December 2021** Time **12.00 Noon** (Botswana Time).

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

- 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. The experience required is that of the individual whose CV would have been submitted



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by the company rather than that of the company. In this regard, the company, by submitting a CV, is bidding as an individual bidder rather than a company/firm. Further, if the submitted bid wins, the ensuing contract will be between the UNDP and the company/firm, not the individual.

1. BACKGROUND

UNDP operates in more than 170 countries and territories around the world. UNDP offers global perspective and local insight to help empower lives and build resilient nations that can withstand crisis, and that drive and sustain growth that improves the quality of life for everyone. In Botswana, the role of UNDP is shaped by the status of the country as an upper middle-income country. UNDP has been collaborating with the Government, civil society, and the private sector to develop solutions to meet global and national development challenges. UNDP's approach has been to develop and sustain strategic partnerships that find innovative solutions to address gaps on both the demand and supply side of development processes.

Botswana has reached a relatively high level of infrastructure development, is well-resourced and able to fund most of its developmental needs. However, Botswana requires best practices, high-quality policy advice on how best to respond to challenges associated with its middle-income status, including widening inequalities and disparities, persistent poverty among population groups, and climate change and natural disaster risks.

Business Supplier Development Programme (SDP) Background:

In support of its development mandate, UNDP Botswana has partnered with government of Botswana and private sector to implement the Supplier Development Programme (SDP). The project aims to create demand-based, market-driven opportunities for SMEs to increase their competitiveness through the innovative Suppliers Development Methodology while connecting essential small-scale producers/suppliers to larger markets locally as well as abroad.

SDP as a tool of Implementation:

As a tool, the SDP has a targeted approach to engage large scale companies purchasing (or willing to purchase) goods and services from SMEs. The SDP focuses on integrating suppliers into a strategic relationship that allows them to improve their productivity, competitiveness, and quality of products. The SMEs will go through a rigorous six stage improvement process over a period of 10-12 months with close involvement of the lead/anchor company.

Objectives of the Programme

- Develop the productive capacity of SMEs, to improve their competitiveness to become efficient and competitive suppliers to buyers
- Create demand-based, market-driven opportunities for SMEs to increase their competitiveness
- Connect essential small-scale producers/suppliers to larger markets locally as well as abroad



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- Strengthen the entrepreneurial ecosystem in country to encourage innovation and create employment
- Expand and create more jobs for the SMEs/suppliers

The following are the current value chains implemented on the programme:

- Mining,
- Agri-business
- Infrastructure,
- Leather,
- Textiles,
- Health,
- Digital and,
- Other Manufacturing.

The mining Value chain:

The Mining Value Chains of the UNDP SDP comprise of different mines (buyers) as well as different SMEs (suppliers) who inter-relate in a supply-demand ecosystem. The mines participating in this programme as buyers are: Debswana, LUCARA, BOTASH and Khoemacau, which are geographically dispersed across the country and specializing in different mine-extracts. There are over 44 SMMEs (Suppliers) who have been/ remain participants in the programme under these mining value chains. The implementation of the UNDP Supplier Development Methodology on the value chain is guided by highly experienced and trained consultants on this unique approach. This value chain boasts no less than 11 of these consultants. In addition, there are 35 SMMEs under the Botswana Chamber of Mines Business Development Forum (COMBDF) in the mining sector, who will also form part of this training.

2. PROBLEM STATEMENT

Following the successful implementation of the UNDP Supplier Development Methodology on the selected value chains of the programme in year 1 of implementation, majority of the findings of the diagnostic review across value chains revealed the following challenges faced by the supplier SMMEs which hinder their optimum operations:

- Poor project management skills fundamental for efficient business operations,
- Market access challenges.
- High prices of locally produced goods and services
- Poor quality of goods/services
- Inadequate cash flow streams to sustain daily business operations as well as inability to access credit facilities

It is this last point which, when broken down to identify contributing factors, SDP consultants comprehensively identified the following impediments, which were predominantly common with the mining value chains of the programme;



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- Lack of Costing and Pricing skills
- Lack of accounting problem-solving skills by the owners
- Lack of skilled and competent personnel to maintain records for the companies
- Limited market opportunities due to stiff competition,
- Access to only limited opportunities in terms of monetary value as a consequence of limited capacity,
- Late payments from buyers leading to poor cash flow streams
- Inability to access credit due to unsustainable operations (high operating costs versus limited turnover) which leads to inefficient operations.

As a result of these challenges, most suppliers on the SDP programme under the mining value chains have found themselves unable to grow.

Sound accounting and internal control systems in any business, irrespective of its scale, cannot be over-emphasized. A vast majority of small-scale businesses don't afford to install complex and detailed accounting systems even if they want to. This often leads to existence of single entries in their books and in some cases incomplete records due to lack of a standard guiding recording tool.

3. OBJECTIVES AND SCOPE OF THE ASSIGNMENT

Complementing the above programme objectives, UNDP Botswana, through the Supplier Development Programme, desires to procure the services of a Botswana Qualifications Authority (BQA) accredited Cost Accountant who will develop and execute a training program for suppliers (participating SMMEs) and SDP consultants in the mining value chains of this programme. ***A minimum of 100 and a maximum of 110 participants are to attend the training (catering for IT Staff, Guest of Honor and other administrative support).*** The objective of the training is to impart **basic knowledge on Financial Accounting and cost accounting, which will ensure impartation of proper record-keeping, costing and pricing skills fundamental for addressing deficiencies identified under these value chains.** The training should provide knowledge to the Suppliers to:

- Understand the different types of costs
- Determine the cost of materials and labour to compute for the direct cost per unit
- Calculate the amount of indirect cost which will be charged to each unit of product
- Understand the different pricing strategies and apply them to their businesses
- Describe the types of costs and incorporate them into a budget
- Calculate the break-even point of the product/service and of the business as a whole
- Describe the sources of margin and include them in a budget
- Develop a revenue forecast based on cost and price of delivering products and services
- Understand how to identify the costs associated with the delivery of products and services, including direct and indirect, fixed and variable costs
- Attempt to build a budget based on costs



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- Understand how to identify the sources of margin to be applied to the delivery of products and services
- Attempt to incorporate margin into the budget
- Define the relationship between price and sales, and price and revenue

Specifically, the consultant will undertake the following tasks

- Produce and share with the SDP management team an inception report which will detail the proposed action plan, schedule of tasks, activities and deliverables, the methodology and timeline of all activities for its approval.
- Develop a training manual that will guide on the delivery of the assignment and share with the management team of the programme a week prior to training of participants,
- Develop a training programme which will explicitly and comprehensively detail the content/modules to be delivered in training, desired, and expected outcomes, method of training as well as the method of “testing” knowledge-transfer to the participants.
- Conduct the training according to the designed and approved manuals,
- Undertake assessment of quality of training and satisfaction of trainees over the training delivery,
- Share training modules with the Management team for disbursing to participants. These should be provided as a sealed manual (both a soft copy and a hard copy computer disc).
- Share a close-out report detailing the assessment of the training in the trainer’s perspective in terms of what was taught, reception, training setting, recommendations, and areas of improvement as well as potential opportunities for enhancing knowledge shared with the participants.

Training format

- The 2 days training will be conducted virtually.
- The SDP focal person in the taskforce **will provide the trainer and the participants with a virtual zoom meeting link**, during their invitation, that will enable invitees to participate. Each day will have its own separate zoom link address.
- The trainer, participants and all role-players who will attend the training **will provide their own internet** during the training to enable them to participate.
- The virtual zoom training link will run for 8 hours each day (08:00-16:00 Hours), but the actual training agenda should be 6 hours each day, punctuated by a 30-minute break. Therefore, the training will run for an accumulated minimum of 12 hours over the 3 days.

Expected Results

#	ACTIVITIES	EXPECTED RESULTS	TIMELINES / # OF DAYS	PAYMENT (%)
1	Do an initial assessment of how to carry out the assignment taking into consideration the relevant target group demographics.	Inception Report <ul style="list-style-type: none"> - <i>Must include proposed action plan, schedule of tasks, activities, and</i> 	1	-



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		<i>deliverables</i>		
2	Compile and share what the training will provide in terms of: -Clearly defined training objectives and its inspiration, -Milestones and established timelines, -detailed training tools and their effectiveness, - Defined training material, - Course outline of accredited modules -Defined assessment criterion to be used, -Avenues to deliver feedback during and after-training, -Reinforcements and continued/ other learning opportunities, -Referrals/ recommendations	Training Manual	5	-
3	Develop and share a practical virtual training programme detailing training modules, timeframe and expected learning outcomes. It must be evident that participants will be fully engaged in a reciprocity setting measurable through the learning outcomes.	Training Plan/ schedule <i>Training to be conducted on 14 – 16 December 2021</i>	1	-
4	Deliver 2-days virtual training to the participants (Suppliers and Consultants) (100 Participants)	Training of participants - <i>Virtual</i>	3	-
5	Provide training content/ modules to SDP Focal Person post-training, in filing form (reference manual + Hard drive CD).	Training content - <i>email soft copy and Provide Hard Drive computer disc.</i>	2	-
6	Provide a close-out post-training report containing an overall assessment of the training.	Close-out Report	2 (same day as no. 5 above)	-
TOTAL CONSULTANCY TIMELINE (IN DAYS) AND PAYMENT STRUCTURE			12	100%

4. PLANNING

- Planning for training delivery should cater for 44 SDP Supplier participants, 35 ComBDF Participants, 11 SDP consultants, 3 UND-SDP Staff, 3 Botswana Chamber of Mines staff and 4 officials from the SDP stakeholder entities. ***A minimum of 100 and a maximum of 110 participants are to attend the training (catering for IT Staff, Guest of Honor and other administrative support).***
- Training manual and support literature should be catered to cover all participants and copies of such should be availed to the focal person as per the deliverables above.
- The language of training presentation should be in both English and Setswana. The trainer will be informed by the preliminary demographic assessment of the training participants.
- The trainer should ensure availability of training support equipment required for them to deliver an uninterrupted training to the participants.



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- The final report should be submitted within 2 days after training delivery as stipulated 3 above.

5. REQUIRED QUALIFICATION AND EXPERIENCE:

The Consultant is expected to provide all the necessary expertise to complete the assignment. The Consultant should also ensure that a cost-efficient approach is taken. Furthermore, the consultant should demonstrate extensive experience on past performances of similar or related assignments internationally **and/or** locally. Specifically, the information provided must include clients' names, nature and scope of work, clients' contact details, personnel involved and contract value

Competencies:

- Demonstrated technical knowledge and practical experience of the Costing and Pricing concept
- Demonstrated experience in training and practice in Costing and Pricing
- Excellent communication and presentation skills
- Demonstrated good writing skills
- Excellent command of English and Setswana

Qualifications:

The Consultant must hold a minimum:

- Degree in Accounting or Finance
- An accredited Trainer of Trainers/ ITIS
- Other relevant Accounting training courses e.g., Financial Management would be an added advantage.

Experience:

- At least 10 years' experience as an Accountant. Cost Accounting experience will be an added advantage
- The candidate must have a full membership of a professional accounting body such as CIMA, ACCA or CA equivalent.
- Traceable experience in developing and conducting training on Costing & Pricing

6. TIMELINES / DURATION

The training delivery is expected to take **no more than 12 days** between submission of the first and the last deliverable. The training is scheduled to be conducted on **14th to 16th December November 2021**. Any extension beyond the agreed period will be a no-cost extension.



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7. REPORTING STRUCTURE

The taskforce for this training comprises of UNDP-SDP Project Manager (Approver), Projects Manager-Botswana Chamber of Mines (Core Approver), and 3 SDP staff who will coordinate implementation of the Training (2 SDP Project Officers and 1 SDP Project Assistant).

The focal person of this task force whom the trainer will report to is the Projects Manager at Chamber of Mines, and the above-mentioned SDP staff who will be organizing and coordinating the implementation of the training.

8. BID DOCUMENTS TO BE SUBMITTED

The trainer must submit the following documents/information, labeled accordingly, to demonstrate his/her suitability for the assignment:

a) Personal Curriculum Vitae (CV) and Summary of Track Record

- Personal Curriculum Vitae (CV) of the Consultant + Summary of Track Record highlighting past experiences of undertaking similar assignments and at least three (3) references for ease of background checks i.e., client name and contact person details, nature, and scope of work.

b) Technical Proposal

- The consultant's interpretation of the assignment as per the TORs
- The consultant will prepare a methodology of HOW to conduct each action outlined in the Scope of Works above. It is important that a brief methodology for each action is clearly described in the technical submission.
- Course outline of the accredited modules
- A clear description of how the consultant proposes to execute the assignment with illustrations—describing the objectives, tasks and deliverables.
- A program with indicative timelines that the consultant proposes to employ in executing the assignment, with graphical illustrations where appropriate.

c) Financial Proposal

- Lump-sum consultancy fee,
- The lump sum should be broken down to clearly indicate components constituting the consultancy fees (daily fee).
- An indication of whether this rate is flexible or flat should be clear
- *It should be noted that this is a virtual assignment that is expected to be carried out online.*

9. EVALUATION



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Stage 1:

Preliminary Evaluation of the proposals will be based on Yes/No response as per the table below. If the response is “No” for any of the first three criteria, the consultant will be disqualified from further evaluation

Stage 2:

Technical Capability of the consultant, to deliver the required consultancy outputs, is evaluated on a scale of 0-100 points wherein the qualifying mark, to move on to the next stage, is 70%

Stage 3:

Financial Evaluation. The total number of points allocated for the price component is 30. The maximum number of points will be allotted to the lowest price proposal that is opened and compared among those technical qualified candidates who have attained a minimum of 70% score in the technical evaluation. All other price proposals will receive points in inverse proportion to the lowest price

Criteria	Detail	Yes / No?	Maximum Score
Stage1:	Preliminary Evaluation		
A	Complete Consultancy package submitted (CV + Track Record Summary, Technical Proposal with course outline of the accredited modules and Financial Proposals)	Yes/No	
B	Minimum Qualifications: Degree in Accounting or Finance An accredited Trainer of Trainers/ ITIS Other relevant Accounting training courses e.g., Financial Management would be an added advantage.	Yes/No	
C	Adequate Work and/or Professional Experience: - At least 10 years’ experience as an Accountant. Cost Accounting experience will be an added advantage - The candidate must have a full membership of a professional accounting body such as CIMA, ACCA or CA equivalent.	Yes/No	
Stage 2:	Technical Evaluation		
D	Traceable experience in developing and conducting training on Costing & Pricing		30
E	Methodology/Approach: A clear description of the methodology and work plan that the consultant proposes to execute the assignment with i.e. illustrations describing the objectives, action plan, schedule of tasks / activities and deliverables (with timelines)		40
F	Previous work experience of undertaking similar assignments		20



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Criteria	Detail	Yes / No?	Maximum Score
	and the relevance (if any) of those assignments to this one		
G	Quality Assurance		10
Stage 3:	Financial Evaluation		30%
	-		

NB:

- Only those candidates who obtained at least 70 points in Stage 2, will be considered for financial proposal evaluation (Stage 3)
- Individual consultants will be evaluated based on the Cumulative Analyses Methodology (weighted scoring method), where the award of the contract will 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 i.e. Technical Criteria weighting will be 70% and Financial Criteria weighting will be 30%
- UNDP applies a fair and transparent selection process that would consider both the technical qualification of Individual Consultants as well as their price proposals. The contract will be awarded to the candidate obtaining the highest combined technical and financial scores
- UNDP retains the right to contact references directly

10. PAYMENT SCHEDULE

The full lump sum will be paid to the trainer after the complete delivery of all required deliverables. These deliverables are stipulated at 3. Above.

NB:

- UNDP Botswana will issue the contract for the execution of these Terms of Reference to the selected consultant
- The trainer will issue 1 lump sum invoice to UNDP Botswana immediately at the conclusion of deliverables.
- The deliverables will be approved by the Project Manager, after consensus with the SDP Task Force, for this assignment, before payment is made to the consultant.
- Consultant is expected to provide own office space and equipment, where applicable.
- The SDP project team will provide all required support to the trainer as requested, which includes:
 - a) responding to enquiries from the trainer regarding training deliverables and any additional support they may require,
 - b) providing the trainer with the virtual zoom training link that will run for 8 hours each day,
 - c) Inviting participants to the training.