



Request for Proposal for the Provision of

**CONSULTANCY SERVICES FOR THE DEVELOPMENT AND
IMPLEMENTATION OF THE CHANGE MANAGEMENT AND
ORGANIZATIONAL CULTURE TRANSFORMATION PROGRAMME
FOR THE NATIONAL HOUSING ENTERPRISES**

**Procurement Reference No:
CS/RP/NHE-03/22/23**

Date: 27 September 2022

National Housing Enterprise, 7 Gen. Murtala Muhammed Ave, Eros, Windhoek, NAMIBIA
Tel: 061 2927111, Fax: 061 222 941, procurement@nhe.com.na

CONSULTANCY SERVICES FOR THE DEVELOPMENT AND IMPLEMENTATION OF THE CHANGE
MANAGEMENT AND ORGANIZATIONAL CULTURE TRANSFORMATION PROGRAMME FOR NHE- CS/RP/NHE-
03/22/23



PROCUREMENT MANAGEMENT UNIT

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Request for Proposal

LETTER OF INVITATION

Dear Prospective Consultant

SUBJECT: THE PROVISION OF CONSULTANCY SERVICES FOR THE DEVELOPMENT AND IMPLEMENTATION OF THE CHANGE MANAGEMENT AND ORGANIZATIONAL CULTURE TRANSFORMATION PROGRAMME FOR THE NATIONAL HOUSING ENTERPRISES

1. You are hereby invited to submit technical and financial proposals for the Provision of Consultancy Services for the development and implementation of the change management and organizational culture transformation programme for NHE, which could form the basis for future negotiations and ultimately, a contract between you and the NHE.
2. The purpose of this assignment is to:
 - a) Develop a change management and culture change interventions which support the recommendations of the ISBP.
 - b) Provide a comprehensive report on the current culture assessment.
 - c) Identify the gaps between the current culture climate analysis and desired culture climate and compile a gap analysis report.
 - d) Develop a change management and culture change interventions based on the outcome of the culture climate assessment and the organizational strategic priorities.
 - e) Develop a capacity development plan to support the implementation of change management strategy.
 - f) Identify Departmental change agents in consultation with the NHE management and transfer skills to the Departmental change agents and the Human Capital team
 - g) Develop a comprehensive transformational programme and implementation plan that supports the change and culture management initiatives across the National Housing Enterprise.
 - h) Align all NHE employees to the Corporate strategic objectives by ensuring employees are more customer centric, result orientated, innovative, collaborative, imbibe planning, open-mindedness, adaptability, and periodic performance review culture as well as focus on strategic objectives/initiatives and commitment to continuous learning.

3. The following documents are enclosed to enable you to submit your proposal:
- (a) the Terms of Reference (TOR) [Annexure 1].
 - (b) supplementary information for consultants, including a suggested format of curriculum vitae [Annexure 2]; and
 - (c) Instruction for preparation of bid [Annexure 3]
 - (d) Contract [Annexure 4]
4. Any request for clarification should be forwarded in writing to NHE, email procurement@nhe.com.na. Request for clarifications should be received 14 days prior to the deadline set for submission of proposals.
5. The Government of the Republic of Namibia requires that bidders/suppliers/contractors participating in the procurement in Namibia observe the highest standard of ethics during the procurement process and execution of contracts. Consultants are advised to consult the website of the Procurement Policy Office: www.mof.gov.na/procurement-policy-unit to acquaint themselves with the legislations related to public procurement in the Republic of Namibia.

6. Eligibility

- (a) A consultant that is under a declaration of ineligibility by the Government of Namibia in accordance with applicable laws at the date of the deadline for bid submission and thereafter shall be disqualified.
- (b) Proposals from consultants appearing on the ineligibility lists of African Development Bank, Asian Development Bank, European Bank for Reconstruction and Development, Inter-American Development Bank Group and World Bank Group shall be rejected.
- (c) Consultants should submit a statement on past and present declaration of ineligibility, if any, by any local/international agency or any termination of contract for unsuccessful completion of assignment, giving adequate details to enable a fair assessment.

7. Submission of Proposals

The proposals from the consultants shall be submitted in two (2) separate envelopes (**1x Original + 1x Copy**), namely Technical and Financial proposal, and should follow the form given in annexure 2 - "Supplementary Information for Consultants". **The proposals must be submitted to NHE Head Office, 7 General Murtala Mohammed Avenue, Eros in Windhoek, and must be deposited in the Bid Box at Reception on or before Thursday, 27 October 2022 at 10h00 am.** Proposals should **not** be forwarded by electronic mail.

8. Evaluation of proposals

The evaluation of proposals will be carried out as per the criteria indicated in Annexure 3 of the bidding document.

9. Deciding Award of Contract

Qualification and experience of the consultants shall be considered as the paramount requirement. The proposals will be evaluated based on a maximum of

70 marks for Technical Proposals. Proposals from Consultants should score at least 70 marks for the Technical Proposals to be retained for further consideration.

Only those Consultants scoring a total of 70 marks on the overall assessment shall be considered for the assignment.

Negotiations will start with the Consultant scoring the highest marks and if negotiation is not successful, negotiation will move to the next best-ranked Consultant and so on until an agreement is reached.

Should you be contacted for negotiations, you must be prepared to furnish the detailed cost break-down and other clarifications to the proposals submitted by you, as may be required to adjudge the reasonableness of your pricing proposals.

10. Rights a Public Entity

- (a) Please note that the *National Housing Enterprise* is not bound to select any of the consultants' submitting proposals.
- (b) Please note that the cost of preparing a proposal and of negotiating a contract including visits to Namibia, if any, is not reimbursable as a direct cost of the assignment.

11. Duration of Assignment

The consultancy services must be prepared to complete the assignment up to stage of the submission of the transformation plan within 40 working days of commencement. Thereafter a further implementation period will be agreed subject to the agreed time frame in the deliverables. Under the agreement, the service provider will be entitled to payment only for services rendered to NHE, effectively delivered, and accepted by NHE.

12. Validity of Proposal

You are requested to hold your proposal valid for sixty (60) days from the deadline for submission of proposals during which period you will maintain without change, your proposed price. NHE will make its best efforts to finalize the agreement within this period

13. Eligibility Criteria

For the proposal to be eligible, the bidder must attach the following mandatory documents:

- a) A certified copy of the Company registration, clearly indicating shareholders and principals contact details (Ministry of Trade) - Attached certified copies of all Namibian shareholders Identification document or passport.
- b) A valid original or certified copy of the company's good standing Tax Certificate (Ministry of Finance Inland Revenue).
- c) A valid original or certified copy of the company's good standing Social Security Certificate (Social Security Commissioner).
- d) A valid original or certified copy of Affirmative Action Compliance Certificate, or proof from Employment Equity Commissioner that bidder is not a relevant employer, or exemption issued in terms of Section 42 of the Affirmative Action Act, 1998.

- e) *(in the event that the Affirmative Action Compliance Certificate submitted is over 12 months from the date of issue, bidder must furnish a confirmation letter from the Employment Equity Commission indicating that the bidder did submit the report for the period following from the date when the certificate was issued.)*
- f) A Written Undertaking in compliance with Section 138 (2) of the Labor Act, 2007.
- g) Submit signed Bid Submission Form

14. Commencement date of Assignment

The assignment will commence after the award has been made and this will be communicated to you after conclusion of any negotiations.

15. Tax Liability

Please note that the remuneration which you receive from this contract will be subject to normal tax liability in Namibia.

- a) payments to the Consultant in connection with carrying out this assignment.

16. Insurance

The Consultant shall meet the cost of any insurance and/or medical examination or treatment required by him/her while performing the services.

17. Confirmation of Invitation to submit proposal

We will appreciate if you would inform us by email at procurement@nhe.com.na

- a) Your acknowledgement of the receipt of this Letter of Invitation within two (2) days; and
- b) Further indicate whether you will be submitting the proposal.

18. NHE would like to thank you for considering this invitation for submission of proposals.

Yours faithfully,



Ms. Noreen Siyanga
Secretary: Procurement Committee

Enclosures:

Annexure 1: Terms of Reference.

Annexure 2: Supplementary Information to Consultant.

Annexure 3: Instruction for preparation of bid

Annexure 4: Contract under which service will be performed.

Annexure – 1

TERMS OF REFERENCE FOR

THE PROVISION OF CONSULTANCY SERVICES FOR THE DEVELOPMENT AND IMPLEMENTATION OF THE CHANGE MANAGEMENT AND ORGANIZATIONAL CULTURE TRANSFORMATION PROGRAMME FOR THE NATIONAL HOUSING ENTERPRISES- CS/RP/NHE-03/22/23

1. Background

The National Housing Enterprise (“NHE”) is a state-owned enterprise established by the NHE Act of 1993 (Act No. 5 of 1993) and reports to the Ministry of Urban and Rural Development. NHE core business is providing housing to low- and middle-income inhabitants of Namibia and financing of housing for such inhabitants -the main objective of the NHE is to build and finance houses for inhabitants of Namibia. NHE seek the services of a service provider for the development and implementation of the change management and organizational culture transformation programme.

To operationalize its mandate, the NHE must be guided by an Intergraded Strategic Business Plan (ISBP) which is implemented through annual work plans, performance contract and staff performance appraisal system.

The NHE is in the process to review and develop the ISBP for the financial year 2022/23 to 2027/28 in tantum with the ISBP development a Change Management strategy to effect the needed change in the organisation must be developed and implemented.

Human behaviour aspect of change to ensure sustainability of the ISBP transformation efforts must be addressed through developing, adopting and implementing an organizational culture change initiative and transformation and change management programs. At this point in time, employee’s morale and confidence is down due to some historical issues and they are dispirited. It is perceived that the culture is currently of a noxious nature and negatively affects employee productivity, engagement and drive to successfully implement the ISBP.

2. Location

The services will be required at NHE Head Office, Windhoek, Namibia. NHE will provide access to all information required as well as controlled access to the facilities should the need arise.

3. Scope of Services

a) Objective of the Services

The overall objective of the assignment is to seek the services for a reputable, competent and technical qualified Consultant with an extensive expertise in “Organisational Culture Transformation/Change Management” with a proven track record

of successful implementation to develop and implement a change management and organizational culture transformation programme for the NHE.

The purpose of this consultancy service is for the organization to:

- Develop a change management and culture change interventions which support the recommendations of the ISBP.
- Provide a comprehensive report on the current culture assessment.
- Identify the gaps between the current culture climate analysis and desired culture climate and compile a gap analysis report.
- Develop a change management and culture change interventions based on the outcome of the culture climate assessment and the organizational strategic priorities.
- Develop a capacity development plan to support the implementation of change management strategy.
- Identify Departmental change agents in consultation with the NHE management and transfer skills to the Departmental change agents and the Human Capital team
- Develop a comprehensive transformational programme and implementation plan that supports the change and culture management initiatives across the National Housing Enterprise.
- Align all NHE employees to the Corporate strategic objectives by ensuring employees are more customer centric, result orientated, innovative, collaborative, imbibe planning, open-mindedness, adaptability, and periodic performance review culture as well as focus on strategic objectives/initiatives and commitment to continuous learning.

b) Duration of the Services

The consultancy services must be prepared to complete the assignment up to stage of the submission of the transformation plan within 40 working days of commencement. Thereafter a further implementation period will be agreed subject to the agreed time frame in the deliverables.

c) Duties

A summary description of the envisaged scope is enumerated as under. However, the NHE reserves its right to change the scope of the RFP considering the size and variety of the requirements and the changing business conditions.

The consultancy entails developing and implementing a culture change and change management programme for the National Housing Enterprise. The purpose is to ensure that standardized methods and procedures are used for efficient and prompt handling of all changes to minimize negative change related impact upon quality of service, day-to-day operations and performance of the organization.

The Consultant will work closely with the Executive: Strategy & Human Resources, and other officials as may be considered necessary during the execution process.

Scope of Work

The consultant is therefore expected to:

- Undertake Internal Culture Audit using various instruments including but not limited to Interviews, Culture surveys, focus groups, questionnaires among others.
- Identify and engage key stakeholders of NHE and provide more detailed planning of the engagements with key stakeholders.
- Conduct an assessment to determine the current culture climate and develop a comprehensive report, transformational plan detailing change management and culture change programs.
- Present the comprehensive situational and gap analysis report, change management and culture change interventions and transformational plan to NHE management and Executive Committee.
- Develop a leadership team to drive the change process. Identify and engage culture change and change agents and transfer skills to these agents.
- Align the desired culture change's (TO BE) with the NHE objectives and strategies.
- Develop a culture change program that will shift the current culture to a performance driven and highly engaging culture and that is aligned to the strategic mobilization within the organization.
- Construct the appropriate framework/guidelines outlining the key features and initiatives which reinforces change and culture management, for example communication strategies/plans, stakeholder engagement, inter disciplinary teams, readiness assessment, dealing with resistance to change.
- Outline and deliver the requisite and appropriate sensitization and training interventions to improve the capacity of the NHE staff members to positively respond to change initiatives.
- Develop a template/toolkit and guidelines to be used by the organization to develop detailed transition plans and the monitoring and evaluation of such plans.
- Implement the culture change and change management program within a reasonable time directly with the entire organization.
- Monitor and evaluate the implementation of the transformational plan, change and culture management program.

4. Consultant Qualifications and Expertise

The Consultant should have the following minimum qualifications, experience and expertise:

- At least a post graduate qualification with specialization in Human Resource Management or Strategic Management or Change Management and any other related field.
- A company profile and documentary evidence in successfully undertaking projects of a similar nature (evidence should relate to similar successfully completed projects, with a reference of the success of the project from the client).
- At least ten (10) years of professional experience in culture change and Change Management implementation in complex organisations.
- Specific professional training in change management will be an added advantage.
- The consultancy is required to demonstrate the composition of the team leader and the role to be played by any other supportive team members.
- Three reference letters (not older than three (3) years) from companies where culture change and change management programs were implemented.
- Curriculum Vitae and qualification of the persons attached to the project.
- Proven experience in organizational change management and business process reviews across the private and/or public sectors.
- Experience in working with, or supporting the development of new and innovative approaches, particularly in all areas relating to change and culture change management; and
- Ability to translate strategic thinking and innovative ideas into practical operational recommendations.

Behavioural Competencies:

- Ability to be flexible and respond to changes as part of the review and feedback process.
- Strong interpersonal skills, able to communicate and work with diverse people.
- Participate effectively in team-based, information-sharing environment, collaborating and cooperating with others.
- Focus on impact and results for the client; and
- Solid analytical, presentation, interpersonal, communication, and negotiation skills.

5. Supplementary Information

a) Proposals

The proposal should include the following information and will be evaluated as per the evaluation criteria set out in the bid document:

- i. Technical Proposals
 - Curriculum Vitae of proposed expertise in both the design/supervision as well as construction experience (or experience of proposed sub-contractor)
 - Proof of valid Membership with Professional bodies governing your profession in Namibia.
 - Proof of Professional Indemnity insurances.
 - An outline of recent experience on comparable assignments/ projects executed during the last five years.
 - Any comments or suggestions on the Consultant on the Terms of Reference (TOR).
 - Indicative concept design of proposed mitigation measures.
 - A description of the way the Consultant would plan to execute the work.
- ii. Financial Proposals
 - A financial proposal that includes a detailed cost breakdown as per key deliverables, including but not limited to estimated total cost and provisions for contingencies.

b) Deliverables

The consultancy should result in the following outcomes:

No.	Deliverable	Description
1	Inception Report, Work Plan and Consultation Strategy.	<ul style="list-style-type: none"> • Identify key issues to be addressed within the scope of the assignment and any issues related to the availability of information and required resources. • Presentation of the strategy for change management and current culture climate assessment that applies to the NHE operational environment.
2	Report on literature review of documents	<ul style="list-style-type: none"> • This report should be submitted within

	and information related to previous change management initiatives in NHE, change management practices and assessment, current culture climate situational and Gap analysis.	15 working days of submission of the Inception Report.
3	Draft and obtain approval of the three-year comprehensive transformational programme and implementation plan that supports the change and culture management initiatives across the National Housing Enterprise.	To be submitted within 20 working days of submission of report on literature review.
4	Implementation of the first phase of the Transformational Plan, and the evaluation and the monitoring report.	The Monitoring and Evaluation report is to be determined and agreed in advance after the submission and approval of the transformational plan.
5	Implementation of the culture change programmes and impact analysis of the implementation of the culture change programmes	Implementation of the Culture change programme, and the satisfactory evaluation and the monitoring report after a pre-agreed period.

The deliverables under this project are described in more detail in the table below. All documents submitted must conform to the following minimum standards:

- Use language appropriate for a non-technical audience.
- Be comprehensive, properly formatted and well presented.
- Provide justifications for all assumptions; and
- Show evidence of consultation.

c) Payment

Payment will be done within 30 days of receipt of invoices by the NHE. Invoices should be sent as soon as the respective deliverables are agreed on with the client.

Below is the proposed NHE payment structure based on expected deliverables and outcomes:

No.	Deliverable	Contents	Time Frame	% Payment
1	Approval of the inception report, work plan and consultation strategy	<ul style="list-style-type: none"> • A philosophy which is to guide all aspects of change management in terms of how employees are treated. • Policies, regulations and procedures relating to the handling of staff matters 	To be determined and agreed in advance.	10 %

		arising out of organizational change in the organisation.		
2	Final report on the current culture climate assessment and Gap Analysis Report	<ul style="list-style-type: none"> Report on literature review of documents and information related to change management initiatives in NHE, change management practices and assessment of current culture climate situational and Gap Analysis. 	This report should be submitted within 15 working days of submission of the Inception Report.	15 %
3	Approval of the comprehensive transformational programme and implementation plan that supports the change and culture management initiatives across the NHE	<ul style="list-style-type: none"> This final version is to be submitted within 20 days after the consultant is in receipt of the draft version with comments and suggested amendments. 	To be submitted within 20 working days of submission of report on literature review.	30 %
4	Acceptance of the Monitoring and Evaluation Report	<ul style="list-style-type: none"> Implementation of the Transformational Plan, and the satisfactory evaluation and the monitoring report. 	To be determined and agreed in advance.	20 %
5	Impact analysis of the implementation of the culture change programs	<ul style="list-style-type: none"> Implementation of the Culture change programme, and the satisfactory evaluation and the monitoring report. 	To be determined and agreed in advance	25%

Annexure - 2**SUPPLEMENTARY INFORMATION FOR CONSULTANTS****Proposals**

Proposals should include the following information:

Technical Proposals

- a. Adequacy and quality of the proposed methodology, and work plan in responding to the Terms of Reference (TORs) - The Consultant must describe how it will deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the key deliverable of NHE.
- b. Key consultants 'qualifications and competence for the service:
 - i. Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.
 - ii. CVs demonstrating qualifications must be submitted (Form NHE F-2); and
 - iii. Written confirmation from each person that they are available for the entire duration of the contract.
- c. Consultant's Track Record - An outline of recent experience on comparable assignments/projects executed during the last five years which proof successful experience in conducting similar exercises (Form NHE F-3) – (attached three (3) contactable references letter).
- d. Expertise of the Consultant – Detailed Company Profile describing the nature of business, field of expertise, licenses, certifications, and accreditations. Attaching all mandatory documents as required under Clause 13.

Financial Proposals

The financial proposals should be given in the form of summary of Contract estimate (Form NHE F- 4) and must include a detailed cost breakdown as per key deliverables, including but not limited to estimated total cost and provisions for contingencies (Form may be amended as appropriate).

Submission of Proposals

- a. The proposals shall be submitted in one (1) original and one (1) copy).
- b. Technical and Financial proposals must be submitted in separate envelopes.

Contract Negotiations

- a. The negotiations aim to reach an agreement on all points with the Consultant and initial a draft contract by the conclusion of negotiations. Negotiations commence with a discussion of a consultant's proposal, the proposed work plan, and any suggestions you may have made to improve the Terms of Reference. Agreement will then be reached on the final Terms of Reference and the bar chart, which will indicate periods in [weeks/months] and reporting schedule.
- b. Once these matters have been agreed, financial negotiations will take place and will begin with a discussion of your proposed payment schedule.

Annexure – 3

INSTRUCTION FOR PREPARATION OF BID

TITLE: THE PROVISION OF CONSULTANCY SERVICES FOR THE DEVELOPMENT AND IMPLEMENTATION OF THE CHANGE MANAGEMENT AND ORGANIZATIONAL CULTURE TRANSFORMATION PROGRAMME FOR THE NATIONAL HOUSING ENTERPRISES

Ref no: CS/RP/NHE-03/22/23

Please use suggested instructions below on how to prepare your bid.

1. Please give your best proposal in response to the RFP.
2. Submit two separate proposals in separate envelopes, one for technical proposal and the other for financial proposal (Each proposal should be submitted in 1 original and 1 copy).
3. Complete your response as follows:
 - (i) Complete the Bid submission **Form NHE.F-1**.
 - (ii) Mandatory Requirements –
The following mandatory documents are required:
 - (have a valid certified copy by the relevant Commissioner of Oath of company registration certificate.
 - a valid original or certified copy by the Commissioner of Oath of good standing tax certificate (only applicable to Namibian companies).
 - a valid original or certified copy by the Commissioner of Oath of Good Standing Social Security Commission certificate or equivalent in your country (only applicable to Namibian companies).
 - a valid certified copy by the Commissioner of Oath of company registration certificate of Affirmative Action Compliance Certificate or in absence, proof from the Employment Equity Commissioner that the bidder is not a relevant employer, or exemption issued in terms of section 42 of the Affirmative Action Act, 1998 or a certificate equivalent to the Affirmative Action as applicable in your country (only applicable to Namibian companies).
 - *(in the event that the Affirmative Action Compliance Certificate submitted is over 12 months from the date of issue, bidder must furnish a confirmation letter from the Employment Equity Commission indicating that the bidder did submit the report for the period following from the date when the certificate was issued.*
 - (iii) Complete and sign the Bid Securing Declaration **Form NHE.F-2** and include the form in the Technical Proposal envelope.
 - (iv) Formulate your Technical Proposal in response to the TOR in Annexure – 1 and use **Form NHE.F-3** as guide. **Form NHE.F-3** shall be included in the Technical Proposal envelope.

- (v) Include the curriculum vitae/ resume for principal facilitators/experts who will engage in this assignment. **Use Form NHE.F-4. NHE. F-4** and include form in the technical envelope.
- (vi) Include the list of completed assignment of similar nature. Use **Form NHE.F-5** and include form in the technical envelope.
- (vii) Formulate your Financial Proposal by completing **Form NHE.F-6**. Please note that currency is Namibia Dollars. **Form NHE.F-6** shall be included in the Financial Proposal envelope.
- (viii) Complete and sign the self-declaration of the conditions of non-eligibility. Use **Form NHE.F-7**.
- (ix) Complete and sign an undertaking on the part of the Bidder that the salaries and wages payable to its personnel in respect of this proposal are compliant to the relevant laws, wage determinations, and Award, where applicable and that it will abide to sub-clause 6.2 of the General Conditions of Contract if it is awarded the Contract or part thereof **Form NHE.F-8**.

The Proposals shall be submitted in two separate envelopes, one should be marked "Technical Proposal" and the other marked "Financial Proposal", dully marked as follows:

Bid Reference Number: **CS/RP/NHE-03/22/23**"; and

Titled: **CONSULTANCY SERVICES FOR THE DEVELOPMENT AND IMPLEMENTATION OF THE CHANGE MANAGEMENT AND ORGANIZATIONAL CULTURE TRANSFORMATION PROGRAMME FOR THE NATIONAL HOUSING ENTERPRISES**

Please make sure that your financial proposal (Form NHE.F-6) is properly sealed.

One (1) original and one (1) copy of each of the proposals to be deposited into the Bid box situated at **NHE Head Office Reception, 7 General Murtala Muhammed Avenue, Eros, Windhoek** on or before **Thursday, 27 October 2022 at 10h00 am, Namibian time.**

All envelopes should bear details of the bidding company.

Bidders must note that packaging of technical and financial proposals in one document might result in automatic disqualification.

Only technical proposals will be opened and read out at bid opening session to be held on Thursday, 27 October 2022 at 10h15 am, at NHE Head Office Lecture Hall, 7 General Murtala Muhammed Avenue, Eros, Windhoek.

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FORM NHE F-1

BID SUBMISSION FORM

From: _____

To: _____

PROVISION OF CONSULTANCY SERVICES FOR THE DEVELOPMENT AND IMPLEMENTATION OF THE CHANGE MANAGEMENT AND ORGANIZATIONAL CULTURE TRANSFORMATION FOR THE NATIONAL HOUSING ENTERPRISES

I/We _____herewith enclose Technical and Financial Proposals for selection as Consultant for the*[name of public entity]*.

I/we undertake that, in competing for (and, if the award is made to me/us, in executing) the above contract, I/we will observe the highest level of ethical conduct.

Yours faithfully

Signature: _____

Full name: _____

Address: _____

FORM NHE.F-2**BID SECURING DECLARATION**

(Section 45 of Act)
(Regulation 37(1)(b) and 37(5))

Date: _____

Procurement Ref No.: _____

To: _____

I/We* understand that in terms of section 45 of the Act a public entity must include in the bidding document the requirement for a declaration as an alternative form of bid security.

I/We* accept that under section 45 of the Act, I/we* may be suspended or disqualified in the event of

- (a) a modification or withdrawal of a bid after the deadline for submission of bids during the period of validity.
- (b) refusal by a bidder to accept a correction of an error appearing on the face of a bid.
- (c) failure to sign a procurement contract in accordance with the terms and conditions set forth in the bidding document, should I/We* be successful bidder; or
- (d) failure to provide security for the performance of the procurement contract if required to do so by the bidding document.

I/We* understand this bid securing declaration ceases to be valid if I am/We are* not the successful Bidder

Signed:

[insert signature of person whose name and capacity are shown]

Capacity of:

[indicate legal capacity of person(s) signing the Bid Securing Declaration]

Name: _____

[insert complete name of person signing the Bid Securing Declaration]

Duly authorized to sign the bid for and on behalf of: [insert complete name of Bidder]

Dated on _____ day of _____, _____

[insert date of signing]

Corporate Seal (where appropriate)

Form NHE.F-3**TECHNICAL PROPOSAL RESPONSE**

Item	Instruction	
Request for proposal response	Attach/Append your response to the scope in the Terms of Reference. Annexure 1. Demonstrate how you will meet the implementation/ requirements in the scope of Terms of Reference	
Outline Plan (if applicable)	Attach/Append the implementation plan/ schedule. Please provide the intent starting and the completion dates of the project.	
Consultant(s) Resume	Attach/Append the resume (CV)for key consultant(s) for the engagement. Please use the suggested format FORM NHE.F-4	
List of previous engagement	List of similar assignment for the last 5 years. Use Form NHE.F-5	
Comments to the TOR	Any comments or suggestions of the Consultant on the Terms of Reference (TOR).	
Comments on services and facilities	The Consultant's comments, if any, on the data, services and facilities to be provided by the public body indicated in the Terms of Reference (TOR).	

This offer is valid for _____ days.

Technical proposal authorized by:

Name:		Signature:	
Position:		Date:	
Authorised for and on behalf of:	Company:		

FORM NHE F-4**FORMAT OF CURRICULUM VITAE (CV) FOR CONSULTANT**

Name of Consultant: _____

Profession: _____

Date of Birth: _____

Nationality: _____

Membership in Professional bodies: _____

Key Qualifications:

[Give an outline of experience and training most pertinent to tasks on assignment. Describe degree of responsibility held on relevant previous assignments and give dates and locations. Use about half a page.]

Education:

[Summarize college/university and other specialized education, giving names of institutions, dates attended, and degrees obtained. Use about one quarter of a page.]

Employment Record:

[Starting with present position, list in reverse order every employment held. List all positions held since graduation, giving dates, names of employing organizations, titles of positions held, and locations of assignments. For experience in last ten years, also give types of activities performed and employers' references, where appropriate. Use about two pages.]

Languages:

[For each language indicate proficiency: excellent, good, fair, or poor; in speaking, reading, and writing]

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe me, my qualifications, and experience.

Date: Day/Month/Year***[Signature of Consultant]*****Full name of consultant: _____**

FORM NHE F-5**ASSIGNMENTS OF SIMILAR NATURE SUCCESSFULLY COMPLETED DURING
LAST 5 YEARS**

1. Outline of recent experience on assignments of similar nature:

Sl.No	Name of assignment	Name of Project	Owner or Sponsoring agency	Cost of Project	Date of Commencement	Date of Completion	Was assignment satisfactorily completed

Note: Please attach certificates from the employer by way of documentary proof. (Issued by the Officer of rank not below that of Divisional Manager or equivalent.)

FORM NHE.F-6**FINANCIAL PROPOSAL**

[Complete the unit and total prices for each item listed below. The quantities shown below are approximate and not subject to re-measurement for payment purposes.]

Item No	Brief Description of Works	Quantity	Unit of Measure	Unit Price N\$	Total Price N\$
A*	B*	C*	D*	E	F
Subtotal					
VAT @ %					
Total					

FORM NHE.F-7

SELF-DECLARATION

TITLE: CONSULTANCY SERVICES FOR THE DEVELOPMENT AND IMPLEMENTATION OF THE CHANGE MANAGEMENT AND ORGANIZATIONAL CULTURE TRANSFORMATION PROGRAMME

Ref no: CS/RP/NHE-03/22/23

I/We the undersigned declare that:

- 1) I / we are not blacklisted by the Government of Namibia in accordance with applicable laws at the date of the deadline for bid submission.
- 2) I/ we are not blacklisted by African Development Bank, Asian Development Bank, European Bank for Reconstruction and Development, Inter-American Development Bank Group and World Bank Group.
- 3) I/ we will submit a statement on past and present declaration of ineligibility, if any, by any local/international agency or any termination of contract for unsuccessful completion of assignment, giving adequate details to enable a fair assessment.
- 4) I/ we will inform the contracting authority, without delay, of any situation constituting a conflict of interest or could give rise to a conflict of interest.
- 5) I/ we will not seek, attempt to obtain or accept any advantage, financial or in kind, to or from any party whatsoever, constituting an illegal or corrupt practice, either directly or indirectly, as an incentive or reward relating to the award of the contract.

Declared at _____ this ____ day of _____ 2022

Signature (of duly authorised officer): _____.

Full Name and Designation: _____

FORM NHE.F-8

AN UNDERTAKING ON THE PART OF THE BIDDER FORM



Republic Of Namibia

Ministry of Labour, Industrial Relations and Employment Creation

Witten undertaking in terms of section 138 of the Labour Act, 2007 and section 50(2)(D) of the Public Procurement Act, 2015

1. EMPLOYERS DETAILS

Company Trade Name:.....
Registration Number :.....
Vat Number:
Industry/Sector:
Place of Business:.....
Physical Address:.....
Tell No.:.....
Fax No.:.....
Email Address:.....
Postal Address:.....
Full name of Owner/Accounting Officer:.....
.....
Email Address:.....

2. PROCUREMENT DETAILS

Procurement Reference No.:.....

Procurement Description:

.....

.....

Anticipated Contract Duration:

Location where work will be done, good/services will be delivered:

.....

3. UNDERTAKING

I[insert full name], owner/representative

of[insert full name of company]

hereby undertake in writing that my company will at all relevant times comply fully with the relevant provisions of the Labour Act and the Terms and Conditions of Collective Agreements as applicable.

I am fully aware that failure to abide to such shall lead to the action as stipulated in section 138 of the labour Act, 2007, which include but not limited to the cancellation of the contract/licence/grant/permit or concession.

Signature:

Date:

Seal:.....

Please take note:

1. *A labour inspector may conduct unannounced inspections to assess the level of compliance*
2. *This undertaking must be displayed at the workplace where it will be readily accessible and visible by the employees rendering service(s) in relations to the goods and services being procured under this contract.*

Bid Evaluation Criteria

TITLE: PROVISION OF CONSULTANCY SERVICES FOR THE DEVELOPMENT AND IMPLEMENTATION OF THE CHANGE MANAGEMENT AND ORGANIZATIONAL CULTURE TRANSFORMATION FOR THE NATIONAL HOUSING ENTERPRISES

Ref no: CS/RP/NHE-03/22/23

1) Evaluation Method

The Least Cost and Acceptable Quality Selection Method (as defined in the Public Procurement Act section 27(b) (iv) will be applied for this Request for Proposal.

2) Evaluation Process

The proposal will be evaluated according to the method stated in the Letter of Invitation

2.1 Stage 1: Preliminary Evaluation

The table below will be used for evaluation of the first stage. Consultants shall comply with all the criteria listed in the table below for further evaluation. All certifications are to be done by a **Commissioner of Oath**.

Stage 1: Preliminary Evaluation			
2.1.1 Mandatory Requirements			
Criteria	Yes/Pass	No/Fail	Supporting Document
Company Registration			Certified copy of Founding Statement or Company Registration Certificate
A valid original or certified copy of good standing Tax Certificate			Good Standing Tax Certificate
A valid original or certified copy of good standing Social Security Certificate			Good Standing Social Security Certificate
A valid certified copy of Affirmative Action Compliance Certificate, proof from Employment Equity Commissioner that bidder is not a relevant employer, or exemption issued in terms of Section 42 of the Affirmative Action Act, 1998. <i>(in the event that the Affirmative Action Compliance Certificate submitted is over 12 months from the date of issue, bidder must furnish a confirmation letter from the Employment Equity Commission indicating that the bidder did submit the report for the period following from the date when the certificate was issued</i>			Affirmative Action Compliance Certificate
Bid Submission Form			Form NHE.F-1

Bid Securing Declaration			Form NHE.F-2
An Undertaking in terms of section 138 of the Labour Act, form			Form NHE.F-8
2.1.2 Eligibility Criteria			
Criteria	Yes/Pass	No/Fail	Supporting Document
Consultant shall not be declared ineligible by the Government of Namibia at deadline of RFP submission.			Form NHE.F-7
Consultants shall not appear on ineligibility list of African Development Bank, Asian Development Bank, European Bank for Reconstruction and Development, Inter-American Development Bank Group and World Bank Group.			Form NHE.F-7
Consultants shall submit statement on past and present declaration of ineligibility if any.			Form NHE.F-7
2.1.3 Qualification Criteria			
Criteria	Yes/Pass	No/Fail	Supporting Document
Consultant/Team Leader shall have the necessary qualifications in the related fields, with a minimum of 10 years relevant experience			Attach Certified copies of Qualification
Consultant/Team Leader shall submit certified copies of accreditation or valid membership with professional bodies governing the profession in Namibia			Attach Certified copies of Accreditation
At least 2 members of the project team should have a minimum of 5 years' working experience in in culture change and Change Management implementation in complex organisations.			Form NHE.F-5

Consultants who fully comply with Stage 1: Preliminary Evaluation, will be further evaluated technically in Stage 2.

2.2 Stage 2: Technical Evaluation Criteria (70 points)

Bidders are required to obtain a minimum score of 70 points to be considered technically compliant. The technical proposal will be assessed on the following criteria:

Technical Evaluation Criteria (Stage 2)		
No	Item Description	100 Points
1	<p>Consultant Track Record</p> <p>Experience in change management and organisational culture transformation services or services of similar nature (attached list of previous and current relevant clientele – Attach proof of three (3) recent contactable reference (Reference verification will be done) These references letters should include the name of the entity, nature of contract, contact person and office telephone number and email address. (Reference letters must be provided)</p> <p>This information should be presented as follows:</p> <ol style="list-style-type: none"> Detailed company profile provides a portfolio describing the nature of business, field of expertise, licenses, certifications and accreditations. Any relevant and related work and assignments delivered by the Consultant. (A company profile and documentary evidence in successfully undertaking projects of a similar nature (evidence should relate to similar successfully completed projects, with a reference of the success of the project from the client). Business addresses (trading, telephones numbers, contact persons and email, as well demographics information such as employees and physical facilities such as offices An outline of recent experience on comparable assignments/ projects executed. (Three reference letters (not older than three (3) years) from companies where culture change and change management programs were implemented.) Experience in working with, or supporting the development of new and innovative approaches, particularly in all areas relating to change and culture change management; and Ability to translate strategic thinking and innovative ideas into practical operational recommendations. 	(30)
2	<p>Adequacy and quality of the proposed methodology, and work plan in responding to the Terms of Reference (TORs)</p> <p>A description of the way the Consultant would plan to execute the work.</p> <p>The number of points to be assigned for this criterion shall be determined considering following:</p> <ol style="list-style-type: none"> The methodology is clear and complete: all key deliverables, resources mobilised, list of activities, risks and assumptions are included. The sequencing and timing of activities must be well defined, indicating that the tenderer has optimized the use of resources and the work plan permits flexibility to accommodate contingencies and 	(40)

	<p>risks.</p> <p>c. The proposal is specifically tailored to address all scope of work objectives and requirements; and is sufficiently flexible to accommodate changes that may occur during execution. The work plan is detailed, realistic and in line with the TORs and proposed methodology</p> <p>d. Service provider must provide NHE with an example of a report indicating the methodology followed.</p> <p>e. The proposal details ways to improve the project outcomes and the quality of the outputs. The proposal has included value added services that is relevant to the project.</p> <p>f. Training manuals to be used for training – Theory and Practical – as applicable.</p>	
	Understanding of the assignment based on the appropriateness of the work plan	
	Work plan includes a list of the proposed personnel and the tasks that would be assigned to each personnel	
3	<p>Key Consultants' qualifications and competence for the Services</p> <p>The number of points to be assigned for this criterion shall be determined considering the following:</p>	(30)
	<p>1. Position: Lead Consultant</p> <p>a. At least a post graduate qualification with specialization in Human Resource Management, Strategic Management, Change Management and any other related field. (Postgraduate Qualifications) Kindly attach proof of certified copies of qualifications</p> <p>b. Relevant experience in Change Management or services of similar nature</p> <p>c. Number of years of experience (At least ten (10) years of professional experience in culture change and Change Management implementation in complex organisations.)</p> <p>d. Specific professional training in change management will be an added advantage.</p> <p>e.</p>	<p>15</p> <p>15</p>
	<p>2. Position: Team Members</p> <p>a. General qualifications in the related field (such Diplomas, Degrees, Postgraduate Qualifications) Kindly attach proof of certified copies of qualifications</p> <p>b. Relevant experience in organizational change management and business process reviews across the private and/or public sectors.</p> <p>c. Demonstrate the composition of the team leader and the role to be played by any other supportive team members.</p> <p>d. Number of years of experience</p>	
	Total	(100)

2.3 STAGE 3: Financial Evaluation

Only Bids that have passed with a minimum technical score of **70 points** shall have their prices evaluated. The lowest Price from the technically compliant Bids will be recommended for award.

Annexure 4

CONTRACT No. _____

CONSULTANCY SERVICE CONTRACT

BETWEEN

THE National Housing Enterprise

AND

..... *[CONSULTANT NAME]*

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THIS SERVICE CONTRACT entered into this [date], between the *National Housing Enterprise* [hereinafter called the "Public Entity"] and(hereinafter called the "Consultant").

WITNESS THAT:

WHEREAS the NHE has determined the need to procure the services described, implied or referred to in this Contract, subject to the terms and conditions hereinafter set forth;

WHEREAS the Consultant represents and affirms that he/she possesses the requisite experience, qualifications, capability and skill to perform the said services;

NOW THEREFORE the parties hereto have agreed as follows:

ARTICLE I
SCOPE OF SERVICES

1.1 The services to be performed by the Consultant under this Contract (hereinafter called the Services) are those described in the Terms of Reference attached hereto as Annex I to the present Contract. The Terms of Reference shall form an integral part of this Contract.

ARTICLE II
COMMENCEMENT OF SERVICES AND DURATION OF CONTRACT

2.1 The Consultant shall commence the Services on[date] upon signature of the present Contract and shall carry out the Services in a manner most suited to the requirements of the Contract and in accordance with the schedules and time limits established under the Terms of Reference (annex I) or indicated by the Public Entity.

2.2 The Services shall be for[insert no of days/months/years], beginning on the date of commencement of the Services, and ending not later than [insert completion date].

ARTICLE III
DUTIES OF THE CONSULTANT

- 3.1 The Consultant shall perform the services with all due care, diligence and efficiency, in accordance with the highest standards of professional competence, organization and responsibility, and in a manner acceptable to the Public Entity
- 3.2 The Consultant shall:
- (a) regularly report to, and obtain direction and guidance from the Public Entity on all matters arising from or relating to the present Contract;
 - (b) promptly comply with such instructions as may be issued from time to time by the Public Entity in connection with the performance of the services.
- 3.3 The Consultant shall perform the services to the satisfaction of the Public Entity in accordance with the Terms of Reference and at such intervals as the Public Entity may require.
- 3.4 The Consultant shall keep and maintain accurate and complete accounts in respect of expenditure incurred under the present Contract in such form and detail as shall be satisfactory to the Public Entity for the purposes of making payment or settlement under the Contract, where applicable.
- 3.5 The Consultant shall meet the cost of any insurance and/or medical examination or treatment required by him/her in the course of performing the services.
- 3.6 The Consultant shall seek and obtain any visas or residence permits that he/she may require to carry out the services and perform his/her obligations under the present Contract. The Public Entity shall, as necessary, assist the Consultant in obtaining such visas and/or permits.

ARTICLE IV
PAYMENT FOR THE SERVICES

- 4.1 The Public Entity shall pay to the Consultant, in respect of the services, the various amounts specified in Annex II to this Contract (hereinafter referred to as the "Contract Amount").
- 4.2 The Contract Amounts shall be paid to the Consultant in accordance with the modalities specified in Annex II to the present Contract, which forms an integral part hereof.

ARTICLE V
CONFIDENTIALITY AND OWNERSHIP OF DOCUMENTS

- 5.1 All documents, statistics, reports, data and other information provided, created, obtained or made available to the Consultant in connection with or by virtue of the present Contract, shall be treated as confidential by the Consultant, and the Consultant shall not be entitled to use or make copies of them for any purpose that is not related to the present Contract.
- 5.2 The documents, statistics, reports and data under the preceding paragraph shall, upon the completion of Services or termination of this Contract, be promptly returned to the Public Entity.
- 5.3 Any study, report or other material, graphic, software or otherwise, prepared by the Consultant for Public Entity under the Contract shall belong to and remain the property of the Public Entity. The Consultant may retain a copy of such documents and software.

ARTICLE VI
ASSIGNMENT AND SUB-CONTRACTING

- 6.1 Except with the prior written consent of the Public Entity, the Consultant shall not:
- (a) in whole or in part, assign, transfer or otherwise dispose of, his/her rights or obligations under the present Contract;
 - (b) sub-contract, or otherwise transfer responsibility for, the whole or any part of the Services.

ARTICLE VII
LIABILITY OF THE CONSULTANT

- 7.1.1 The Consultant shall abide by and take all measures necessary to enable him/her to comply with all laws and regulations in force in any place where the Services are to be wholly or partially performed.
- 7.2 The Consultant shall be fully liable for the consequences of any error or omission on his/her part or for any damage caused by negligence on his/her part in carrying out the Services or performing his/her obligations under the present Contract.

ARTICLE VIII
FORCE MAJEURE

- 8.1 Neither party to the present Contract shall be responsible for any delay or failure to perform the obligations under the Contract if the delay or failure is attributable to force majeure.
- 8.2 In the event of force majeure which delays performance of the whole or any part of the present Contract for more than sixty (60) days, either party shall have the right, by notice in writing to the other party, to terminate the Contract.
- 8.3 For purposes of this Article, an event of force majeure shall mean an unforeseen and unavoidable event beyond the reasonable control and contemplation of the party invoking the existence of such event, and which impacts directly on the discharge of the obligation under the Contract.

ARTICLE IX
TERMINATION OF CONTRACT

- 9.1 The Public Entity may, upon giving not less than *[insert no. of days]* days' notice in writing to the Consultant, terminate the present Contract for cause if the Consultant has failed to perform the Services or to comply with his/her other obligations under the Contract.
- 9.2 The Public Entity may, at its option, terminate this Contract when it is in the interest of or for the convenience of the Public Entity to do so, provided that the Consultant shall in that event be given a notice of not less than *[insert no. of days]* days of such termination.

- 9.3 The Consultant may terminate the present Contract if the Public Entity has, within a period of forty-five (45) days after the due date, failed to pay any amount due to him/her in respect of which no dispute has arisen.
- 9.4 The parties hereto may by mutual agreement terminate this Contract.
- 9.5 If the present Contract is terminated under this Article, the Public Entity shall be liable only for payment, in accordance with the payment provisions of the Contract, for the Services actually rendered prior to the effective date of termination, together with such other amounts incidental to the termination as may be reasonable in the circumstances.

ARTICLE X
DISPUTE SETTLEMENT

- 10.1 Any dispute arising out of or in connection with the present Contract shall, unless it is amicably settled, be decided upon by the Accounting Officer of the Public Entity who shall transmit his decision in writing to both parties.
- 10.2 Any dispute between the Parties as to matters arising pursuant to this Contract which cannot be settled amicably within sixty (60) days after receipt by one Party of the other Party's request for such amicable settlement may be submitted by either Party for arbitration under the applicable law.

ARTICLE XI
MODIFICATION OR AMENDMENT

- 11.1 Except by mutual agreement in writing between the parties, no change, modification or amendment shall be made to the present Contract.
- 11.2 Notwithstanding the preceding paragraph, the Public Entity may at any time order or require changes in the scope of the Services. If such changes add to or reduce the cost of the Services, the Contract Amount shall be adjusted accordingly.

ARTICLE XII
EFFECTIVE DATE

- 12.1 The present Contract shall enter into force on the date of its signature by both parties.

12.2 Unless terminated under Article VIII or IX above, the present Contract shall expire upon completion of the Services and the discharge of all obligations arising out of or under the Contract.

ARTICLE XIII
CHANNEL OF COMMUNICATIONS AND NOTICE

13.1 For the purposes of the present Contract, the authorized representative of the Public Entity shall be the Accounting Officer of the Public Entity.

13.2 Any communication, notification, submission, notice, demand or request under the present Contract shall be deemed to have been duly transmitted if it shall have been delivered by hand, mail, or facsimile by either party to the other at the appropriate address indicated below, or at such other address as that other party may have indicated:

FOR NHE

Postal Address: _____
Physical Address : _____
Facsimile : _____

FOR THE CONSULTANT

Postal Address: _____
Physical Address : _____
Facsimile : _____

ARTICLE XIV
GOVERNING LAW

14.1 This Contract shall be governed by, and construed in all respects in accordance with, the Laws of the Republic of Namibia.

IN WITNESS WHEREOF the parties hereto have caused the Contract to be signed in their respective names in two original counterparts in English on the date first above written.

SIGNED IN DUPLICATE AT ON THIS DAY
OF2022 AND IN THE PRESENCE OF THE
UNDERSIGNED WITNESSES

For the National Housing Enterprise
MR. GISBERTUS MUKULU
CHIEF EXECUTIVE OFFICER

NAME AND SIGNATURE OF WITNESSES:

1. _____
Name, Position and signature

2. _____
Name, Position and signature

SIGNED IN DUPLICATE AT ON THIS
DAY OF2022 AND IN THE PRESENCE OF THE
UNDERSIGNED WITNESSES

CONSULTANT REPRESENTATIVE

NAME AND SIGNATURE OF WITNESSES:

1. _____
Name, Position and signature

2. _____
Name, Position and signature