



PROCUREMENT MANAGEMENT UNIT

REQUEST FOR PROPOSAL

FOR

PROVISION OF CONSULTANCY SERVICES FOR THE DEVELOPMENT AND IMPLEMENTATION OF A CHANGE MANAGEMENT AND ORGANISATIONAL CULTURE TRANSFORMATION PROGRAMME FOR THE ENVIRONMENTAL INVESTMENT FUND

Procurement No: SC/RP/ EIF-08/2026

Name of Bidder		
E-mail Address		
Postal Address		
Contact Phone Number	Work:	Mobile:
Contact Person		

AMENDED VERSION 1/2026

**Client: Environmental Investment Fund of Namibia (EIF),
Physical Address: 8933 Heinitzburg Heights,
c/o Heinitzburg & Dr. Theo Ben-Gurirab Streets, Klein Windhoek,
P O Box 28157,
Auas Valley, Windhoek,
Tel: +264 61 431 7700**

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Request for Proposal

LETTER OF INVITATION

08 September 2026

Dear Sir/Madam

Subject: Provision of Consultancy Services for the Development and Implementation of a Change Management and Organisational Culture Transformation Programme for the Environmental Investment Fund

1. You are hereby invited to submit technical and financial proposals for the Provision of Consultancy Services for the Development and Implementation of Change Management and Organizational Culture Transformation Programme for the Environmental Investment Fund which could form the basis for future negotiations and ultimately, a contract between you and EIF.
2. The purpose of this assignment is to:
 - (a) Identify a suitable Consultant to render the said services, on behalf of EIF, during the period indicated in the TOR.
3. The following documents are enclosed to enable you to submit your proposal:
 - (a) the Terms of Reference (TOR) [Annexure 1].
 - (b) supplementary information and mandatory documents for consultants.
 - (b) a sample format of the Service Contract under which the service will be performed
4. Any request for clarification should be forwarded in writing to EIF- Procurement Unit DHamukwaya@eif.org.na.
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.

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- (b) Proposals from consultant 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) Consultant should submit a statement on past and present declaration of ineligibility, if any, by any local/international consultant 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 consultant shall be submitted in two separate envelopes with the following parts:

Part A: Mandatory documents and Technical Proposals

Part B: Financial Proposals

The proposals must be deposited into the bid box on or before: **Monday, 19 October 2026 at 8933 Heinitzburg Heights, c/o Heinitzburg & Dr. Theo Ben-Gurirab Streets, Klein Windhoek at 12h00PM.**

Please take note: EIF will not accept proposals forwarded via electronic mail.

8. Documents comprising the Bids

The Bid submitted by the Bidder shall comprise the following:

1. A certified copy of company Registration Certificate.
2. A valid original/certified copy good Standing Tax Certificate.
3. A valid original/certified copy good Standing Certificate from Social Security Commissioner.
4. A valid original/certified copy of Affirmative Action Compliance Certificate, proof from 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.

9. Deciding Award of Contract

Only 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 start with 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 breakdown and other clarifications to the proposals submitted by you, as may be required to judge the reasonableness of your price proposals.

10. Rights for the EIF

- (a) Please note that EIF IS not bound to select any of the consultant 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 duration and timelines of the assignment will be determined and agreed upon with the successful bidder during the inception meeting, taking into consideration the nature and scope of the specific assignment.

12. Validity of Proposal

You are requested to hold your proposal valid for one hundred and **eighty (180) days** from the deadline for submission of proposals during which period you will maintain, without change, your proposed price. The Environmental Investment Fund of Namibia will make its best efforts to finalize the agreement within this period.

13. Commencement date of Assignment

Assuming that the contracting process be satisfactorily concluded within **November 2026**, you will be expected to take up/commence with the assignment in **January 2027**.

14. Tax Liability

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

15. Insurance

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.

16. Confirmation of Invitation to submit proposal

We would appreciate it if you would inform us by hand delivery:

- i. your acknowledgment of the receipt of this Letter of Invitation within seven (7) working days and
- ii. further indicate whether you will be submitting the proposal.

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17. The EIF would like to thank you for considering this invitation for submission of proposals.

Yours faithfully,



David H. Hamukwaya

Head: PMU and Secretary to the Procurement Committee

Enclosures:

Annexure 1: Terms of Reference.

Annexure 2: Supplementary information and mandatory documents for consultants.

TERMS OF REFERENCE

PROVISION OF CONSULTANCY SERVICES FOR THE
DEVELOPMENT AND IMPLEMENTATION OF A CHANGE
MANAGEMENT AND ORGANISATIONAL CULTURE
TRANSFORMATION PROGRAMME FOR THE
ENVIRONMENTAL INVESTMENT FUND

SEPTEMBER 2026

1. BACKGROUND

The Environmental Investment Fund of Namibia (EIF) is a State-Owned Enterprise established under the Environmental Investment Fund Act, Act No. 13 of 2001, with a mandate to mobilise and manage financial resources in support of environmental protection, climate resilience and sustainable development in Namibia. The EIF therefore seeks the services of a suitably qualified service provider to develop and implement a change management and organisational culture transformation programme.

To operationalise its mandate, the EIF is guided by an Integrated Strategic Business Plan and Human Capital Strategy, implemented through annual work plans, performance contracts and a staff performance appraisal system.

The EIF is reviewing and developing its Human Capital Strategy. In conjunction with this process, a Change Management Strategy must be developed and implemented to support the required organisational changes.

The human behaviour aspects of change must be addressed to ensure the sustainability of the Human Capital Strategy transformation efforts. This will require the development, adoption and implementation of an organisational culture transformation initiative and related change management programmes. Employee morale and confidence are currently low because of historical issues, and employees are reportedly dispirited. The organisational culture is perceived to have a negative impact on employee productivity, engagement and commitment to successfully implementing the Human Capital Strategy.

2. LOCATION

The services will be required at the EIF Head Office in Windhoek, Namibia. The EIF will provide access to the information required for the assignment, as well as controlled access to its facilities where necessary.

3. SCOPE OF SERVICES

3.1 Objective of the Services

The overall objective of this assignment is to appoint a reputable, competent and technically qualified consultant with extensive expertise in organisational culture transformation and change management, supported by a proven track record of successful implementation, to develop and implement a change management and organisational culture transformation programme for the EIF.

3.2 The purpose of the consultancy is to:

- Develop change management and culture-change interventions that support the recommendations of the Human Capital Strategy.
- Provide a comprehensive report on the current organisational culture.
- Identify the gaps between the current and desired organisational cultures and compile a gap analysis report.
- Develop change management and culture-change interventions based on the findings of the culture assessment and the EIF's strategic priorities.
- Develop a capacity-development plan to support implementation of the Change Management Strategy.
- Identify departmental change agents in consultation with EIF management, and transfer relevant skills to the change agents and the Human Capital team.
- Develop a comprehensive transformation programme and implementation plan that supports change and culture-management initiatives across the EIF.
- Align EIF employees with the organisation's strategic objectives by promoting customer centricity, results orientation, innovation, collaboration, planning, open-mindedness, adaptability, regular performance reviews, strategic focus and a commitment to continuous learning.

3.3 Duration of the Services

The duration and timelines for each assignment will be determined and agreed upon with the successful bidder during the inception meeting, taking into consideration the nature and scope of the specific assignment.

3.4 Duties and Scope of Work

The scope described below is indicative. The EIF reserves the right to amend the scope of the RFP in response to the size and variety of the requirements and changing business conditions.

The consultancy entails developing and implementing a culture-change and change-management programme for the EIF. The purpose is to ensure that standardised methods and procedures are used for the efficient and timely management of organisational change, thereby minimising negative impacts on service quality, day-to-day operations and organisational performance.

The consultant will work closely with the Executive: Human Capital and any other officials considered necessary during the assignment.

3.5 The consultant is expected to:

- Undertake an internal culture audit using various instruments, including interviews, culture surveys, focus groups and questionnaires.
- Identify and engage key stakeholders and provide detailed planning for stakeholder engagements.

- Assess the current organisational culture and develop a comprehensive report and transformation plan detailing the proposed change-management and culture-change programmes.
- Present the situational analysis, gap analysis report, change-management and culture-change interventions, and transformation plan to EIF management and the Executive Committee.
- Establish and support a leadership team to drive the change process, identify and engage culture-change agents, and transfer relevant skills to them.
- Align the desired culture (the “to-be” culture) with the EIF’s objectives and strategies.
- Develop a culture-change programme that shifts the current culture towards a performance-driven, highly engaging culture aligned with the organisation’s strategic direction.
- Develop an appropriate framework and guidelines outlining key features and initiatives that reinforce change and culture management. These may include communication strategies and plans, stakeholder engagement, interdisciplinary teams, readiness assessments and approaches for addressing resistance to change.
- Design and deliver appropriate sensitisation and training interventions to improve EIF employees’ capacity to respond positively to change initiatives.
- Develop templates, toolkits and guidelines to help the organisation prepare detailed transition plans and monitor and evaluate those plans.
- Implement the culture-change and change-management programme across the organisation within an agreed reasonable time frame.
- Monitor and evaluate implementation of the transformation plan and the change- and culture-management programme.

4. CONSULTANT QUALIFICATIONS AND EXPERTISE

The consultant must have the following minimum qualifications, experience and expertise:

- At least a postgraduate qualification specialising in Human Resource Management, Strategic Management, Change Management or a related field.
- A company profile and documentary evidence of successfully completing projects of a similar nature. Evidence must relate to comparable completed projects and include client references confirming the success of the projects.
- At least 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.
- A proposed team structure showing the team leader and the roles of all supporting team members.
- Three reference letters, not older than three years, from organisations where culture-change and change-management programmes were implemented.
- Curriculum vitae and qualifications of all personnel assigned to the project.

- Proven experience in organisational change management and business-process reviews across the private and/or public sectors.
- Experience in developing or supporting new and innovative approaches, particularly in areas relating to change management and culture change.
- Ability to translate strategic thinking and innovative ideas into practical operational recommendations.

4.1 Behavioural Competencies

- Flexibility and the ability to respond constructively to changes arising from the review and feedback process.
- Strong interpersonal skills and the ability to communicate and work with diverse groups of people.
- Ability to participate effectively in team-based and information-sharing environments, while collaborating and cooperating with others.
- A strong focus on impact and results for the client.
- Strong analytical, presentation, interpersonal, communication and negotiation skills and cultural fluency.

5. Deliverables

The consultancy should result in the following deliverables:

Deliverable	Description	Timeline
1. Inception Report, Work Plan and Consultation Strategy	• Identification of key issues to be addressed within the assignment, including issues relating to information availability and required resources. • Presentation of the proposed change-management strategy and approach to assessing the current organisational culture in the EIF operating environment.	To be determined and agreed in advance.
2. Report on Literature Review and Previous Change-Management Initiatives	• A report on documents and information relating to previous change-management initiatives, change-management practices and assessments, the current	To be submitted within 15 working days of submission of the Inception Report.

	cultural situation, and the gap analysis.	
3. Comprehensive Three-Year Transformation Programme and Implementation Plan	• Preparation and submission of a draft Three-Year Transformation Programme and Implementation Plan for review and approval. • The programme should identify strategic transformation priorities, key interventions, activities, responsible stakeholders, resource requirements, performance indicators, milestones and implementation risks.	To be submitted within 20 working days of submission of the literature-review report.
4. Organisation Structure Development and Redesign	• Conduct a comprehensive review of the existing EIF organisational structure, including reporting lines, spans of control, levels of management, functions, positions and organisational interfaces. • Assess the alignment of the current organisational structure with the EIF's mandate, strategic objectives, operating model and future organisational requirements. • Identify structural gaps, duplication of functions, overlaps, inefficiencies and areas requiring realignment. • Develop and recommend an appropriate future organisational structure, including organisational levels, functional areas, reporting relationships and spans of control.	To be submitted within 20 working days following approval of the Three-Year Transformation Programme and Implementation Plan , or as otherwise agreed in the approved work plan.

	• Develop revised organisational structure/organograms and provide recommendations on the establishment, restructuring, consolidation or realignment of functions and positions, where required. • Ensure that the proposed structure supports effective decision-making, accountability, service delivery, organisational efficiency and the successful implementation of the Three-Year Transformation Programme. • Facilitate consultations with management and relevant stakeholders and incorporate agreed inputs into the final recommended organisational structure.	
5. Development of the Change Management Policy	• Develop a comprehensive Change Management Policy aligned to international leading practices and the organisational context of the Environmental Investment Fund (EIF). • Define governance structures, roles and responsibilities, change-management principles, change lifecycle, stakeholder engagement requirements, communication protocols, training requirements, risk management, monitoring and reporting mechanisms. • In consultation with Human Capital, facilitate stakeholder	To be submitted together with, or within 10 working days after, submission of the Three-Year Transformation Programme and Implementation Plan.

	consultations and submit the final policy ready for management and Board approval.	
6. First-Phase Implementation and Monitoring and Evaluation Report	• Implementation of the first phase of the Transformation Plan. • Submission of a Monitoring and Evaluation Report. • Monitoring and evaluation requirements will be agreed in advance after submission and approval of the Transformation Plan.	Timeline to be agreed in advance following approval of the Transformation Plan.
7. Culture-Change Programme and Impact Analysis	• Implementation of the culture-change programme. • Submission of an impact analysis and satisfactory evaluation and monitoring report after a pre-agreed implementation period.	Timeline to be agreed in advance following approval of the Transformation Plan and Culture-Change Programme.

All documents submitted must:

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

6. TECHNICAL EVALUATION CRITERIA (100 POINTS)

Bidders must obtain a minimum technical score of 70 points to be considered technically compliant. Technical proposals will be evaluated against the criteria below.

Evaluation Criteria	Requirements	Points
6.1 Consultant Track Record	Experience in change management, organisational culture transformation or similar assignments. The bidder must provide:	40

	• Detailed company profile outlining the nature of the business, areas of expertise, licences, certifications, accreditations and relevant assignments completed. • Business address, contact details, contact persons, email addresses, number of employees and details of physical offices/facilities. • Outline of recent experience on similar assignments. • A list of previous and current relevant clients, refer to Form F-4. • Three (3) reference letters (not older than five years) from organisations where change management and culture transformation programmes were implemented. Reference letters must include the organisation's name, nature of the contract, contact person, telephone number and email address. • Experience in developing innovative change management and organisational culture interventions. • Demonstrated ability to translate strategic thinking into practical operational recommendations. Reference verification will be conducted.	
6.2 Methodology and Work Plan	The proposal must clearly describe the methodology and implementation approach and include: • Clear and comprehensive methodology covering all deliverables, activities, resources, risks and assumptions. • Logical sequencing and realistic timelines demonstrating efficient utilisation of resources. • A methodology tailored to the objectives and scope of the assignment with flexibility to accommodate changes during implementation. • A detailed and realistic work plan aligned to the proposed methodology and Terms of Reference. • An example of a previous report demonstrating the proposed methodology.	45

	• Measures to improve project outcomes and quality of deliverables, including any value-added services. • Training manuals for theoretical and practical training, where applicable. • Demonstrated understanding of the assignment. • Proposed project team and responsibilities of each team member.	
6.3 Key Consultants' Qualifications and Competence	Lead Consultant • Master in Human Resource Management, Strategic Management, Change Management, MBA or a related field (certified copies required). • Relevant experience in change management or similar assignments. • Minimum of ten (10) years' professional experience in organisational culture transformation and change management in complex organisations. • Professional certification/training in change management will be an added advantage. Team Members • Relevant Honours degree or postgraduate qualification (certified copies required). • Relevant experience in organisational change management and business process reviews in the public and/or private sector. • Proposed team structure indicating the Team Leader and roles of each team member. • Number of years of relevant professional experience.	15
TOTAL		100

7. Contact Details

Mr. Joseph Tjakwanda

Training, Performance, Organizational Development Specialist

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Human Capital Department
Environmental Investment Fund of Namibia (EIF)
Email: jtjakwanda@eif.org.na

Evaluation Criteria

1. Eligibility Evaluation

No.	ELIGIBILITY	Yes	No
1.	Is the Bidder under a declaration of ineligibility by the Government of Namibia in accordance with applicable laws at the date of the deadline for bid submission or thereafter?		
2.	Does the bidder appear on any of the development bank ineligibility lists as follows: - African Development Bank https://www.afdb.org/en/projects-operations/debarment-and-sanctions-procedures - Asian Development Bank, http://lnadbg4.adb.org/oga0009p.nsf/sancALLPublic?OpenView&count=999 - European Bank for Reconstruction and Development, http://www.ebrd.com/pages/about/integrity/list.shtml - Inter-American Development Bank Group, http://www.iadb.org/en/topics/transparency/integrity-at-the-idb-group/sanctioned-firms-and-individuals,1293.html - World Bank Group, http://www.worldbank.org/en/projects-operations/procurement/debarred-firms		
3.	Does the bidder appear on the debarred/blacklisted in the Republic of Namibia? PROCUREMENT - MFPE - Portal Ariel (gov.na) (https://mfpe.gov.na/procurement)		

NOTE: Bidders found under a declaration of ineligibility by the above structures will not be evaluated further and therefore will be disqualified.

2. Legal/Compliance Evaluation

#	DESCRIPTION	Bidder	
		Yes	No
1.	Bidder must submit Original/Certified copy of either: (i) certificate of business registration for an entity incorporated or registered under the company or close corporation laws of Namibia. (ii) certificate of registration of a co-operative registered under the laws regulating co-operatives in Namibia.		

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	(iii) document serving as evidence of registration as a trust and the trust deed for a trust registered under the laws regulating trusts in Namibia; or (iv) agreement in the case of a partnership, a valid joint venture agreement in the case of a joint venture or a valid agreement in case of other similar arrangements. - <i>For Namibian bidders only</i> - <i>International bidders are required to submit company registration documents from their respective jurisdiction company registration authority.</i> - <i>In the case of Joint Ventures (JV), each JV partner must comply with the above.</i>		
2.	Bidder must submit a valid original or certified copy of an original Good Standing Tax Certificate; ➤ The certificate should be valid at the deadline of submission of bid. ➤ Certified by a Commissioner of Oath appointed in terms of the Justices of the Peace and Commissioners of Oaths Act.1963 (Act No. 16 of 1963 - <i>For Namibian bidders only</i> - <i>In the case of local & international bidder Joint Ventures (JV), the local bidder must comply with the above.</i>		
3.	Bidder must submit a valid original or certified copy of an original Good Standing Social Security Certificate? ➤ The certificate should be valid at the deadline of submission of bid. ➤ Certified by a Commissioner of Oath appointed in terms of the Justices of the Peace and Commissioners of Oaths Act.1963 (Act No. 16 of 1963 - <i>For Namibian bidders only</i> - <i>In the case of local & international bidder Joint Ventures (JV), the local bidder must comply with the above.</i>		
4.	Has the Bidder provided a valid 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; ➤ The certificate should be valid at the deadline of submission of bid ➤ Certified by a Commissioner of Oath appointed in terms of the Justices of the Peace and Commissioners of Oaths Act.1963 (Act No. 16 of 1963 ➤ In the event that the Affirmative Action Compliance Certificate is over 12 months from the date of issue, a confirmation letter from the Employment Equity Commission indicating that the employer did submit the report from		

	the period following the date when the certificate was issued should be submitted with the technical proposal - For Namibian bidders only - In the case of local & international bidder Joint Ventures (JV), the local bidder must comply with the above.		
5.	Written undertaking in terms of section 138 of the Labour Act, 2015 and section 50(2)(D) of the Public Procurement Act, 2015 - For Namibian bidders only - In the case of local & international bidder Joint Ventures (JV), the local bidder must comply with the above.		
6.	Fully completed and signed Bid Submission Form		
OVERALL LEGAL AND ADMINISTRATIVE COMPLIANCE			

NOTE: Compliance with the requirements required in terms of section 50(1) of the Public Procurement Act, 2015. Any bid found non-compliant to this section will not be evaluated further.

3. Conflict of Interest

No.	CONFLICT OF INTEREST	Yes	No
1.	Does the bidder have a controlling partner in common with one or more parties in this bidding process? OR Does the bidder receive or have the bidder received any direct or indirect subsidy from any of the controlling partners?		
2.	Does the bidder have a relationship with any other bidder(s), directly or through common third parties, that puts them in a position to have access to information about or influence on the Bid of another Bidder, or influence the decisions of the Purchaser regarding this bidding process?		
3.	Has the bidder participated in more than one bid in this bidding process? <i>Participation by a Bidder in more than one Bid will result in the disqualification of all Bids in which the party is involved. However, this does not limit the inclusion of the same subcontractor in more than one bid</i>		
4.	Has the bidder (owners/shareholders) or any of its affiliates participated as a consultant in the preparation of the design or technical specifications of the contract that is the subject of this Bid?		

NOTE: All Bidders found to have a conflict of interest shall be disqualified.

NOTE: The conflict of interest will be evaluated throughout all the stages of the evaluation process.

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4. Technical Evaluation

#	DESCRIPTION	PROPORTIONAL VALUE
1	Methodology and Work Plan	40
1.1	Technical Approach and Methodology – 20 Marks Demonstrate a clear understanding of the assignment, including: • Organisational culture assessment and audit methodology. • Change-readiness assessment and organisational diagnosis. • Identification of current and desired organisational culture and culture-gap analysis. • Stakeholder identification, mapping and engagement. • Leadership alignment and change sponsorship. • Development and implementation of change-management interventions. • Culture transformation and employee engagement interventions. • Change communication and management of resistance to change. • Identification, development and deployment of change agents. • Capacity development, sensitisation and training. • Monitoring, evaluation and measurement of change impact. • Sustainability and institutionalisation of the transformation programme. • Alignment of the transformation programme with the EIF Human Capital Strategy and strategic objectives.	20
1.2	Work Plan – 20 Marks Provide a detailed and realistic work plan showing: • Project phases and activities. • Methodology and sequencing of activities. • Timelines and milestones. • Deliverables and outputs. • Responsibilities of the consultant and EIF. • Stakeholder consultation activities. • Resource requirements. • Risks, assumptions and mitigation measures. • Monitoring and evaluation activities. • First-phase implementation activities.	20

	• Three-year transformation implementation roadmap. The work plan must demonstrate the ability to complete the assignment.	
2	Overall Ability and Capability to Perform the Assignment	45
2.1	Years of Relevant Professional Experience – 15 Marks Lead Consultant/Project Manager: • 10 years or more relevant experience in organisational culture transformation and change management = 15 Marks • 8–9 years = 10 Marks • 5–7 years = 5 Marks • Less than 5 years = 0 Marks	15
2.2	Similar Assignments – 15 Marks Demonstrated successful completion of similar organisational change-management and culture-transformation assignments within the past five years , supported by completion certificates, appointment letters, contracts and/or client references. Scoring: • 5 or more comparable assignments = 15 Marks • 4 comparable assignments = 12 Marks • 3 comparable assignments = 9 Marks • 2 comparable assignments = 6 Marks • 1 comparable assignment = 3 Marks • No comparable assignment = 0 Marks	15
2.3	References and Testimonials – 15 Marks Three or more recent reference letters, preferably not older than five years, confirming successful implementation of organisational change-management and/or culture-transformation programmes. References must include the client organisation, nature of assignment, contact person and contact details. Scoring: • Three or more satisfactory reference letters = 15 Marks • Two satisfactory reference letters = 10 Marks • One satisfactory reference letter = 5 Marks • No satisfactory reference letter = 0 Marks EIF reserves the right to verify references.	15
3	Profile of Key Personnel: Qualifications and Competence	15
3.1	Lead Consultant/Project Manager – 10 Marks The Lead Consultant should possess:	10

	• Master's degree in Human Resource Management, Organisational Development, Industrial Psychology, Strategic Management, Change Management, MBA or a related field. • Minimum of 10 years' relevant professional experience in organisational change management and/or culture transformation. • Demonstrated experience leading complex organisational transformation assignments. • Professional certification or formal training in change management, organisational development, culture transformation or a related discipline will be an advantage. Scoring: • Meets all requirements and has relevant postgraduate qualification plus 10+ years' relevant experience = 10 Marks • Relevant postgraduate qualification and 8–9 years' experience = 7 Marks • Relevant Bachelor's degree and 5–7 years' experience = 5 Marks • Does not meet the minimum requirements = 0 Marks	
3.2	Team Members – 5 Marks Team members should demonstrate relevant qualifications and experience in areas such as: • Change management. • Organisational development. • Human resource management. • Organisational culture transformation. • Business-process review and organisational design. • Employee engagement and communication. • Training and capacity development. • Monitoring and evaluation. The bidder must provide CVs, certified qualifications where required, roles and responsibilities, and the number of years of relevant experience for each proposed team member.	5
TOTAL TECHNICAL SCORE		100

Minimum Technical Threshold

A bidder must obtain a minimum overall technical score of **70 out of 100 points** to proceed to the financial evaluation stage.

Important Evaluation Note

The evaluation should focus on the bidder's **demonstrated ability to deliver the specific requirements of the EIF assignment**, rather than generic consulting experience. Particular consideration should therefore be given to evidence of:

- Organisational culture audits and assessments.
- Culture-gap analysis and development of desired organisational culture.
- Change-management strategy and implementation.
- Organisational transformation programmes.
- Leadership and change-sponsor development.
- Change-agent identification and capacity building.
- Employee engagement and morale interventions.
- Stakeholder engagement and communication.
- Resistance-to-change management.
- Organisational structure/design and business-process reviews.
- Development of change-management policies, frameworks and toolkits.
- Monitoring, evaluation and measurement of transformation impact.
- Successful implementation of change initiatives in complex public-sector, State-Owned Enterprise or comparable organisations.

Note: *Bidders obtaining more than 70 of the Total Technical Score shall qualify for the financial evaluation. Bidders scoring less than 70 marks will not be eligible for further evaluation.*

5. Financial Evaluation

i. Financial Bid Price Proposal Score

The Financial Bid Price Score will be calculated for each bidder in accordance with the following formula:

The formula for determining financial Bid Price Proposal scores is the following:

$$F_s = 100 \times F_m / F,$$

in which F_s is the financial score,

F_m = is the lowest price proposal and

F = the price of the proposal under consideration.

$$\frac{\text{the lowest price proposal} \times 100}{\text{the price of the proposal of each bidder}}$$

Bidder	Bid Price (From lowest to highest)	Financial Score

b. TOTAL SCORE AND FINAL RANKING BIDS:

Calculation of Bid Total Score

The Total Bid Score, B_s , will be calculated using weighting factors applied to the financial score and the technical score. The formula for B_s is:

$$B_s = 0.7 \times T_s + 0.3 \times F_s, \text{ where}$$

B_s = the Bid Total Score

T_s = the Technical Score

F_s = the Financial Score

Bidder	Technical (Score $\times$ 0.7)	Financial (score $\times$ 0.3)	Total Bid Score	Rank

Labour Act Compliance Form



Republic Of Namibia

Ministry of Labour, Industrial Relations and Employment Creation

Written 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:

6. *A labour inspector may conduct unannounced inspections to assess the level of compliance*
7. *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.*

Initials_____

**SUPPLEMENTARY INFORMATION AND MANDATORY DOCUMENTS FOR
CONSULTANT**

Proposals

1. Proposals should include the following information which will form part of the bid evaluation for this service:

(a) Requirements in terms of section 50 (1) of the Public Procurement Act, 2015 and as those stipulated in the Supplementary information and Mandatory documents for consultants.

- i. Company Registration Documents
- ii. A valid Good Standing with the Receiver of Revenue- NamRA.
- iii. A valid Good Standing with the Social Security Commission.
- iv. A valid 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.
- v. Must submit a written undertaking as contemplated in section 138(2) of the Labour Act, 2007.

(a) Technical Proposals

- (i) Curriculum Vitae (Form F-2).
- (ii) An outline of three recent experiences on assignments/ projects of similar nature executed during the last 5 years (Form F-4).
- (iii) A description of the way the consultant would plan to execute the work.

(b) Financial Proposals

- (i) The financial proposals should be given in the form of a summary of the contract estimate (Form F- 5) or formal quotation indicating all the cost breakdown.
- (ii) The proposals shall be submitted in one original.

Contract Negotiations

1. The aim of the negotiations is 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 the 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.
2. Once these matters have been agreed, financial negotiations will take place and will begin with a discussion of your proposed payment schedule.

BID SUBMISSION FORM

From: _____

To: _____

**Provision of Consultancy Services for the Development and Implementation of
Change Management and Organizational Culture Transformation Programme for
the Environmental Investment Fund**

I/We _____ herewith enclose Technical and Financial Proposals for
selection as consultant for the **Environmental Investment Fund of Namibia**.

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: _____

Initials _____

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 employer's 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: _____

Consent Letter for use of CV
(To be duplicated per CV submission)

Name, Surname

Postal Address

(Town/City)

(Country)

Email:

Cell:

Date:

The Environmental Investment Fund of Namibia
8933 Heinitzburg Heights,
c/o Heinitzburg & Dr. Theo Ben-Gurirab Streets, Klein Windhoek,
Windhoek
Namibia
Tel: +264 61 431 7700

TO WHOM IT MAY CONCERN

SUBJECT: SC/RP/EIF-08/2026: PROVISION OF CONSULTANCY SERVICES FOR THE DEVELOPMENT AND IMPLEMENTATION OF CHANGE MANAGEMENT AND ORGANIZATIONAL CULTURE TRANSFORMATION PROGRAMME FOR THE ENVIRONMENTAL INVESTMENT FUND

- THE BID: PROVISION OF CONSULTANCY SERVICES FOR THE DEVELOPMENT AND IMPLEMENTATION OF CHANGE MANAGEMENT AND ORGANIZATIONAL CULTURE TRANSFORMATION PROGRAMME FOR THE ENVIRONMENTAL INVESTMENT FUND

I **(name & surname)** of Namibian Identity Number **(insert ID Number)** (also appended hereto) residing at (insert residential address); herewith give due consent to **(insert bidder's company name and company registration number)** to use my Curriculum Vitae for the sole purposes of bidding for the abovementioned bid.

Sincerely Yours

(Name and surname)

DATE

Initials_____

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 consultant	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.)

Cost Estimate of Services¹

(To be submitted in a separate closed envelope)

Remuneration:

Consultant Name Cost	Monthly Rate (In currency)	Working Months (in currency)	Total
_____	_____	_____	_____
		Sub-Total	(Remuneration)

Out-of-Pocket Expenses² :

(a) Per Diem ³ :	Room Charge	Subsistence	Total	Days
	_____	_____	_____	_____

(b) Air fare _____

(c) Lump Sum Miscellaneous Expenses⁴ : _____

Sub-Total (Out-of-Pocket) _____

Contingency Charges: _____

Total Estimate: _____

¹ Rates shall be used for extension of contract for Lump-sum basis and for Time-based contract at negotiation stage or as otherwise specified

² Reimbursable at cost with supporting documents/receipts unless otherwise specified.

³ Per Diem is fixed per calendar day and need not be supported by receipts.

⁴ To include reporting costs, visa, inoculations, routine medical examination, minor surface transportation and communications expenses, portage fees, in-and out expenses, airport taxes, and such other travel related expenses as may be necessary.

DECLARATION OF CONFLICT OF INTEREST

(For Bidders / Suppliers / Service Providers)

Procurement Reference Number _____

Procurement Description _____

Name of Bidder / Company _____

Registration Number: _____

Physical Address _____

Contact Person _____

Contact Details _____

1. Declaration

1.1 I/We, the undersigned, hereby declare that: 1. I/We have read and understood the provisions relating to Conflict of Interest as required by the Environmental Investment Fund (EIF) and applicable public procurement laws and regulations of the Republic of Namibia.

1.2 I/We declare that neither the bidder, its directors, shareholders, partners, nor key personnel have any direct or indirect personal, financial, business, or other interest with:

- o Any EIF staff member,
- o Any member of EIF Management, or
- o Any member of the EIF Board,

Except as disclosed below:

2. Disclosure of Interest (if applicable)

☐ No conflict of interest exists.

☐ A conflict of interest exists, details of which are disclosed below:

2.1 Name of EIF staff/Board/Management member: _____

2.2 Nature of relationship or interest: _____

Initials _____

(e.g. family relationship, business partnership, shareholding, consultancy, etc.)

2.3 Extent of interest (direct/indirect) _____

2.4 Any mitigating measures taken or proposed _____

____ (Attach additional pages if necessary)

3. Undertaking

I/We undertake to:

- Immediately notify the EIF in writing should any conflict of interest arise during the procurement process or execution of any resulting contract.
- Accept that failure to disclose any conflict of interest may result in disqualification, termination of contract, or any other remedial action as deemed appropriate by the EIF.

I/We further confirm that the information provided in this declaration is true, correct, and complete to the best of my/our knowledge.

4. Authorised Signatory

Full Name : _____

Designation : _____

Signature : _____

Date : _____

<<<< END >>>>