



REQUEST FOR PROPOSAL

FOR

**CONSULTING SERVICES FOR REVISION, UPDATE AND IMPLEMENTATION OF
HUMAN RESOURCE POLICY FOR THE ENVIRONMENTAL INVESTMENT FUND
OF NAMIBIA (EIF)**

Procurement No: SC/RP/ EIF-02/2021

Bidder Name :

Postal Address:

Telephone No:

Cell No.:

Contact Person:

E-Mail Address:

Environmental Investment Fund of Namibia (EIF),
P O Box 28157,
Auas Valley,
Windhoek,
Tel: +264 61 431 7700,

Physical Address: 8933 Heinizburg Heights,
c/o Heinizburg & Dr. Theo Ben-Gurirab Streets,
Klein Windhoek,

Date of Issue: 28 May 2021

Administrative Enquiries: Mr. Joseph Elagon
Tel: +264 61 431 7700
Windhoek
Namibia

**REQUEST FOR PROPOSAL
LETTER OF INVITATION**

Date: 09 July 2021

Windhoek
Dear Sir/Madam,

Subject: CONSULTING SERVICES FOR REVISION, UPDATE AND IMPLEMENTATION OF HUMAN RESOURCE POLICY FOR THE ENVIRONMENTAL INVESTMENT FUND OF NAMIBIA (EIF)

1. You are hereby invited to submit legal and financial proposals for consultancy services required to the Environmental Investment Fund of Namibia which could form the basis for future negotiations and ultimately, a contract between you and the Environmental Investment Fund of Namibia.
2. The purpose of this assignment is to: See attached Terms of Reference
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) Timelines [Annexure 3]
4. Any request for clarification should be forwarded in writing to the Environmental Investment Fund of Namibia, 8933, Heintzburg and Dr. Theo-Ben Gurirab ASt. Klein Windhoek. Mr. Joseph Elagon JElagon@EIF.ORG.NA, +264 61 431 7700 for administrative enquiries and clarifications. 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. Evaluation Criteria

ADMINISTRATIVE COMPLIANCE

#	DESCRIPTION	Bidder	
		Yes	No
1.	A valid certified copy by the Namibian Police of the Company Registration Certificate or Registration of defensive name if applicable issued by the Ministry of Industrialization, Trade and SME development or BIPA;		
2.	Certified copies of Identification Documents (IDs) of the shareholders or members of the Trustee as certified by the Namibian Police;		
3.	A valid original of a Good Standing Tax Certificate from the Receiver of Revenue;		
4.	A valid original of a Good Standing Certificate from Social Security Commission;		
5.	Bidder has submitted the duly filled in, signed, and dated Bid Submission Sheet Form; (Form F-1)		
	OVERALL ADMINISTRATIVE COMPLIANCE		

TECHNICAL ASSESSMENT

#		DESCRIPTION	Proportional value in %	Bidder
1	T _T	Overall Technical features: <ul style="list-style-type: none"> ▪ Proposed methodology and on how the consultant will approach and complete the assignment responding to the Terms of Reference (30) ▪ Brief description of why the consultant considered as the most suitable for the assignment based on experience, knowledge and expertise. (10) 	40	
2	T _d	Delivery – <ul style="list-style-type: none"> ▪ Work plan (10) 	10	
3	T _o	Overall ability and capability to perform the work – <ul style="list-style-type: none"> • Experience of previous relevant consultancy assignments completed (20) • Qualifications, Training, Education and Knowledge of the Proposed Team (20) • Organization and Staffing (<i>proposed structure and composition of your team</i>) (10) 	50	
4	T _s	OVERALL TECHNICAL SCORE	100	
		Overall Ranking		

Bidders obtaining more than 70% of the Technical Score shall qualify for the financial evaluation.

FINANCIAL EVALUATION

Financial Score

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

The formula for determining the financial 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.

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

Bidder	Bid Price (from lowest to highest)	Financial Score

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

8. Submission of Proposals

The proposals from the shortlisted consultants shall be submitted in two separate envelopes, namely Technical and Financial proposal, and should follow the form given in annexure 2 -

"Supplementary Information for Consultants". **The proposals must be Hand Delivered by depositing in the bid box, EIF office, 1st floor, Reception on or before: 06 August 2021, at 11H00 AM.**

Late submissions will be rejected.

Proposals should not be forwarded by electronic mail.

9. Deciding Award of Contract

Qualification and experience of the consultants shall be considered as the paramount requirement. The proposals will be evaluated on the basis of a maximum of 70 marks for Technical Proposals and 30 marks for Financial 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 technical total of 70 marks on the overall assessment shall be considered for the assignment. Negotiations will start with the Consultant scoring the highest total score 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 break-down and other clarifications to the proposals submitted by you, as may be required to adjudge the reasonableness of your price proposals.

10. Rights a Public Entity

- a. Please note that the Environmental Investment Fund of Namibia 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

It is estimated that the minimum duration of the assignment shall be for a period of three (3) months, but the actual work will be limited to 40 days' worth of effort.

You should base your financial proposal on these figures, giving an indication of man-months considered necessary by you to undertake the assignment. The extent to be spent in Namibia and that in office outside Namibia should be clearly indicated. The rate proposed in your submission will be applied in case the duration of the assignment is to be extended.

12. Validity of Proposal

You are requested to hold your proposal valid for ninety (90) 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 contract can be satisfactorily concluded in 5 days, you will be expected to take up/commence with the assignment in two (2) days' time.

14. Tax Liability

Please note that the remuneration which you receive from this contract will be subject to normal tax liability in Namibia; but the Environmental Investment Fund of Namibia shall pay directly or reimburse the taxes, duties, fees, levies and their impositions in Namibia related to:

- (a) payments to the Consultant in connection with carrying out this assignment;
- (b) equipment, materials and supplies brought into Namibia for the purpose of carrying out the assignment, provided they are subsequently withdrawn; (This clause shall apply only to foreign Consultants). and
- (c) property brought in for your personal use provided the property is subsequently withdrawn. (This clause shall apply only to foreign Consultants).

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 should appreciate if you would inform us by email:

- (a) your acknowledgment of the receipt of this Letter of Invitation within seven days and
- (b) further indicate whether or not you will be submitting the proposal.

16. The Environmental Investment Fund of Namibia would like to thank you for considering this invitation for submission of proposals.

Yours faithfully,

Joseph Elagon
Procurement Management Unit

Annexure 1: Terms of Reference.

Annexure 2: Supplementary Information to Consultant.

Annexure 3: Draft Timelines

TERMS OF REFERENCE

REVISE, UPDATE AND IMPLEMENTATION OF HUMAN RESOURCE POLICY FOR THE ENVIRONMENTAL INVESTMENT FUND OF NAMIBIA (EIF)

1. Introduction

The Environmental Investment Fund of Namibia (EIF) is an investment fund, set up under the laws of Namibia, with the express purpose of raising financial resources for direct investment in environmental protection and natural resource management activities and projects, which support the sustainable economic development of Namibia. The EIF is not just a fund for financing "conservation activities". It pursues a broader investment portfolio by providing economic opportunities and a stake in the use of natural resources to the poorest sectors of society. The ultimate goal is to improve the quality of life and the economic wellbeing of this sector, thereby reducing the possibilities of them pursuing activities that degrade Namibia's fragile environment and waste its natural resources.

Following approval by the Board of Directors, the EIF is embarking on a new strategic trajectory and is seeking to introduce several measures to facilitate the development of the institution. These include: the restructuring of the organization, a job evaluation exercise, the establishment of sustainable financing mechanisms, and a review of its performance management system. To date the EIF has completed the organizational restructuring exercise and a new five-year strategic plan.

The EIF has recently concluded a job evaluation and reclassification exercises with the view to ensuring that positions are appropriately classified and aligned as well as to eliminate anomalies inherent in the previous organizational structure.

The Fund now seeks a Consultant to revise and update the current Human Resource policy taking into consideration the new organizational structure, and new staffing and changes in the labour climate of Namibia. A number of more ad-hoc decisions taken especially in the recruitment, training remuneration processes that may need to be converted into the current HR policy, as well as other staff rules and regulations and other best practices. At the same time, and in order to meet the new demands to manage and develop an already highly qualified workforce, and move towards a world class organization with enhanced effectiveness and efficiency.

2. Objective of the assignment

The main objective is to review, revise and update the current human resource policy with user friendly human resources management policies that responds to ever growing and evolving human resource market inclusive of development forms, templates and procedures.

The Fund desires a Human Resource Policy that meet the needs of a world class standards.

2. Scope of Work

Working under the direct supervision of the Head of HR and the CEO, and with occasional inputs from the Executive Committee, the consultant(s) shall undertake specific tasks outlined below. The assignment will not necessarily be limited to these tasks.

2.1. Situational Analysis (Diagnosis)

- Undertake a thorough assessment of the working and work planning environment at EIF.
- Study EIF's HR Policy and all relevant policies and guidelines.
- Study various performance management systems available on the market and identify/select at least 2 options for recommendation to EIF one or two options that best suits the EIF.
- Study best practice in the market (especially with comparable State-owned Entities - SOEs) for benchmarking purposes.
- Prepare and present a situational report to EIF Executive Committee (ExCo) outlining key finding – e.g. shortcomings, challenges and most suitable PMS options for EIF.
- Capture EIF ExCo's inputs and secure ExCo's agreement on the proposed suitable PMS system. Review and study current Human Resource Policy.
- Discuss with Executive Management (EXCO) and Human Resource division on the needs and concerns to revise the Human Resources Human Resource Policy in line with the vision and mission of the Fund and of worldwide standards.
- To review the current Human Resource policy, forms, templates and procedures and draft the revised Human Resource policy accordingly. To add additional chapters in the Human Resource if need be.
- To assess Namibian labour laws and standards and their relation with the Human Resource Policy.
- Discuss Human Resource Policy draft with staff and union to afford them an opportunity to address concerns and render possible change request as per Human Resource policy.
- Analyse and incorporate the inputs and requirements from the staff and union before presenting the draft to HR, Finance & Audit Subcommittee.
- Present the draft policy to the Board of the Fund, if necessary.
- To train staff and coach HR team on new Human Resource Policy, its forms, templates and procedures

3. Process and Methodology

- Desktop review of documents, EIF policies, guidelines and strategies.
- Key informant interviews with selected EIF staff members and members of HR and Audit Sub-Committee.
- Study of secondary sources and benchmarking in the industry – especially with comparable SOEs.
- Periodic progress reports and consultations with EIF ExCo and HR Unit at agreed intervals

- Training and rollout support
- Review and study current Human Resource Policy.
- Discuss with Executive Management (EXCO) and Human Resource division on the needs and concerns to revise the Human Resources Human Resource Policy in line with the vision and mission of the Fund and of worldwide standards.
- To review the current Human Resource policy, forms, templates and procedures and draft the revised Human Resource policy accordingly. To add additional chapters in the Human Resource if need be.
- To assess Namibian labour laws and standards and their relation with the Human Resource Policy.
- Discuss Human Resource Policy draft with staff and union to afford them an opportunity to address concerns and render possible change request as per Human Resource policy.
- Analyse and incorporate the inputs and requirements from the staff and union before presenting the draft to HR, Finance & Audit Subcommittee.
- Present the draft policy to the Board of the Fund, if necessary.
- To train staff and coach HR team on new Human Resource Policy, its forms, templates and procedures

No	Deliverables	Timelines
1	Inception Report to include inter alia the detailed proposed methodology and a Work Implementation Plan	Within a week of signing the contract
2	First Progress Report to include: <ul style="list-style-type: none"> • Review of current Human Resource Policy • Initial Findings, Issues and proposed actions • Discuss with Staff and Union. 	Within 5 weeks of contract signature
3	Draft Human Resource Policy to include: <ul style="list-style-type: none"> • Recommended changes incorporated and presented to staff, union and EXCO team. 	Within 8 weeks of contract signature
4	Power Point presentations to the Remuneration and Human Resource Sub-Committee;	Within 10 weeks of contract signature
5.	Training for management and staff on approved Human Resource Policy.	Within 11 weeks of contract signature

1. Level of Effort and Duration

The assignment will be spread over a period of 3 calendar months but the actual work will be limited to 40 days' worth of effort.

Reporting/Recommendations

- The Consultant/s shall report regularly to the Head Human Resource and Chief Executive Officer during the exercise;
- Final report detailing achievements, challenges and the next steps prepared and submitted at the end of each step.

4. Payment Schedule

Description	Due (%)
Acceptance of Inception Report	20%
Acceptance of the First Progress Report	20%
Acceptance of the Draft Final Report	20%
Completion of Training	20%
Acceptance of the Final Report	20%
Total	100%

Qualifications and requirements

- A Master's degree in Human Resources Management, Labour Law, Business Administration, Psychology or related fields;
- Minimum of 10 years of work experience in Human Resources Management and/or Development;
- Experience or exposure to Namibian labour law required;
- Experience with the implementation and reviewing of Human Resource Policy;
- Strong analytical skills, including legal analysis and report writing skills;
- Ability to work in a multicultural context;
- Excellent command of spoken and written English.
-

2. Submission of Proposals

The proposal from eligible Consultant(s) should include the following:

- a) Technical proposal
- b) Financial proposal (inclusive of all administration costs including overheads, printing, posting, copying, presentation etc.)
- c) Statement of relevant experience i.e. similar assignments executed in/under execution in the last five years
- d) Measurable goals, objectives and methodology
- e) Appendix: Documentation such as CVs
- f) Indication of availability to carry out the Consultancy during the implementation period

i.

SUPPLEMENTARY INFORMATION FOR CONSULTANTS

Proposals

1. Proposals should include the following information:

a) Technical Proposals

- i. Curriculum Vitae of Consultant (Form F-2).
- ii. An outline of recent experience on assignments/ projects of similar nature executed during the last five years (Form F-3).
- iii. Any comments or suggestions of the Consultant on the Terms of Reference (TOR).
- iv. A description of the manner in which the Consultant would plan to execute the work.
- v. 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).

The proposals shall be submitted in ONE Original hard copy and TWO (2) hard Copies and one (1) USB/flash drive/memory stick of the soft copy of the technical proposal.

b) Financial Proposals

- i. The financial proposals should be given in the form of summary of Contract estimate (Form F- 4)
- ii. The proposals shall be submitted in one original and two (2) hard Copies and one (1) USB/flash drive/memory stick of the soft copy of the technical proposal.

2. Contract Negotiations

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 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.

Once these matters have been agreed, financial negotiations will take place and will begin with a discussion of your proposed payment schedule as per the ToR.

3. Review of reports

A review committee of three members will review all reports and suggest any modifications/changes considered necessary within 15 days of receipt.

PROPOSED TIMELINES (DRAFT)

No	Deliverables	Timelines
1	Inception Report to include inter alia the detailed proposed methodology and a Work Implementation Plan	Within a week of signing the contract
2	First Progress Report to include: <ul style="list-style-type: none"> • Review of current Human Resource Policy • Initial Findings, Issues and proposed actions • Discuss with Staff and Union. 	Within 5 weeks of contract signature
3	Draft Human Resource Policy to include: <ul style="list-style-type: none"> • Recommended changes incorporated and presented to staff, union and EXCO team. 	Within 8 weeks of contract signature
4	Power Point presentations to the Remuneration and Human Resource Sub-Committee;	Within 10 weeks of contract signature
5.	Training for management and staff on approved Human Resource Policy.	Within 11 weeks of contract signature

BID SUBMISSION FORM

From: _____

To: _____

REVISE, UPDATE AND IMPLEMENTATION OF HUMAN RESOURCE POLICY FOR THE ENVIRONMENTAL INVESTMENT FUND OF NAMIBIA (EIF)

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: _____

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:_____

**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

Cost Estimate of Services¹

Remuneration:

Consultant Name	Gazetted Hourly Rate (in currency)	Working Hour	Total Cost (in currency)
_____	_____	_____	_____
Sub-Total (Remuneration)			_____

Out-of-Pocket Expenses² :

(a) Per Diem ³ :	Room charge	Subsistence	Total	Day	
	_____	_____	_____	_____	_____
(b) Air fare					_____
(c) Lump Sum Miscellaneous Expenses @ % ⁴ :					_____
				Sub-Total (Out-of-Pocket)	_____
				Contingency Charges:	_____
				VAT 15%	_____
				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, portorage fees, in-and out expenses, airport taxes, and such other travel related expenses as may be necessary.