



Request for Proposal  
for  
Development and Implementation of the change  
management and organizational culture  
transformation programme

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**Procurement No: SC/RP/NAC-18/2020**

**NAMIBIA AIRPORTS COMPANY**

PO Box 23061

Windhoek

Tel: 061 - 295 5000

Fax: 061- 295 5022

E-mail: [tender@airports.com.na](mailto:tender@airports.com.na)

## **Request for Proposal**

### **LETTER OF INVITATION**

Dear Sir,

**Subject: Request for proposals to develop and implement change management and organizational culture transformation programme**

1. You are hereby invited to submit technical and financial proposals for consultancy services to perform the above-mentioned services for the Namibia Airports Company Limited.
2. The purpose of this assignment is to:
  - Develop and implement change management and organizational culture transformation strategy, programme and action plan.
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) a sample format of the Service Contract under which the service will be performed [Annexure 3]
4. Any request for clarification should be forwarded in writing to:

Johannes Shivute at [ShivuteJ@airports.com.na](mailto:ShivuteJ@airports.com.na) or [tender@airports.com.na](mailto:tender@airports.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](http://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 envelopes, namely Technical proposal, and Financial Proposal. 3 copies of each proposal shall be submitted.

The proposals must be deposited into the bid box on or before:

Namibia Airports Company (NAC) LTD  
 5th Floor, Sanlam Centre  
 Independence Avenue  
 Windhoek  
 Closing: 30 October 2020 at 11H00 Local time.

Proposals should **not** be forwarded by electronic mail.

## 8. **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 50 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 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 adjudge the reasonableness of your price proposals.

## 9. **Rights as a Public Entity**

- (a) Please note that NAC 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.

**10. Duration of Assignment**

We estimate that developing and implementing phase one of the transformation programme and transferring skills to the change champions will not exceed sixty days to perform.

**11. Validity of Proposal**

You are requested to hold your proposal valid for 90 Days from the deadline for submission of proposals during which period you will maintain, without change, your proposed price. NAC will make its best efforts to finalize the agreement within this period.

**12. Commencement Date of Assignment**

Assuming that the contract can be satisfactorily concluded in 5 working days, you will be expected to take up/commence with the assignment in two days' time.

**13. Tax Liability**

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

**14. 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.

**15. Confirmation of Invitation to Submit Proposal**

We should appreciate if you would inform us by email or facsimile:

- (a) your acknowledgment of the receipt of this Letter of Invitation within 1 day, and
- (b) further indicate whether or not you will be submitting the proposal.

16. NAC would like to thank you for considering this invitation for submission of proposals.

Yours faithfully,

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**Johannes Shivute**  
**Secretary to the Procurement Committee**

**Enclosures:**

Annexure 1: Terms of Reference.

Annexure 2: Supplementary Information to Consultant.

Annexure 3: Draft contract under which service will be performed.

## TERMS OF REFERENCE

### Part 1. Background

The Namibian Airports Company Limited (NAC) is a state-owned public enterprise established by the Airports Company Act (25 of 1998) to develop, manage and operate airports in Namibia.

The Namibian Airports Company (NAC) drafted its integrated strategic business plan (ISBP) based on the following five key strategic priorities:

- Safe, secure and environmentally sustainable airports
- Infrastructure development and maintenance
- Financial growth and stability
- Engaged and competent Human Capital
- Governance and customer focus

This (ISBP) is informed by the results of the stakeholder perception survey conducted to understand our external stakeholders and employee perception to understand the internal dynamics. The surveys were done in 2019 and 2020 respectively. A number of areas of concern were indicated by the perception survey reports and these areas included health and safety, employee empowerment, reward & recognition, leadership, organizational culture and communication.

One of the strategic objectives of the Namibia Airports Company is to drive organizational culture change to boost employee morale and to achieve employee productivity through developing, adopting and implementing an organizational culture change initiative and transformation and change management programmes. Change Management and Organizational Culture is supported by a methodology that fosters open, honest and ongoing feedback. 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.

It is therefore important for the organization to roll out a transformation plan of modernization, inclusive of an employee branding, and that this plan must be structured and aligned to the recent outcome of the customer perception survey, employee perception survey, the integrated strategic business plan and resolving historical issues which could affect employee morale and productivity.

NAC recognizes that change management is a process that helps ease any organizational transition. More specifically, it aids on the people side of change. In essence, it helps “employees to understand, commit to, accept, and embrace changes in their current business environment”. Therefore, NAC requires the services of suitably qualified and experience professionals to develop and implement a transformation programme and organizational culture change plan.

## **Purpose**

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

- Provide a comprehensive report on the current culture assessment.
- Develop a change management and culture change interventions based on the outcome of the culture climate assessment, employee and stakeholder perception survey results and the organizational strategic priorities.
- Identify the gaps between the current culture climate analysis and desired culture climate and compile a gap analysis report.
- Develop a comprehensive transformational programme and implementation plan that supports the change and culture management initiatives across the Namibia Airports Company.
- Implement change management interventions and organizational culture change and transformational programme.
- Identify Departmental change agents in consultation with the NAC management and transfer skills to the Departmental change agents and the Human Resources team.

## **Part 2. The Services**

A summary description of the envisaged scope is enumerated as under. However, the NAC 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 Namibia Airports Company. 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 Strategic Executive: Human Resources, and other officials as may be considered necessary during the execution process.

### **Scope of Work**

The consultant is therefore expected to:

1. Identify and engage key stakeholders of NAC and provide more detailed planning of the engagements with key stakeholders.

2. Conduct an assessment to determine the current culture climate and develop a comprehensive report, transformational plan detailing change management and culture change programmes.
3. Review and assess information and documentation outlining historical and current transformation and innovative initiatives in order to determine their nature, impact and the timing and sequencing of their planned implementation and actual implementation.
4. Present the comprehensive situational and gap analysis report, change management and culture change interventions and transformational plan to NAC management and Executive Committee.
5. Identify and engage culture change and change agents and transfer skills to these agents.
6. Develop and implement Human Resources transformation plan to move staff from the old structure to the new one.
7. 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.
8. Develop overall change management initiatives which supports and underpins the transformation plan.
9. 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.
10. Outline and deliver the requisite and appropriate sensitization and training interventions to improve the capacity of the NAC staff members to positively respond to change initiatives.
11. 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.
12. Implement the culture change and change management program within a reasonable time directly with the entire organization.
13. Monitor and evaluate the implementation of the transformational plan, change and culture management programmes.

## **Engagement Criteria**

### ***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.

**Part 3. Facilities to be provided by the Public Entity**

NAC will provide access to all information required as well as controlled access to the facilities should the need arise.

**Part 4. Contract duration and fees****(a) Duration of Initial Contract**

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 number 4 and 5 in the table below.

**(b) Payment**

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

No.	Deliverable	Contents	Time Frame	% Payment
1	Approval of the inception report, work plan and consultation strategy	<ul style="list-style-type: none"> <li>• A philosophy which is to guide all aspects of change management in terms of how employees are treated.</li> <li>• Policies, regulations and procedures relating to the handling of staff matters arising out of organizational change in the organisation.</li> </ul>	To be determined and agreed in advance.	10 %
2	Final report on the current culture climate assessment and Gap Analysis Report	<ul style="list-style-type: none"> <li>• Report on literature review of documents and information related to previous change management initiatives in NAC, change management practices and assessment of current</li> </ul>	This report should be submitted within 15 working days of submission	15 %

		culture climate situational and Gap Analysis.	of the Inception Report.	
3	Approval of the comprehensive transformational programme and implementation plan that supports the change and culture management initiatives across the Namibia Airports Company	<ul style="list-style-type: none"> <li>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.</li> </ul>	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"> <li>Implementation of the Transformational Plan, and the satisfactory evaluation and the monitoring report.</li> </ul>	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"> <li>Implementation of the Culture change programme, and the satisfactory evaluation and the monitoring report.</li> </ul>	To be determined and agreed in advance	25%

## Part 5. Deliverables

The consultancy should result in the following outcomes:

- Draft and present an inception report within 5 days of the finalization of the contract.
- Draft and finalize report on current culture climate and gap analysis within 15 working days from the acceptance of the inception report by management.
- Draft and present a three-year transformational programme and implementation plan.
- Implement the transformational programme and provide monitoring and evaluation report.
- Impact analysis of the implementation of the culture change programs

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.

No.	Deliverable	Description
1	Inception Report, Work Plan and Consultation Strategy.	<ul style="list-style-type: none"> <li>Identify key issues to be addressed within the scope of the assignment and any issues related to the availability of information and required resources.</li> <li>Presentation of the strategy for change management and current culture climate assessment that applies to the NAC operational environment.</li> </ul>
2	Report on literature review of documents and information related to previous change management initiatives in NAC, change management practices and assessment, current culture climate situational and Gap analysis.	<ul style="list-style-type: none"> <li>This report should be submitted within 15 working days of submission of the Inception Report.</li> </ul>
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 Namibia Airports Company.	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.

## Part 6. Evaluation criteria

The technical proposals will be evaluated in terms of, but not limited to the below minimum guidelines:

Criteria	Weighted Scoring
<b>TECHNICAL PROPOSAL</b>	
<b>Qualifications and experience of team members and company experience:</b> <ul style="list-style-type: none"> <li>At least a post graduate qualification with specialization in Human Resource Management, Strategic Management, Change Management and any other related</li> </ul>	<b>40</b>

<p>field;</p> <ul style="list-style-type: none"> <li>• 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);</li> <li>• At least ten (10) years of professional experience in culture change and Change Management implementation in complex organisations;</li> <li>• Specific professional training in change management will be an added advantage;</li> <li>• The consultancy is required to demonstrate the composition of the team leader and the role to be played by any other supportive team members;</li> <li>• Three reference letters (not older than three (3) years) from companies where culture change and change management programs were implemented;</li> <li>• Curriculum Vitae and qualification of the persons attached to the project;</li> <li>• Proven experience in organizational change management and business process reviews across the private and/or public sectors;</li> <li>• 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</li> <li>• Ability to translate strategic thinking and innovative ideas into practical operational recommendations.</li> <li>• <b><i>Behavioural Competencies:</i></b></li> <li>• Ability to be flexible and respond to changes as part of the review and feedback process;</li> <li>• Strong interpersonal skills, able to communicate and work with diverse people;</li> <li>• Participate effectively in team-based, information-sharing environment, collaborating and cooperating with others;</li> <li>• Focus on impact and results for the client; and</li> <li>• Solid analytical, presentation, interpersonal, communication, and negotiation skills.</li> </ul>	
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<b>Methodology</b> <ul style="list-style-type: none"> <li>• A detailed work plan or schedule;</li> <li>• Description of the approach and methodology to be employed in executing the process; and</li> <li>• Training manuals to be used for training – Theory and Practical – as applicable.</li> </ul>	<b>30</b>
<b>Financial</b> <ul style="list-style-type: none"> <li>• The financial proposal</li> </ul>	<b>30</b>
<b>Total</b>	<b>100</b>

Proposals received by e-mail will not be considered.

**Part 7. Document Approval**

<b>Recommended / Not Recommended</b>  <hr/> Strategic Executive: Human Resources	  <hr/> Date
<b>Approved / Not Approved</b>  <hr/> Chief Executive Officer	  <hr/> Date

## SUPPLEMENTARY INFORMATION FOR CONSULTANTS

### Proposals

1. Proposals should include the following information:

**Please take note that all eligible documents that are copies should be certified by the Namibian Police**

- (a) As required in terms of section 50 (1) of the Public Procurement Act, 2015

- i) Company Registration Documents
- ii) A valid Good Standing with the Receiver of Revenue;
- iii) A valid Good Standing with 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) have a certificate indicating SME Status (for Bids reserved for SMEs);

- (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).

- (b) Financial Proposals

- vi) The financial proposals should be given in the form of summary of Contract estimate (Form F- 4)

### NOTE:

- vii) The proposals shall be submitted in 1 (one) original and (three) 3 copies.

**BID SUBMISSION FORM**

From: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

To: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Development and Implementation of the change Management and Organizational Culture transformation programme**

I/We \_\_\_\_\_herewith enclose Technical and Financial Proposals for selection as Consultant for the *NAC*.

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 F-2

**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 F-3****Development and Implementation of the change Management and Organizational Culture transformation programme**

## 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 F-4

**Cost Estimate of Services<sup>1</sup>****Remuneration:**

<b>Consultant Name (in currency)</b>	<b>Monthly Rate</b>	<b>Working Months (in currency)</b>	<b>Total Cost</b>
_____	_____	_____	_____
		Sub-Total (Remuneration)	_____

**Out-of-Pocket Expenses<sup>2</sup> :**

(a) Per Diem <sup>3</sup> :	Room charge	Subsistence	Total	Days charge
	_____	_____	_____	_____
(b) Air fare				_____
(c) Lump Sum Miscellaneous Expenses <sup>4</sup> :				_____
			Sub-Total (Out-of-Pocket)	_____
			Contingency Charges:	_____
			<b>Total Estimate:</b>	_____

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

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

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

<sup>4</sup> 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.