



ELIMINATION 8

ANGOLA • BOTSWANA • ESWATINI • MOZAMBIQUE  
NAMIBIA • SOUTH AFRICA • ZAMBIA • ZIMBABWE

**REQUEST FOR QUOTATIONS (RFQ)**

**REFERENCE NUMBER: E8-OPS-018-2020**

**REQUEST FOR QUOTATIONS TITLE: External Organisational Behaviour Experts**

Dear Sir/Madam

**RE: EXTERNAL ORGANISATIONAL BEHAVIOUR EXPERTS**

We kindly request you to submit your quotation for “External Organisational Behaviour Experts for SADC Malaria Elimination Eight Secretariat (E8 Secretariat)” as detailed in Annex 1 of this RFQ.

E8 Secretariat is seeking the services of an Human Resource Consultant or firm to conduct an independent assessment of the effectiveness and efficiency of the E8 Secretariat’s new organisational structure. The Organisational Structure became effective from the 1st of January 2020. E8 Secretariat would like to assess the acceptance and effectiveness of the first 6 months of the structure. The consultants will design the process, conduct an assessment, report on the main findings, and recommendations to the E8 management team.

1. Human Resource Consultants are invited to submit Quotations for the following services:

Asses the effectiveness of the new organizational structure	Assess: <ul style="list-style-type: none"><li>- Adequate loading of positions;</li><li>- Required competencies;</li><li>- Effectiveness of formal paths of communication;</li><li>- Identify Competitive Strengths and weaknesses; and</li><li>- Effectiveness of structure in driving the E8 Mandate.</li></ul>
Change Management	<ul style="list-style-type: none"><li>- Assess the acceptance of the new organizational structure;</li><li>- Assess the barriers (if any) to the effectiveness of the new organizational structure; and</li><li>- Identify behaviours or processes that need to be implemented in order for the change (new structure) to be accepted.</li></ul>

*The minimum technical specifications for the items are attached as Annex 1 to this RFQ.*

2. You must quote for all Services indicated in this RFQ for your quote to be considered responsive. You can only send one quotation for these services.
3. Your quotation, in the required format (See Annex 2 to this RFQ), should be submitted and be sent by email to the following email : [procurement@elimination8.org](mailto:procurement@elimination8.org)

*Proposals must be free from virus and corrupted files, must be formatted in PDF files only and password protected. Password must not be provided to the E8 Secretariat until the date and time of Bid Opening.*

Note: Include all relevant documentation such as;

If Consultant is a Company or Firm

- (i) The Certificate of Incorporation/Business Registration Certificate,
- (ii) The Trading Licence
- (iii) The Tax Clearance Certificate,
- (iv) The Banking details
- (v) Company Profile

If Consultant is an Individual

- (i) Professional Certificates
- (ii) Resume
- (iii) Three Reference letters

4. The deadline for submission of your quotation, to the address indicated in Paragraph 3 is Monday 17<sup>th</sup> August, 2020 10:00hrs CAT.

Late bids will be rejected and returned to the bidder unopened

5. Your quotation should be submitted as per the following instructions and in accordance with the Terms and Conditions of the Standard Purchase Order for E8 Secretariat which is available on request.
  - (i) PRICES: The Costs should be quoted in the USD, including all costs necessary for performing the Consultancy.
  - (ii) EVALUATION AND AWARD OF PURCHASE ORDER: Quotations determined to be administrative (see Paragraph 2 and 3) and technically compliant to the requirements will be evaluated by comparison of their Costs per item (defined as above). The award will be made to the bidder offering an administratively and technically compliant quotation at the lowest total Cost.
  - (iii) VALIDITY OF THE OFFER: Your quotation should be valid for a period of 60 days from the date of deadline for submission of quotation indicated in Paragraph 4 above.
6. Additional information and clarifications can be requested in writing, no later than 5 working days prior to deadline indicated in the paragraph 4 above, from:

Procuring entity: *SADC Malaria Elimination Eight Secretariat*

Contact person: *Gracia Chongo Mlazier*

E-mail To: [procurement@elimination8.org](mailto:procurement@elimination8.org)

ANNEXES:

ANNEX 1: Terms of Reference

ANNEX 2: Quotation Form

Sincerely,

Name: Gracia Chongo Mlazi

Title: Procurement and Contracts Specialist

Date: 3<sup>rd</sup> August 2020

## **Annex I**

### **TERMS OF REFERENCE**

#### **About SADC Malaria Elimination Eight Secretariat**

The SADC Malaria Elimination Eight Secretariat (E8) is a coalition of eight countries working across national borders to eliminate malaria in southern Africa by 2030. As the malaria response arm of the Southern Africa Development Community (SADC), the E8 is pioneering an ambitious regional approach and driving collective action to end this deadly disease once and for all. Guided by the belief that countries are stronger when they work together, the E8 is building a model that will inform coordinated efforts in southern Africa and beyond. Specifically, it has the following mandate:

1. To strengthen regional coordination in order to achieve elimination in each of the E8 member countries;
2. To elevate and maintain the regional elimination agenda at the highest political levels within the E8 countries;
3. To promote knowledge management, quality control, and policy harmonization to accelerate progress towards elimination;
4. To facilitate the reduction of cross-border malaria transmission; and
5. To secure resources to support the regional elimination, plan, and to ensure long term sustainable financing for the region's elimination ambitions.

#### **External Organizational Behaviour Experts**

E8 is seeking the services of an HR consultant or firm to conduct an independent assessment of the effectiveness and efficiency of the SADC MEES new organizational structure. The Organizational Structure became effective from the 1<sup>st</sup> of January 2020. SADC MEES would like to assess the acceptance and effectiveness of the first 6 months of the structure. The consultants will design the process, conduct an assessment, report on the main findings, and recommendations to the E8 management team.

#### **The Objectives**

The objectives of this consultancy include the following:

1. Asses the effectiveness of the new organizational structure; this includes assessing:
  - adequate loading of positions;
  - required competencies;
  - Effectiveness of formal paths of communication;
  - Identify Competitive Strengths and weaknesses; and
  - Effectiveness of structure in driving the E8 Mandate.
2. Change Management, i.e.:
  - Assess the acceptance of the new organizational structure;

- Assess the barriers (if any) to the effectiveness of the new organizational structure; and
- Identify behaviours or processes that need to be implemented in order for the change (new structure) to be accepted.

### **Consulting Team Qualifications, Competencies and Experience**

The following will be the required capacities of the consulting team:

1. Master's in Industrial Psychology/Business Administration;
2. Certification in Project Management (*added advantage*);
3. Certification in Change Management (*added advantage*);
4. Knowledge and skills in organizational development and human resource management;
5. Good familiarity of regional health programming, donor grant management, human resource policies, systems and processes;
6. Experience with Southern Africa labour practices; and
7. Excellent facilitation, assessment and report writing skills at a strategic level.

Must have experience in providing services to organizations similar to SADC Malaria Elimination Eight Secretariat.

#### **Regional Experience**

Experience in providing similar service in SADC region

#### **Performance Period**

The project is expected to be completed within 4 weeks

#### **Expected Deliverables**

1. Inception Report with an assessment plan
2. Draft Report
3. Final Report

ANNEX II

FORM TECH-1

TECHNICAL QUOTATION SUBMISSION FORM

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{Location, Date}

To: Executive Director  
SADC Malaria Elimination Eight Secretariat  
10 Platinum Street, Prosperita  
Windhoek, Namibia

Dear .....

We, the undersigned, offer to provide the Consulting Services for *[insert the title and reference number of consulting services]* in accordance with your Bidding Documents dated *[insert the date]* and our Quotation. We are hereby submitting our Quotation, which includes this Technical Quotation, and a Financial Quotation in accordance with the submission instruction in the Quotation.

Our Quotation is binding upon us and subject to the modifications resulting from correction and clarification made during the evaluation process, for a period of 60 days from the deadline for submission of the bid.

We understand you are not bound to accept any Quotation you receive.

We remain,

Yours sincerely,

Gracia Chongo Mlazier

## FORM TECH-2

### CONSULTANT'S ORGANISATION AND EXPERIENCE

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Form TECH-2: a brief description of the Consultant's organisation and an outline of the recent experience of the Consultant that is most relevant to the assignment. In the case of a joint venture, information on similar assignments shall be provided for each partner. For each assignment, the outline should indicate the names of the Consultant's Key Experts who participated, the duration of the assignment, the contract amount (total and, if it was done in a form of a joint venture or a sub-consultancy, the amount paid to the Consultant), and the Consultant's role/involvement.

#### A - Consultant's Organisation

*{1. Provide here a brief description of the background and organisation of your company, and – in case of a joint venture – of each member for this assignment.}*

#### B - Consultant's Experience

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1. List only previous similar assignments successfully completed in the last 5 years.
2. List only those assignments for which the Consultant was legally contracted by the E8 Secretariat as a company or was one of the joint venture partners. Assignments completed by the Consultant's individual experts working privately or through other consulting firms cannot be claimed as the relevant experience of the Consultant, or that of the Consultant's partners, but can be claimed by the Experts themselves in their CVs. The Consultant should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by the E8 Secretariat.

<b>Duration</b>	<b>Assignment name/&amp; brief description of main deliverables/outputs</b>	<b>Name of Client &amp; Country of Assignment</b>	<b>Approx. Contract value (in US\$)/ Amount paid to your firm</b>	<b>Role on the Assignment</b>
{e.g., Jan.2009– Apr.2010}	{e.g., "Improvement quality of.....": designed master plan for rationalization of .....; }	{e.g., Ministry of ....., country}	{e.g., US\$1 mill/US\$0.5 mill}	{e.g., Lead partner in a JV A&B&C}

**FORM TECH-3**

**DESCRIPTION OF APPROACH, METHODOLOGY, AND WORK PLAN IN RESPONDING TO THE TERMS OF REFERENCE**

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Form TECH-3: a description of the approach, methodology and work plan for performing the assignment, including a detailed description of the proposed methodology and skills transfer to E8 staff as specified in the Terms of Reference for the assignment.

{Suggested structure of your Technical Quotation):

- a) Technical Approach and Methodology
  - b) Work Plan
  - c) Organisation and Staffing }
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- a) **Technical Approach and Methodology.** *{Please explain your understanding of the objectives of the assignment as outlined in the Terms of Reference (TORs), the technical approach, and the methodology you would adopt for implementing the tasks to deliver the expected output(s), and the degree of detail of such output. Please do not repeat/copy the TORs in here.}*
  - b) **Work Plan.** *{Please outline the plan for the implementation of the main activities/tasks of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the E8 Secretariat), and tentative delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing your understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents (including reports) to be delivered as final output(s) should be included here. The work plan should be consistent with the Work Schedule Form.}*
  - c) **Organisation and Staffing.** *{Please describe the structure and composition of your team, including the list of the Key Experts, Non-Key Experts and relevant technical and administrative support staff.}*



**FORM TECH-4**

**WORK SCHEDULE AND PLANNING FOR DELIVERABLES**

N°	Deliverables <sup>1</sup> (D-..)												
<b>D-1</b>	{e.g., Deliverable #1: Report A												
	1) data collection												
	2) drafting												
	3) inception report												
	4) incorporating comments												
	5) .....												
	6) delivery of final report to E8 Secretariat}												
<b>D-2</b>	{e.g., Deliverable #2:.....}												

- 1 List the deliverables with the breakdown for activities required to produce them and other benchmarks such as the E8 Secretariat’s approvals. For phased assignments, indicate the activities, delivery of reports, and benchmarks separately for each phase.
- 2 Duration of activities shall be indicated in a form of a bar chart. Consultants are invited to present this information in the format that they find most convenient for the best presentation of information therein – Excel, Word, etc.
3. Include a legend, if necessary, to help read the chart.



**FORM TECH-5  
(CONTINUED)**

**CURRICULUM VITAE (CV)**

<b>Position Title and No.</b>	<i>{e.g., K-1, TEAM LEADER}</i>
<b>Name of Expert:</b>	<i>{Insert full name}</i>
<b>Date of Birth:</b>	<i>{day/month/year}</i>
<b>Country of Citizenship/Residence</b>	

**Education:** *{List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained}*

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**Employment record relevant to the assignment:** *{Starting with present position, list in reverse order. Please provide dates, name of employing organisation, titles of positions held, types of activities performed and location of the assignment, and contact information of previous E8 Secretariats and employing organisation(s) who can be contacted for references. CVs should be customized for this Quotation submission, providing concise professional and training summaries that are necessary for the purposes of evaluating this project. Past employment that is not relevant to the assignment SHOULD NOT BE INCLUDED.}*

<b>Period</b>	<b>Employing organisation and your title/position. Contact information for references</b>	<b>Country</b>	<b>Summary of activities performed relevant to the Assignment</b>
[e.g., May 2005-present]	[e.g., Ministry of ....., advisor/consultant to...  For references: Tel...../e-mail.....; Mr. Bbbbbb, Deputy Minister]		

**Membership in Professional Associations and Publications:**

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**Language Skills (indicate only languages in which you can work):** \_\_\_\_\_

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**Adequacy for the Assignment:**

<b>Detailed Tasks Assigned on Consultant’s Team of Experts:</b>	<b>Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks</b>
<b>{List all deliverables/tasks as in TECH-5 in which the Expert will be involved}</b>	

**Expert’s contact information:** (e-mail....., phone.....)

**Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the E8 Secretariat, and/or sanctions by the Fund.

{ day/month/year }

Name of Expert

Signature

Date

{ day/month/year }

Name of authorised  
Representative of the Consultant  
(the same who signs the Quotation)

Signature

Date

**SECTION 4**  
**FINANCIAL QUOTATION SUBMISSION FORMS**

*[Comments in brackets [ ] provide guidance to the Consultants for the preparation of their Financial Quotations; they should not appear on the Financial Quotations to be submitted.]*

FORM FIN-1 FINANCIAL QUOTATION SUBMISSION FORM .....

FORM FIN-2 SUMMARY OF COSTS .....

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**FORM FIN-1 FINANCIAL QUOTATION SUBMISSION FORM**

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[*Location, Date*]

To: [*Name and address of Procuring Entity*]

Ladies/Gentlemen:

We, the undersigned, offer to provide the consulting services for [*insert the title and the reference number of consulting services*] in accordance with your Bidding Documents dated [*insert the date*] and our Quotation (Technical and Financial Quotations). Our attached Financial Quotation is for the sum of .....]. The Financial Quotation includes the reimbursable expenses amounting to ..... [*insert the amount(s) in words and figures*],

Our Financial Quotation shall be binding upon us subject to the modifications resulting from correction and clarification made during the evaluation process, up to expiration of the validity period of the Quotation.

We understand you are not bound to accept any Quotation you receive.

We remain,

Yours sincerely,

Name and Title of Signatory:

Name of Firm:

Address:

Phone:

Facsimile:

E-mail:

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**FORM FIN-2 SUMMARY OF COSTS**

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<b>Cost component</b>	<b>Costs</b>
	<b>(USD)</b>
<b>Professional fees</b>	
<b>Reimbursable Expenses<sup>1</sup></b>	
Total	

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<sup>1</sup> as per the clause 15.2