



**BOTSWANA
EXAMINATIONS
COUNCIL**

DIRECTORATE OF CHIEF EXECUTIVE OFFICE

INVITATION TO TENDER

FOR

**PROVISION OF CONSULTANCY SERVICES FOR CULTURE AND PERFORMANCE
MANAGEMENT REVIEW FOR BOTSWANA EXAMINATIONS COUNCIL**

TENDER NO. BEC ES 008/20-21

Tender Collection Date: 23rd November 2020

Tender Closing Date: 18th December 2020

| PROCURING ORGANISATION | AGENT |
|--|---|
| Botswana Examinations Council, Private Bag 0070, Gaborone, Botswana | The Secretary to the Tender Committee, Private Bag 0070, Gaborone, Botswana Tel: +267 365 0700 Fax: +267 393 3872 Email: procurement@bec.co.bw |

Botswana Examinations
Council

**TENDER
TENDERING
PROCEDURES**

**TENDER NOTICE AND
INVITATION TO TENDER
VOLUME 1**

Tender No. BEC ES 008/20-21

INVITATION TO TENDER FOR PROVISION OF CONSULTANCY SERVICES FOR CULTURE AND PERFORMANCE MANAGEMENT REVIEW FOR BOTSWANA EXAMINATIONS COUNCIL

Bidders are invited to submit bids for PROVISION OF CONSULTANCY SERVICES FOR CULTURE AND PERFORMANCE MANAGEMENT REVIEW FOR BOTSWANA EXAMINATIONS COUNCIL

This tender is reserved for 100% Citizen Owned Companies in accordance with the Statutory Instrument No. 23 of 28th February 220.

Bidders must, in order to be considered for the award of the contract, be registered with PPADB under Code 315 Human Resources Sub-Code 01 Organisation Design and Change management and Code 317 Management and Business Consultancy Services --- Sub-code 01Management Consultancy Services or on relevant Codes and Sub-Codes; be registered with BURS and be in possession of a valid Tax Clearance Certificate, and have an appropriate license.

Tender documents will be available with effect from **Monday 23 November 2020** and can be obtained from the Botswana Examinations Council website <http://www.bec.co.bw/docs/invite-tender> at a non-refundable and non-transferable fee of **P250.00** payable to the following BEC Account details:

Account Name: BEC
Account Number: 6222 132 9940
Bank Name: First National Bank of Botswana
Branch Name: Corporate
Branch Code: 282267
Swift Code: FIRNBWGX

(NB: The fee for the youth is P125.00 non-refundable and non-transferable)

- NOTE: There will be no issuing of hard copies of ITTs to bidders.
- Proof of Payment must be sent to procurement@bec.co.bw as well as tmogapi@bec.co.bw and must be included in the Bid Responses, failing which the bid will be disqualified.
- The Procurement Office of the Botswana Examinations Council can also be contacted at the following addresses for any clarification:

Postal Address

Botswana Examinations Council
Private Bag 0070
Gaborone.

Physical Address

Botswana Examinations Council
Plot 54864, KT Motsete Road
Gaborone.

Contact Name: Mr T. Mogapi Telephone Number: 365 0700
Fax: (+267) 393 3872, Email: procurement@bec.co.bw

Bids must be submitted using the **two envelope system**; one original and four (4) copies **plus a soft copy in a re-writable CD/DVD**, respectively for the **technical** and **financial** bids must be submitted in two separate envelopes, one containing the Technical Bids, and the other containing the Financial Bids and both envelopes accordingly labeled with the tender number and title. The two envelopes should be sealed and placed in a third outer and larger envelope. This envelope should be sealed and labeled as follows;

TENDER NO. BEC ES 008/20-21 Invitation to Tender for PROVISION OF CONSULTANCY SERVICES FOR CULTURE AND PERFORMANCE MANAGEMENT REVIEW FOR BOTSWANA EXAMINATIONS COUNCIL

Bids must arrive not later than **10:00am** (local time) on **18th December 2020**. Bids received after the closing date and time will **NOT** be accepted. Telephonic, telegraphic, telex or facsimile bids will **NOT** be accepted.

Sealed bids should be delivered to the following address:

The Secretary; Tender Committee; Botswana Examinations Council
Plot 54864, KT Motsete Road; Gaborone.

NB. Non-compliance to the separation of the **technical** and **financial** bids and any appearance of the financial figures in the technical bid shall be subject to outright disqualification. The same treatment will be given to bidders' responses that do not have the required number of envelopes for the technical and financial bids.

Responses that do not have the required number of envelopes will be disqualified. Re-writable CDs/DVDs should be separate for the technical and financial proposal. The CD/DVD for the technical proposal should be included in the technical proposal envelope while the CD/DVD for the financial proposal should be included in the financial proposal envelope.

Bidders who are awarded the tender should by no means pass it to other parties to undertake the project.

Queries and questions relating to the issue of these documents will be accepted up to **5 working days** before tender closing date. The queries or questions should be in writing and should be addressed to:

The Secretary Att: Mr T. Mogapi Tel: 3650700
Tender Committee; Botswana Examinations Council
Private Bag 0070; Gaborone; Botswana.
Fax: +267 393 3872
Email: procurement@bec.co.bw

Bids must arrive no later than **10:00 am** (local time) on from **18th December 2020**. The tenders will be opened in the presence of bidders wishing to attend immediately after closing in BEC premises. . Bids received after the closing date and time will not be accepted. Telephonic, Telegraphic, Telex, Email or Facsimile bids will not be accepted.

The proposal must be made in English

- **N.B.** The selected bidder shall begin work immediately upon award and deliver consultancy services for implementation of the culture plan in line with the Performance Management System from.

Important Dates:

Tender Collection: 23th November 2020

Tender Closing: 18th December 2020

Botswana Examinations Council is **not** bound to accept the lowest or any bid, or bear any expense in the preparation thereof. The Botswana Examinations Council also reserves the right to award the tender in full or in parts

Tender Committee Secretary
For/Botswana Examinations Council

Botswana Examinations
Council

**TENDER
TENDERING PROCEDURE**

**TENDER DATA
VOLUME 1**

INVITATION TO TENDER FOR PROVISION OF CONSULTANCY SERVICES FOR CULTURE AND PERFORMANCE MANAGEMENT REVIEW FOR BOTSWANA EXAMINATIONS COUNCIL

The conditions of tender are contained in this document.

- 1.1 The Procuring Organisation is the Botswana Examinations Council.
- 1.2 The tender documents issued by the Procuring Organisation comprise:

Three volume approach:

VOLUME 1: TENDERING PROCEDURES

Tender Notice & Invitation to Tender
Tender Data

VOLUME 2: RETURNABLE DOCUMENTS

VOLUME 3: THE CONTRACT

Part 1 - Agreements & Contract Data

Forms of Securities

Part 2 - Pricing Data

Pricing Instructions

Part 3 - Scope of Work

1.3 All bidders are required to submit the following:

- a) 1 original, **4** copies and CDs/DVDs of both the Technical and Financial proposals;
- b) Proof of payment of the tender fee of **P250.00**;
- c) PPADB Registration Certificate under Code 315 Human Resources Sub-Code 01 Organisation Design and Change management and Code 317 Management and Business Consultancy Services --- Sub-code 01 Management Consultancy Services or on the Relevant Codes and Sub-Codes (verification will be done on-line);
- d) A Valid Copy of Tax Clearance Certificate (Provide Pin & Certificate Number for on-line verification);
- e) Completed Declaration Form for Tendering Purposes;
- f) Submission of Company Extract accompanied by confirmation of Shareholders and Directors as well as their Identity Documents;
 - publicly listed companies may submit certificates of their controlling shareholders only;
 - NB: Where the shareholder is a company, the individual shareholders of the company in question must be submitted. E.g. if ABC (Pty) Ltd submits a tender and one of its

shareholders is EFG (Pty) Ltd, the shareholders in EFG should be submitted and so on until the shareholders submitted bears the names of individuals.

- g) Completed and Signed Form of Authority of Signatory;
- h) Completed and signed Form of Offer and Acceptance.

NB: The tender response must be made in English.

- 1.4 All bidders are required to provide the pricing schedule in the format provided in CONTRACT PART 2, Pricing Data. Bidders must also provide a detailed breakdown of the cost covering all components of the project as stated in CONTRACT PART 3, Bidders should note that the total cost of the project should not include any variable components based on exchange rates, inflation, etc. Where disbursements are based on actual expenditure, bidders should estimate the maximum expected costs, which will be reimbursed based on actual expenditure incurred.

Bidders should quote in Botswana Pula or currency of the country of their origin or any convertible currency.

All the quoted prices must include VAT, withholding Tax or any other taxes in accordance with the tax laws of Botswana.

The validity period for the quoted prices must be **at least 120 days** from the closing date of the tender.

- 1.5 The Procuring Organisation's address for delivery of tender offers, tender and other identification details to be shown on each tender offer package are:

TENDER NO. BEC ES 008/20-21; for PROVISION OF CONSULTANCY SERVICES FOR CULTURE AND PERFORMANCE MANAGEMENT REVIEW TO BOTSWANA EXAMINATIONS COUNCIL

Tender Secretary, Botswana Examinations Council
Plot 54864, KT Motsete Road, Gaborone.

- 1.6 A two envelope procedure will be followed, failing which disqualification will be promptly executed.

Bids should be submitted according to the Instructions to Bidders. Important points are repeated as follows:

- The bid document must be prepared in indelible ink. It shall contain no interlineations or overwriting, except as necessary to correct errors made by the bidder. Any such corrections must be initialed by the person or persons who sign the bid.
- All copies must be signed in ink by an authorised employee, agent or representative of the bidder.
- For each bid, the bidders shall prepare the number of copies indicated in the Instructions to bidders. The original bid should be marked ORIGINAL; all other copies should be marked COPY. If there are discrepancies between the original and any of the copies, the original will be assumed to be correct and shall bear the submission address.

The original, four (4) copies and re-writable CDs /DVDs of each of the technical and financial bids shall be placed in a separate and sealed envelope clearly marked – TENDER NO. BEC ES 008/20-21: for PROVISION OF CONSULTANCY SERVICES FOR CULTURE AND PERFORMANCE MANAGEMENT REVIEW TO BOTSWANA EXAMINATIONS COUNCIL and shall bear the submission address.

- Re-writable CDs/DVDs should be separate for the technical and financial proposal. The CD/DVD for the technical proposal should be included in the technical proposal envelope while the CD/DVD for the financial proposal should be included in the financial proposal envelope.
- Bids must arrive no later than **10:00 am** (local time) on **Friday, 18th December 2020**. The outer envelope should have the original, four (4) copies and 2 DVDs/CDs of the technical and financial bids respectively. These shall be placed in a sealed larger envelope clearly marked;

BEC ES 008/20-21: for PROVISION OF CONSULTANCY SERVICES FOR CULTURE AND PERFORMANCE MANAGEMENT REVIEW TO BOTSWANA EXAMINATIONS COUNCIL

- Bids will be opened immediately, and bidders may be present if they wish. Bids received after the closing date and time will not be accepted. Email or Facsimile bids will not be accepted.
- Immediately after the deadline for the submission of bids, the technical bid of all the tenderers will be opened. The financial bids shall remain sealed and deposited with BEC Tender Committee until those bids meeting the technical requirements have been identified.

This tender is reserved for 100% Citizen Owned companies ONLY.

- 1.7 The closing time for submission of tender offers is: 10.00 am on **Friday, 18th December 2020**.
- 1.8 Telephonic, telegraphic, telex, email or facsimile tender offers will not be accepted.
- 1.9 The tender validity period is **at least 120 days** from the closing date of the tender.
- 1.10 The time and location for opening of the tender offers is:
10:00 am on **Friday, 18th December 2020**
Location: Botswana Examinations Council
Plot 54864; KT Motsete Road; Gaborone.
- 1.11. The procedure for evaluation of the responsive tender offers is Quality and Cost Based Selection method.

The Evaluation Process

Tender Evaluation Committee (TEC) will be constituted to evaluate the bids. The evaluation to be adopted by the Evaluation Committee will be as follows:

- 1 In Stage 1 of the evaluation process the bids will be scrutinized against the Disqualification clause given in 1.12.
- 2 The qualifying bids after Stage 1 will go through to Stage 2 of the evaluation process as described in 1.13.
- 3 The technical bids of the short listed bidders after Stage 2 of the evaluation process will be evaluated as stated in Stage 3 of the evaluation process.
- 4 The project will be provisionally awarded to the bidder with highest combined score of Stage 2 and Stage 3 of the Quality and Cost Based Selection method and of the evaluation process subject to successful negotiation of the contract as in 1.15.
- 5 The maximum scores allocated to Stage 2: Technical and Stage 3: Financial are as follows:

| | | |
|---------|---|------------|
| Stage 2 | - | 75 |
| Stage 3 | - | 25 |
| Total | | <u>100</u> |
- 6 The successful Bidder will sign the agreed contract document with BEC prior to commencement of the project.
- 7 The successful bidder shall deliver the services to Botswana Examinations Council as per accepted samples and shall be accepted after inspection to confirm conformance to specifications.

Notes

- Subject to authorization by BEC Tender Committee, further information may be requested from the bidders during evaluation. Any such request will be made in writing to the bidder's nominated representative as declared in the Form of Response. Any such correspondence will be for purposes of clarification only and will in no way be indicative of any preference towards any bidder or bid.
- All important information required for the project shall be included in the bid, so that at contract negotiation stage there are no major issues that could call for the change of award.

1.12 Disqualification at Stage 1

A bidder whose technical bid does not meet the following requirements will be disqualified during the first scrutiny at Stage 1. In the case of a consortium or joint venture or partnership, the companies shall be evaluated individually for compliance with the listed requirements. i.e, individual companies must meet the compliance criteria for the consortium or joint venture to proceed to stage 2. Consortium or joint venture or partnership will only be accepted from 100% citizen owned companies.

Companies must submit all of the following;

- a) PPADB Registration Certificate under Code 315 Human Resources Sub-Code 01 Organisation Design and Change management and Code 317 Management and

- Business Consultancy Services --- Sub-code 01 Management Consultancy Services or on the Relevant Codes and Sub-Codes (registration will be verified on-line);
- b) A Valid Copy of Tax Clearance Certificate (registration will be verified on-line);
 - c) Completed Form of Declaration for Tendering Purposes;
 - d) Company Extract from Companies and Intellectual Property Authority (CIPA) Showing the Company Shareholders and Directors, accompanied by Identity Documents of both Directors and Shareholders;
 - Publicly listed companies may submit certificates of their controlling shareholders only;
 - NB: Where the shareholder is a company, the individual shareholders of the company in question must be submitted. E.g. if ABC (Pty) Ltd submits a tender and one of its shareholders is EFG (Pty) Ltd, the shareholders in EFG should be submitted and so on until the shareholders submitted bears the names of individuals.
 - e) Completed and Signed Form of Authority of Signatory;
 - f) Completed and Signed Form of Offer and Acceptance

Should a bidder fail to submit items a) to e) on the first instance, they will be requested to resubmit the missing item(s) through email and they will be given a minimum of 2 days or a maximum of 5 days to submit. Should the bidder fail to submit within the required time, they will be disqualified from further evaluation.

Failure to submit the Completed and Signed Form of Offer and Acceptance, (f) above, will lead to outright disqualification.

1.13 Evaluation of Bids at Stage 2

The following table shows the criteria which will be used for evaluation. In the case of a consortium or joint venture or partnership, the bids will be evaluated on the combined strength of the constituent companies involved.

| Technical Evaluation Matrix | | | |
|-----------------------------|--|--|-------|
| No | Criteria | Description | Marks |
| 1 | Capability of the company, consortium or joint venture | <ul style="list-style-type: none"> • Does the bidder have at least two (2) institutions where they have reviewed and implemented an organisational culture plan and integrated it with PMS thus, attained some experience in that field? Reference letters from the companies should be attached [15] <i>2 or more sites - 15 marks</i> <i>1 site – 7 marks</i> <i>0 site – 0 marks</i> | 15 |
| 2 | Capability and experience of the proposed Project Team | <ul style="list-style-type: none"> • Has bidder proposed at least three (3) qualified team members for this project? For the team to be qualified they need to have at least a bachelor's degree in either Social Sciences, Organizational Design, Industrial Psychology, Strategic Management, Business Development and other Courses on Performance Management/Improvement as well as coaching and mentoring [5] | 30 |

| | | | |
|-----------------------------------|--------------------------|--|------------|
| | | <p>3 members – 5 marks 2 members - 3 marks 1 member – 1 marks 0 member – 0 marks</p> <ul style="list-style-type: none"> Have at least three of the proposed team members undergone training in Culture and Performance Management? [5] 3 members – 5 marks 2 members - 3 marks 1 member – 1 marks 0 member – 0 marks Do two (2) of the three (3) team members have experience of at least 5 years developing and implementing Culture strategies and Performance Management? [10] 2 members – 10 marks 1 member – 5 marks 0 member – 0 marks Does bidder have at least two (2) Balanced Scorecard certified personnel? [10] 2 members – 10 marks 1 member – 5 marks 0 member – 0 marks | |
| 3 | Solution and Methodology | <ul style="list-style-type: none"> How well does the proposal fit to the requirements? [30] Has the bidder understood the requirements well [5] How well does the methodology to be applied by the project team ensure quality and timely delivery of requirements [20] | 55 |
| Maximum Marks for Stage 2: | | | 100 |

The cut off for progression to Stage 3 is a minimum score of **75%** and only bidders who score **75%** and above will have their financial proposal opened and evaluated.

Bidders should respond to the above requirements in full to guide evaluators in allocating marks.

1.14 Financial Evaluation – Stage 3

Only technically compliant bids that score a minimum of **(75%)** points or above shall undergo cost evaluation.

Correct arithmetic errors and convert bids to a common currency. Should there be discrepancy between the Unit Price and the Total Price, the Unit Price shall be used. Should there be discrepancy between the amount in figures and the amount in words, the amount in words will be used.

Bids will be ranged in order of their prices after correction of any arithmetic errors.

Citizen Economic Empowerment Schemes will be applied to the prices prior to applying the formula, thus EDD and the Local Preference Schemes. Bidders must sign the Local Procurement Registration Certificate attached.

The Citizen Empowerment Policy will be applied where:

- The EDD policy will also be applied. Bidders must submit their EDD certificates for this preference to be applied to them.
- The Local Empowerment Policy will also be applied and bidders must submit evidence for the policy to be applied.

The qualifying bids will be evaluated based on the following factors: The following formula will be used to rate the quoted prices:

$$FS = 25 \times LP / P; \quad \text{Where:}$$

FS = financial score of a given bidder

LP = lowest price

P = the price quoted by the bidder

The lowest financial bid (LP) will be given a financial score (FS) of **25** points. The financial scores (FS) of the other financial bids will be computed using the formula above.

1.16 Basis of Award

The bidder with the highest combined score (Technical and Financial) from stages 2, and 3 would be recommended for the award to BEC Tender Committee subject to an agreed contract. If the contract negotiations fail, then the next preferred supplier will be engaged for contract negotiations and recommended for the award.

The successful bidder shall deliver the service to Botswana Examinations Council.

TENDER ACCEPTANCE

Notwithstanding anything contained in any of these tender documents, the Botswana Examinations Council is not bound to accept the lowest or any tender nor incur any expenses in the preparation thereof. Selection of suppliers will not solely base on the lowest price. There are other factors to be considered e.g. quality, lead-time and acceptance of technical information etc. Botswana Examinations Council reserves the right not to accept the lowest or any tender.

BEC reserves the right to award the tender in whole.

Botswana Examinations
Council

**TENDER
RETURNABLE DOCUMENTS**

**LIST OF RETURNABLE
DOCUMENTS
Volume 2**

BEC TENDER NO. BEC ES 008/20-21 INVITATION TO TENDER FOR PROVISION OF CONSULTANCY SERVICES FOR CULTURE AND PERFORMANCE MANAGEMENT REVIEW TO BOTSWANA EXAMINATIONS COUNCIL

The bidder must complete the following returnable documents:

1. Returnable Documents required for tender evaluation purposes

- Certificate for authority of signatory
- Record of addenda to tender documents
- Detailed Response to Requirements specified in the CONTRACT PART 3
- Response form
- Quality plan
- Experience of the bidder
- Risk management plan
- All certified copies of documents and conditions specified in (1.3)
- Form of Declaration For Tendering Purposes

2. Other Documents required for tender evaluation purposes

- Copy of a Tax Clearance Certificate for Botswana Registered Companies or exemption certificate thereof from BURS (*Provide Pin No. and Certificate No. for online verification*);
- PPADB Registration Certificate (*verification will be done online*);
- Certified copies of Share Certificates (*forms from CIPA showing Shareholders would be preferred*);
- Copies of forms from CIPA showing list of Directors.

3. Returnable Documents that will be incorporated into the contract

- Response form;
- Quality plan;
- Detailed Response to all other Requirements specified in the contract part 3;
- Form of Offer & Acceptance;
- Curriculum vitae of key personnel;
- Management plan;
- Form of Declaration by Directors & Shareholders.

Parts of each tender offer communicated on paper shall be submitted as an original, plus four (4) duplicate copies and 2 re-writable CDs/DVDs; one containing the technical proposal and the other one containing the financial proposal. Each copy must contain the following RESPONSE FORM

| | |
|---|---|
| Bidder's Name | |
| Company Registration Number | |
| Vat Number (if applicable) | |
| Country of Registration | |
| Year of Establishment | |
| Physical Address | |
| Postal Address (if different) | |
| Telephone Number | |
| Mobile Number | |
| Fax Number | |
| Email and URL | |
| Contact Address in Botswana (If applicable) | |
| Project Title | |
| Tender No. | |
| Designated Authorised Representative for this Project | Name: Position: Qualifications: Tel: Fax: Email: |
| Project Referees (see CONTRACT PART 3, Scope of Work, 8.1.5) | 1 2 3 |
| Signed: Bidder's Authorised Representative | |

Botswana Examinations Council

| | |
|---|--|
| <p>TENDER</p> <p>RETURNABLE DOCUMENTS</p> | <p>TENDER SCHEDULES</p> <p>CERTIFICATE OF AUTHORITY OF SIGNATORY</p> |
|---|--|

BEC TENDER NO. BEC ES 008/20-21; INVITATION TO TENDER FOR PROVISION OF CONSULTANCY SERVICES FOR CULTURE AND PERFORMANCE MANAGEMENT REVIEW TO BOTSWANA EXAMINATIONS COUNCIL

Indicate the status of the bidder by ticking the appropriate box hereunder. The bidder must complete the certificate set out below for the relevant category.

| A COMPANY | B PARTNERSHIP | C JOINT VENTURE | D SOLE PROPRIETOR |
|--------------|------------------|--------------------|----------------------|
| | | | |

A. Certificate for company

I, _____, chairperson of the board of directors of _____ hereby confirm that by resolution of the board taken on _____ 20_____, Mr/Ms _____, acting in the capacity of _____ was authorised to sign all documents in connection with this tender offer and any contract resulting from it on behalf of the company.

As witnesses:-

| | |
|----------|----------|
| 1. _____ | _____ |
| | Chairman |
| 2. _____ | _____ |
| | Date |

B. Certificate for Partnership

We, the undersigned, being the key partners in the business trading as _____
 _____ hereby authorise Mr/ Ms _____ acting in
 the capacity of _____ to sign all documents in
 connection with the tender offer for Contract _____
 and any contract resulting from it on our behalf.

| NAME | ADDRESS | SIGNATURE | DATE |
|------|---------|-----------|------|
| | | | |
| | | | |
| | | | |
| | | | |

NOTE: This certificate is to be completed and signed by all of the partners. Attach additional pages if more space is required.

C. Certificate for Joint Venture

We, the undersigned, are submitting this tender offer in Joint Venture and hereby
 authorise Mr/Ms _____ an authorised
 signatory of the company _____, acting in the
 capacity of lead partner, to sign all documents in connection with the tender offer for
 Contract _____ and any contract resulting from it on our behalf.

This authorisation is evidenced by the attached power of attorney signed by legally
 authorised signatories of all the partners to the Joint Venture. Furthermore we attach to
 this Schedule a copy of the joint venture agreement which incorporates a statement that
 all partners are liable jointly and severally for the execution of the contract and that the
 lead partner is authorised to incur liabilities, receive instructions and payments and be
 responsible for the entire execution of the contract for and on behalf of any and all the
 partners.

| NAME OF FIRM | ADDRESS | AUTHORISING SIGNATURE, NAME & CAPACITY |
|---------------------|---------|--|
| <i>Lead partner</i> | | |
| | | |
| | | |
| | | |

D. Certificate for sole proprietor.

I, _____, hereby confirm that I am the sole owner of the business trading as _____.

As witnesses:-

1. _____

Signature: Sole owner

2. _____

Date

Botswana Examinations Council

| | |
|--|---|
| TENDER RETURNABLE DOCUMENTS | TENDER SCHEDULES RECORD OF ADDENDA TO TENDER DOCUMENTS |
|--|---|

BEC TENDER NO. BEC ES 008/20-21; INVITATION TO TENDER FOR PROVISION OF CONSULTANCY SERVICES FOR CULTURE AND PERFORMANCE MANAGEMENT REVIEW TO BOTSWANA EXAMINATIONS COUNCIL

We confirm that the following communications received from the Procuring Organisation before the submission of this tender offer, amending the tender documents, have been taken into account in this tender offer:

| | Date | Title or Details |
|-----|------|------------------|
| 1. | | |
| 2. | | |
| 3. | | |
| 4. | | |
| 5. | | |
| 6. | | |
| 7. | | |
| 8. | | |
| 9. | | |
| 10. | | |

Attach additional pages if more space is required.

Signed

Date

Name

Position

Tenderer

Botswana Examinations
Council

| | |
|---------------------------------------|--------------------------------------|
| TENDER RETURNABLE DOCUMENTS | TENDER SCHEDULES QUALITY PLAN |
|---------------------------------------|--------------------------------------|

BEC TENDER NO. BEC ES 008/20-21; INVITATION TO TENDER FOR PROVISION OF CONSULTANCY SERVICES FOR CULTURE AND PERFORMANCE MANAGEMENT REVIEW TO BOTSWANA EXAMINATIONS COUNCIL

Note to bidders:

Please provide details of your quality plan here. Please describe the management arrangements for the work in this contract. You are requested to include:

1. An organization chart showing on-site and off-site management personnel
2. Details of the location (and functions) of offices from which the work will be managed.
3. An explanation of how you propose to allocate adequate resources for the duration of the project.

Botswana Examinations Council

**TENDER
RETURNABLE
DOCUMENTS**

**TENDER SCHEDULES
CURRICULUM VITAE OF KEY
PERSONNEL**

BEC TENDER NO. BEC ES 008/20-21

| | |
|---|-----------------------------|
| Name: | Date of Birth: |
| Profession: | Nationality: |
| Current Position: | Years with the firm: |
| <u>Qualification and Experience:</u> | |
| | |
| <u>Education:</u> | |
| | |
| <i>Professional Membership</i> | |
| | |
| <u>Experience Record</u> | |
| | |
| <u>Languages:</u> | |
| | |
| Certification: | |
| I, the undersigned, certify that to the best of my knowledge and belief, this data correctly describes me, my qualifications and my experience. | |
| | |
| _____ Date: _____ | |
| <i>[Signature of authorized representative of the Tenderer]</i> | |

Botswana Examinations Council

| | |
|--|--|
| TENDER RETURNABLE DOCUMENTS | TENDER SCHEDULES QUALITY PLAN |
|--|--|

BEC TENDER NO. BEC ES 008/20-21; INVITATION TO TENDER FOR PROVISION OF CONSULTANCY SERVICES FOR CULTURE AND PERFORMANCE MANAGEMENT REVIEW TO BOTSWANA EXAMINATIONS COUNCIL

The following is a statement of similar works successfully executed by myself/ ourselves:

| Employer, contact person and telephone number. | Description of contract | Value of work | Date completed |
|--|-------------------------|---------------|----------------|
| | | | |
| | | | |
| Signed | | Date | |
| Name | | Position | |
| Bidder | | | |

Botswana Examinations Council

| | |
|--|---|
| TENDER RETURNABLE DOCUMENTS | TENDER SCHEDULES MANAGEMENT PLAN |
|--|---|

BEC TENDER NO. BEC ES 008/20-21; INVITATION TO TENDER FOR PROVISION OF CONSULTANCY SERVICES FOR CULTURE AND PERFORMANCE MANAGEMENT REVIEW TO BOTSWANA EXAMINATIONS COUNCIL

Note to tenderers: Please describe the management arrangements for the work in this contract. You are requested to include:

4. An organisation chart showing on-site and off-site management personnel
5. Details of the location (and functions) of offices from which the work will be managed.
6. An explanation of how you propose to allocate adequate resources for the duration of the project and subsequent maintenance periods.

Summary of items attached to this schedule:

Attach additional pages as required.

| | | | |
|----------|-------|----------|-------|
| Signed | _____ | Date | _____ |
| Name | _____ | Position | _____ |
| Tenderer | _____ | | _____ |
| | _____ | | _____ |

| | | |
|----------------------|---------------------------------------|--|
| Republic of Botswana | TENDER RETURNABLE DOCUMENT | DECLARATION FORM FOR TENDERING PURPOSES |
|----------------------|---------------------------------------|--|

BEC TENDER NO. BEC ES 008/20-21; INVITATION TO TENDER FOR PROVISION OF CONSULTANCY SERVICES FOR CULTURE AND PERFORMANCE MANAGEMENT REVIEW TO BOTSWANA EXAMINATIONS COUNCIL

Declaration to establish that Directors, shareholders, partners, members have not participated through any other bid for the same tender.

PART A

I, _____ (full name), in my capacity as..... (state position in Entity)

hereby declare that on my behalf, and on behalf of the owners, partners / directors/ shareholders /administrators and/or Other (Please specify)

of:

..... (name of Entity)

of:

.....
..... (Postal/physical address)

that, in connection with the enclosed tender,

All information contained herein is true and not misleading, and it is to the best of my knowledge factual and binding on the Entity and/or its Representatives. I state that the (State Name of Entity) and/or its representatives confirm that they have not, through other entities, participated in the same tender and offer the same products in response to the same items.

NOTE THAT: In the case of competing franchises, the franchises may bid for the same item but with different products. Item means the commodity required by the procuring entity indicated in the ITT. Product means the commodity offered by the bidder.

I declare and confirm that the Entity and/or its Representatives have in fact not participated in the same tender and offered the same products in response to the same items, through any other registered company or other entity. I hereby provide a current list of Directors/ Administrators/ Partners/ Members and/or Shareholders for the Company/Partnership/ Society/Joint Venture/ Private Foundation/Statutory Body and/or other (Please specify).....

| | DIRECTORS/MEMBERS/ PARTNERS NAME and /OR Other (Please Specify)..... | CAPACITY IN ENTITY | NATIONALITY | PERCENTAGE OF SHAREHOLDING |
|---|---|---------------------------|--------------------|---|
| 1 | | | | |
| 2 | | | | |
| 3 | | | | |

| | | | | |
|---|--|--|--|--|
| 4 | | | | |
| 5 | | | | |
| 6 | | | | |
| 7 | | | | |

| | SHAREHOLDERS NAME | NATIONALITY | PERCENTAGE OF SHAREHOLDING |
|---|-------------------|-------------|----------------------------|
| 1 | | | |
| 2 | | | |
| 3 | | | |
| 4 | | | |
| 5 | | | |
| 6 | | | |
| 7 | | | |

If more space is required attach additional sheet. Note that Public companies should state which stock exchange the company is listed under.

I further acknowledge that should any of the directors, partners, and shareholders, members/administrators */(others please specify)* be found to be associated in a similar or other manner in another company/entity, participating in this tender and offering the same products in response to the same items, this shall disqualify this Company/Partnership/ *Society*/Joint Venture/ Private Foundation/Statutory Body, and whichever company or other entity the said director/partner/shareholder/member and/or administrator is consequently involved in.

I further acknowledge that should the Company /Partnership/ *Society*/Joint Venture/ Private Foundation/ Statutory Body or any of its affiliates or subsidiaries be found to have participated in the same tender and offered the same products in response to the same items, the said Company/Partnership/ *Society*/Joint Venture/ Private Foundation/Statutory Body/*(others please specify)* and its affiliates and/or subsidiaries shall be disqualified.

The Company/Partnership/ *Society*/Joint Venture/ Private Foundation/ Statutory Body/*(others please specify)*, through its agents, employees or directors has not illegally communicated with any member of the procuring department or the Public Procurement and Asset Disposal Board, except as may be permitted in the relevant “instructions to tenderers” or by law.

The Company/Partnership/ *Society*/Joint Venture/ Private Foundation/Statutory Body/*(others please specify)*, through its agents, employees, partners, members, administrators and/or directors has not paid or offered to pay any consideration, favour or promise to any member of the procuring department or any person employed by or associated with Public Procurement and Asset Disposal Board (PPADB) or its Committees.

I declare that this tender is submitted by us in our own right and we have not colluded in any way with any other /potential tenderer in the production and submission of this tender other than in the establishment of a joint venture or sub-contractor arrangement as fully and correctly declared in the tender.

I acknowledge that if after the award of this tender any of these declarations are found to be false then any contract(s) between ourselves and the procuring department and/or PPADB shall be terminated forthwith and we may be barred from future tendering for government services and liable to possible prosecution.

I confirm that our entity has undertaken not to collude to withdraw from a tender award, only for the reason that an unsuccessful bidder be awarded the tender. I confirm further that the entity has undertaken not to engage in frivolous complaints and litigation that frustrates project implementation.

SIGNED: NAME:

DATED:.....

.....

Entity

Stamp

PART B

1. Declaration to establish Eligibility for Reservation and Price Preferences for 100% Citizen Owned Contractor / Companies and other Entities.
2. The declaration shall be signed by all Businesses tendering for reserved contracts and contracts subject to preferences, as a condition of each tender.
3. The 100% citizenship requirements for shareholders, etc contained therein shall not withstand any previous consents and practice, be pre-condition for the award of any reserved tender.

Definition

4. The following definitions shall apply to this declaration:

100% Citizen Owned Contractor / Company: a natural person or an incorporated company wholly owned and controlled by persons who are citizens of Botswana.

Control: the possession and exercise of legal authority and power to manage the assets, goodwill and daily operations of a business and the active and continuous exercise of managerial and financial authority and power in determining the policies and directing the operations of the business.

Net Amount: the financial value of the Contract at the time of the award of the Contract, exclusive of sales tax which the law requires the Employer to pay to the Contractor.

Owned: Having all the customary incidents of ownership, including the right of disposition, and sharing in all the risks and profits commensurate with the degree of ownership interest or shareholding as demonstrated by an examination of the substance as well as the form of ownership arrangements

5. The company operates banking and savings accounts, the only authorised signatories are:

i.
.....
(Bank Name and Name of signatory) (Omang No. /Passport)

ii.
.....
(Bank Name and Name of signatory) (Omang No. /Passport)

ii.
.....
(Bank Name and Name of signatory) (Omang No. /Passport)

iv.
.....
(Bank Name and Name of signatory) (Omang No. /Passport)

6. Undertakings

The Tenderer confirms that it is a 100% Citizen owned contractor/company and undertakes to remain a Citizen Contractor for the duration of the Contract. The Tenderer further undertakes not to subcontract more than 25% of the Net Amount to non-Citizen Contractors in the performance of the Contract.

7. Sanctions relating to reserved treatment

Any changes in Ownership or Control which violate the definition of a Citizen Contractor or the subcontracting of more than 25% of the Net Amount of the Contract to non-Citizen Contractors shall be sufficient reason for the Procuring Department to terminate the Contract.

8. All the shareholders of(Name of company) have read this declaration and agree to its contents.

- a) All the shareholders hereby give consent verification of the information provided above and understand that this may include but not limited to the verification of assets, liabilities, accounts, bonds and undertake to notify the competent authorities of any change to the information provided in this Declaration within seven days of such occurrence.
- b) I understand and declare that each matter here deposited to is essential for the tender validity of (Name of company)'s

NB: The Procuring Entity reserves the right to confirm the authenticity of the information provided above.

THUS SIGNED AND SWORN TO BEFORE ME COMMISSIONER OF OATHS AT _____
ON THIS _____ DAY OF _____ 20____, AT ____AM / PM, THE DEPONENT HAVING
ACKNOWLEDGED THAT HE KNOWS AND UNDERSTANDS THE CONTENTS OF THIS DECLARATION AND
THAT IT IS BINDING ON HIS CONSCIENCE.

COMMISSIONER OF OATHS

CAPACITY:

LOCAL PROCUREMENT REGISTRATION CERTIFICATE

BEC TENDER NO. BEC ES 008/20-21; INVITATION TO TENDER FOR PROVISION OF CONSULTANCY SERVICES FOR CULTURE AND PERFORMANCE MANAGEMENT REVIEW TO BOTSWANA EXAMINATIONS COUNCIL

Indicate the status of the tenderer by ticking the appropriate box hereunder. The tenderer must complete the certificate set out below for the relevant category.

| | | | | |
|------------|------------|--------------------------------|--------------------|-----------------|
| A WOMAN | B YOUTH | C PEOPLE WITH DISABILITY | D RURAL SETTING | E EMPLOYMENT |
| | | | | |

A. B. C. Certificate for businesses owned by WOMAN/ YOUTH/ PEOPLE WITH DISABILITY

I, _____, being a duly authorised representative and acting on my capacity as _____ of _____, hereby confirm that the above mentioned business is 100% owned by women/ youth/ people with disability.

As witnesses: -

- _____
- _____

Authorised Signatory

Date

D. Certificate for RURAL SETTING

I, _____, being a duly authorised representative and acting on my capacity as _____ of _____, hereby confirm that the above mentioned business has been established and operates from a rural area.

LOCATION OF BUSINESS

| | |
|-------------|----------------|
| WARD | VILLAGE |
| | |

As witnesses: -

- _____

Authorised Signatory

2 _____

Date _____

E. Certificate for EMPLOYMENT

I, _____, being a duly authorised representative and acting on my capacity as

_____ of _____, hereby confirm that the above
mentioned business has employed majority of any of the following categories- women/ youth/ people with disability.

Total no employees _____
No of Women (W) _____ **Youth (Y)** _____ **People with disability**
(PWD) _____

% ratio of (W+ Y+ PWD) to Total no of employees _____ **(Cut-off point will be 60%)**

As witnesses: -

1. _____

Authorised Signatory

2 _____

Date

NB: Youth in this regard will people within the age of 18-35 years.

Botswana Examinations Council

**CONTRACT
VOLUME 3**

**BEC TENDER NO. BEC ES 008/20-21; INVITATION TO TENDER FOR PROVISION OF
CONSULTANCY SERVICES FOR CULTURE AND PERFORMANCE MANAGEMENT
REVIEW TO BOTSWANA EXAMINATIONS COUNCIL**

CONTRACT

PART 1: AGREEMENTS AND CONTRACT DATA

Form of Offer and Acceptance
Contract Data

PART 2: PRICING DATA

Pricing Instructions

PART 3: SCOPE OF WORK

Scope of work

Botswana Examinations Council

| | |
|--|---------------------------------|
| CONTRACT PART 1 AGREEMENTS & CONTRACT DATA | FORM OF OFFER AND ACCEPTANCE |
|--|---------------------------------|

BEC TENDER NO. BEC ES 008/20-21; INVITATION TO TENDER FOR PROVISION OF CONSULTANCY SERVICES FOR CULTURE AND PERFORMANCE MANAGEMENT REVIEW TO BOTSWANA EXAMINATIONS COUNCIL

OFFER

The Botswana Examinations Council, P/Bag 0070, Gaborone, has solicited offers to enter into a contract for the procurement of: **consultancy services for culture and performance management review**

The bidder, identified in the signature block below, has examined the documents listed in the Tender Data and addenda thereto as listed in the Tender Schedules, and by submitting this offer has accepted the conditions of tender.

By attaching the signature of a duly authorized representative to this part of this Form of Offer and Acceptance, the bidder offers to perform all of the obligations and liabilities of the Contractor (or the Consultant or the Supplier as the case may be) under the Contract including compliance with all its terms and conditions according to their true intent and meaning for an amount to be determined in accordance with the Conditions of Contract identified in the Contract Data.

The total of the amount tendered is _____
_____ Pula, (in words); P _____
_____ (in figures). (Not applicable for rate only contracts)

(Do not include the amount for the Form included in the Technical Proposal)

(Include the amount for the Form included in the Financial Proposal)

This Offer, of which the bidder has signed one original, may be accepted by the Procuring Organisation by signing the form of Acceptance overleaf and returning one fully executed original of this document including the Schedule of Deviations (if any) to the bidder before the end of the period of validity stated in the Tender Data, whereupon the bidder becomes the party named as the Contractor, (or the Consultant, Professional Service Provider, Service Provider or the Supplier as the case may be) in the Conditions of Contract identified in the Contract Data.

For the tenderer:

Signature(s)

Name(s)

Capacity

(Insert name and address of organisation)

Name &
signature of
witness

Date

ACCEPTANCE

By attaching the signature of a duly authorized representative to this part of this Form of Offer and Acceptance, the Procuring Organization accepts the bidder's Offer. In consideration thereof, the Procuring Organization shall pay the Contractor, (or the Consultant or the Supplier as the case may be) the amount due in accordance with the Conditions of Contract identified in the Contract Data. Acceptance of the bidder's Offer shall form an Agreement between the Procuring Organization and the bidder upon the terms and conditions contained in this Agreement and in the Contract that is the subject of this Agreement.

The terms of the Contract, are contained in:

- Part 1 Agreements and Contract Data, (which includes this Form of Offer and Acceptance)
- Part 2 Pricing Data
- Part 3 Scope of Work

and drawings and documents (or parts thereof), which may be incorporated by reference into the above listed Parts.

Deviations from and amendments to the documents listed in the Tender Data and any addenda thereto listed in the Tender Schedules as well as any changes to the terms of the Offer agreed by the bidder and the Procuring Organization during this process of Offer and Acceptance, are contained in the Schedule of Deviations attached to and forming part of this Form of Offer and Acceptance. No amendments to or deviations from said documents are valid unless contained in this Schedule, which must be signed by the duly authorized representative(s) for both parties.

The bidder shall within one week of receiving a fully executed original of this Agreement, including the Schedule of Deviations (if any), contact the Procuring Organization's agent (whose details are given in the Contract Data) to arrange the delivery of any securities, bonds, guarantees, proof of insurance and any other documentation to be provided in terms of the Conditions of Contract identified in the Contract Data at, or just after, the date this Agreement comes into effect. Failure to fulfill any of these obligations in accordance with those terms shall constitute a repudiation of this Agreement.

Notwithstanding anything contained herein, this Agreement comes into effect on the date when the bidder receives one fully executed original of this document, including the Schedule of Deviations (if any). Unless the bidder (now Contractor, Consultant or Supplier) within five days of the date of such receipt notifies the Procuring Organization in writing of any reason why he cannot accept the contents of this Form of Offer and Acceptance, this Agreement shall constitute a binding contract between the Parties.

For the Botswana Examinations Council

Signature(s)

Name(s)

Capacity

.....
(Insert name and address of organisation)

Name &
signature of
witness

Date

NB:

- a) This form must be included in both the Technical and Financial Proposals.
- b) The Form in the Technical Proposal should be written “Refer to Financial Proposal” where there is provision for the total amount tendered.
- c) The Form in Financial Proposal should reflect the total amount which shall be read at the financial bid opening.

**Botswana Examinations
Council**

**CONTRACT PART 2
PRICING DATA**

PRICING INSTRUCTIONS

BEC TENDER NO. BEC ES 008/20-21; INVITATION TO TENDER FOR PROVISION OF CONSULTANCY SERVICES FOR CULTURE AND PERFORMANCE MANAGEMENT REVIEW TO BOTSWANA EXAMINATIONS COUNCIL

Bidders should provide costing for each event they wish to tender for as specified in the Technical Bid. The phases in the table below are intended as a guideline, and bidders are free to specify phases which are consistent with their Technical Bid.

SUMMARY PRICING SCHEDULE

The quoted prices should be inclusive of 12% VAT and any other relevant taxes.

NB: THE PRICES SHOULD BE INCLUDED IN THE FINANCIAL PROPOSAL ONLY AND NOT APPEAR ANYWHERE IN THE TECHNICAL PROPOSAL

The pricing format should cover total cost including all expenses and sufficient breakdown of each element should be indicated.

- *Cost of facilitating the development of the Culture Framework in accordance with the Transformation Culture Due Diligence and aligning to the revised PMS (this includes culture monitoring tool and dashboard)*
- *Cost for developing the Code of Conduct as per the Culture Framework*
- *Cost for facilitating the review of PMS in accordance with the Transformation Due Diligence and internal PMS Review Reports (inclusive of PMS Manual and PMS Policy)*

NB: This should be included in the Financial Proposal envelope and NOT the Technical Proposal

1. All costs must include VAT (for VAT registered companies), Withholding Tax and all other applicable taxes. The tax laws of Botswana will apply to the ITT and the signed contract.
2. All prices should be fixed where possible. Where a variable cost is included it should be estimated as the maximum to be charged.
3. Payments will be made based on actual cost incurred up to the amount stipulated in the pricing schedules.
4. Tenders must be valid for a period of **at least 120 days**.
5. Payments will be made in accordance with agreed payments schedules. Payment shall be made within 30 days after receipt of goods / services / works. **NB: There shall be no advance payment of goods/services/works.**

Botswana Examinations
Council

**CONTRACT PART 3
SCOPE OF WORK**

**SCOPE OF
WORK:
SERVICES
CONTRACT**

BEC TENDER NO. BEC ES 008/20-21; INVITATION TO TENDER FOR PROVISION OF CONSULTANCY SERVICES FOR CULTURE AND PERFORMANCE MANAGEMENT REVIEW TO BOTSWANA EXAMINATIONS COUNCIL

Background

Government of Botswana expanded the mandate of BEC to turn it into a national assessment authority to cater for pre-tertiary Technical and Vocational Assessment and early childhood education which were with other ministries. This expansion is part of the National Resource Development Strategy (NHRDS) that resulted in the establishment of Botswana Qualifications Authority (BQA) and National Human Resources Development Strategy (NHRDC). Another objective of the BEC Transformation is to transform the expanded BEC into a High Performance Organisation (HPO).

As part of the BEC Transformation Project, a Due Diligence Study was carried out. Among issues of focus was the Performance Management System (PMS) and the Organisational Culture. The outcome of the due diligence process was a number of reports and plans which included Culture Due Diligence report and Culture Plan. Review of the PMS and Implementation of the Culture Plan forms part of the BEC 3 years Transition Strategy and this consultancy is one of the critical milestones driving these two processes that would facilitate the main objective of driving a High Performance culture, therefore are expected to be completed in the first year of the strategy.

This consultancy is therefore expected to be completed by **28th February 2021** to allow for cascading in preparation for the 2021/22 Performance Cycle which commences 1st April 2021. The process towards completion includes consultations, development, finalisation and approval by the final governance structure. The approval structures include Project Team comprising of Office of Strategy Management, Performance Management Committee, Executive Management, Human Resources Committee of the Board and the BEC Board of Directors.

Purpose of the assignment

The purpose of this tender is to fairly, transparently and objectively solicit services for **provision of consultancy services for culture and performance management review**. It is important to emphasize that the bidder should provide materials to the requirements specified. In particular the bidder should develop:

- An organisational culture framework as per the BEC Transformation Culture Due Diligence
- Organisational culture monitoring tool and dashboard
- Revised Performance Management System as per the BEC Transformation Due Diligence findings and internal PMS Review Reports
- Aligned culture framework with the Performance Management System

Scope of work

- To facilitate the development of an organisational culture framework as per the BEC Transformation Culture Due Diligence Report
- To design organisational culture monitoring tool and dashboard
- To review the BEC Performance Management System as per the BEC Due Diligence findings and internal PMS Review Reports
- To align the Culture framework with the Performance Management System

BEC reserves the right to award the tender in full. Capability as determined by the evaluation criteria in the bid document remains paramount to the final decisions of award/ or rejection.

Consultant's staff

- At least three (3) qualified team members for this project, with at least a bachelor's degree in either Social Sciences, Organizational Design, Industrial Psychology, Strategic Management, Business Development and other Courses on Performance Management/Improvement as well as coaching and mentoring
- At least three of the proposed team members should have undergone extensive training in Culture and Performance Management
- Two (2) of the three (3) team members should have experience of at least 5 years' experience in developing and implementing Culture strategies and Performance Management
- At least two (2) members must be Balanced Scorecard certified personnel.

Level of input

- Facilitate development of organisational value system as per the Transformation Culture Due Diligence Report
- Facilitate a workshop with management and key staff to come up with key behavioral descriptors for each value designed
- Develop the Code of Conduct based on the outcomes of the workshop
- Design a quantitative cultural gap assessment tool the organisations can annually administer and analyse for closing the culture gaps
- Develop the Culture monitoring tool and dashboard to monitor and track organisational performance on culture
- Develop framework of aligning the Organisational Culture to the Performance Management System
- Facilitate the review of Performance Management System in line with recommendations from the Organisational Design report and internal PMS Review Reports
- Develop PMS tools and templates in accordance with the recommendations from the due diligence and internal PMS Review Reports
- Produce a revised PMS Manual in line with the revised PMS
- Develop a PMS Policy in line with the revised PMS
- Align PMS to the working from home guidelines and BEC COVID-19 Regulations
- Develop an employee assessment framework on behavior-based dimensions of competency such as innovation, creativity and risk taking in the PMS
- Integrate BEC Values and Behavioral Standards into PMS

Schedule of Works

- To start and complete the assignment immediately upon award and complete by **28th February 2021**

Reporting and Deliverables

The Consultant will work hand in hand with the PMS Coordinator as the Project Manager and deliver the reports in accordance with the schedule that will be agreed by both parties. The deliverables will be as per the level of input above.

Resources to be provided by the Client (BEC)

- Performance Reports and all data related to the assignment
- PMS Officers
- Wifi and other electronic support when working within the BEC premises
- Office space

Payment schedule

- Payments will be made based on actual cost incurred up to the amount stipulated in the pricing schedules.
- Payments will be made in accordance with agreed payments schedules. Payment shall be made within 30 days after receipt of goods / services / works. **NB: There shall be no advance payment of goods/services/works.**

GENERAL INFORMATION

1. Project Cost:

Provide the total cost including all expenses and sufficient breakdown of each element should be indicated.

NB: This information should be provided in the Financial Proposal and not the technical proposal.

- *Cost of facilitating the development of the Culture Framework in accordance with the Transformation Culture Due Diligence and aligning to the revised PMS (this includes culture monitoring tool and dashboard);*
- *Cost for developing the Code of Conduct as per the Culture Framework*
- *Cost for facilitating the review of PMS in accordance with the Transformation Due Diligence and internal PMS Review Reports (inclusive of PMS Manual and PMS Policy).*

NB: Payment will be made no later than 30 days after completion of rendering of service and issuance of the invoice. **NB: BEC shall not make advance payment of any goods /service / works.**

2. Format and Content of Responses

Bids should be concise, to the point and address all issues raised in this Invitation to Tender document. The strength of the bidder, methodology, cost and personnel proposed will be key factors in the selection process. Bidders should not alter the formats given in this document when submitting the bid. The forms listed under Returnable Documents are to be supplied as they form part of the evaluation.

3.1 Bid

Bids must include the following items preferably in this order:

- Response Form and supporting documents
- Company Profile
- All returnable documents
- Any relevant information

3.1.1 Company Profile

Bidders should highlight the capability of the organisation to undertake this project and list any similar assignments which have been successfully undertaken in the past. Bidders should note that companies that have successfully implemented similar projects in the past will have an added advantage.

3.1.2 Appendices

Documents which cannot be incorporated in the body of the bid should be assembled and indexed and then included in the appendices of the bid. Bidders are free to provide any further information should they wish to do so.

3. Quality plans and control

Bidders are required to outline their Quality Management and Quality Assurance methodologies and how they would be implemented in relation to the project. The following areas should be covered in this section:

- How the work is going to be completed to the required standard, within the project cost and on time.
- How quality management is to be ensured during the project.

-----END OF DOCUMENT-----