

# **Request for Proposal**

**Issued on: 01 October 2020**

**for**  
**Selection of Consultant**  
**for**  
**the provision of consultancy services**  
**for the formulation of minimum standards for higher**  
**education in Namibia**

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**Procurement Reference No: SC/OIB/NCHE - 01/2020-21**

**Project: Formulation of minimum standards for higher**  
**education in Namibia**

**Submission deadline: 30 October 2020, 10H00 (Namibian time)**

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~ SECRETARIAT ~

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## Section 1. Letter of Invitation

Procurement Reference No: SC/OIB/NCHE - 01/2020-21

Dear Sirs

1. The National Council for Higher Education (NCHE) invites proposals to provide the following consulting services: *the provision of consultancy services for the formulation of minimum standards for higher education in Namibia*. More details on the services are provided in the Terms of Reference (ToRs).
2. A firm will be selected under *quality and cost-based selection* and procedures described in this RFP, in accordance with the policies and procedures for public procurement in the Republic of Namibia.
3. The RFP includes the following documents:
  - Section 1 - Letter of Invitation
  - Section 2 - Instructions to Consultants (including Data Sheet)
  - Section 3 - Technical Proposal - Standard Forms
  - Section 4 - Financial Proposal - Standard Forms
  - Section 5 - Terms of Reference
  - Section 6 - Standard Form of Contract
4. Please inform us in writing at the following address [procurement@nche.org.na](mailto:procurement@nche.org.na), upon receipt:
  - (a) that you received the Letter of Invitation; and
  - (b) whether you will submit a proposal alone or in association.

Yours sincerely,

**Secretary: Procurement Committee**

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## Instructions to Consultants

### Definitions

- (a) “Client” means the Public Entity with which the selected Consultant signs the Contract for the Services.
- (b) “Consultant” means any entity or person that may provide or provides the Services to the Client under the Contract.
- (c) “Contract” means the Contract signed by the Parties and all the attached documents listed in its Clause 1 that is the General Conditions (GC), the Special Conditions (SC), and the Appendices.
- (d) “**Data Sheet**” means such part of the Instructions to Consultants used to reflect specific country and assignment conditions.
- (e) “Day” means calendar day.
- (f) “Government” means the government of the Republic of Namibia.
- (g) “Instructions to Consultants” (Section 2 of the RFP) means the document which provides shortlisted Consultants with all information needed to prepare their Proposals.
- (h) “LOI” (Section 1 of the RFP) means the Letter of Invitation being sent by the Client to the shortlisted Consultants.
- (i) “Personnel” means professionals and support staff provided by the Consultant or by any Sub-Consultant and assigned to perform the Services or any part thereof; “Foreign Personnel” means such professionals and support staff who at the time of being so provided had their domicile outside the Republic of Namibia; “Local Personnel” means such professionals and support staff who at the time of being so provided had their domicile in the Republic of Namibia.
- (j) “Proposal” means the Technical Proposal and the Financial Proposal.
- (k) “RFP” means the Request For Proposal to be prepared by the Client for the selection of Consultants.
- (l) “Services” means the work to be performed by the Consultant pursuant to the Contract.
- (m) “Sub-Consultant” means any person or entity with whom the Consultant subcontracts any part of the Services.

- (n) “Terms of Reference” (TOR) means the document included in the RFP as Section 5 which explains the objectives, scope of work, activities, tasks to be performed, respective responsibilities of the Client and the Consultant, and expected results and deliverables of the assignment.

## 1. Introduction

- 1.1 The Client named in the **Data Sheet** will select a consulting firm/organization (the Consultant) from those listed in the Letter of Invitation, in accordance with the method of selection specified in the **Data Sheet**.
- 1.2 The shortlisted Consultants are invited to submit a Technical Proposal and a Financial Proposal, or a Technical Proposal only, as specified in the **Data Sheet**, for consulting services required for the assignment named in the **Data Sheet**. The Proposal will be the basis for contract negotiations and ultimately for a signed Contract with the selected Consultant.
- 1.3 Consultants should familiarize themselves with local conditions and take them into account in preparing their Proposals. To obtain first-hand information on the assignment and local conditions, Consultants are encouraged to visit the Client before submitting a proposal and to attend a pre-proposal conference if one is specified in the **Data Sheet**. Attending the pre-proposal conference is optional. Consultants should contact the Client’s representative named in the **Data Sheet** to arrange for their visit or to obtain additional information on the pre-proposal conference. Consultants should ensure that these officials are advised of the visit in adequate time to allow them to make appropriate arrangements.
- 1.4 The Client will timely provide at no cost to the Consultants the inputs and facilities specified in the **Data Sheet**, assist the firm in obtaining licenses and permits needed to carry out the services, and make available relevant project data and reports.
- 1.5 Consultants shall bear all costs associated with the preparation and submission of their proposals and contract negotiation. The Client is not bound to accept any proposal, and reserves the right to annul the selection process at any time prior to Contract award, without thereby incurring any liability to the Consultants.

## Conflict of Interest

- 1.6 The Government of the Republic of Namibia requires that Consultants provide professional, objective, and impartial advice and at all times hold the client’s interests paramount,

strictly avoid conflicts with other assignments or their own corporate interests and act without any consideration for future work.

1.6.1 Without limitation on the generality of the foregoing, Consultants, and any of their affiliates, shall be considered to have a conflict of interest and shall not be recruited, under any of the circumstances set forth below:

**Conflicting activities**

- (i) A firm that has been engaged by the client to provide goods, works or services other than consulting services for a project, and any of its affiliates, shall be disqualified from providing consulting services related to those goods, works or services. Conversely, a firm hired to provide consulting services for the preparation or implementation of a project, and any of its affiliates, shall be disqualified from subsequently providing goods or works or services other than consulting services resulting from or directly related to the firm's consulting services for such preparation or implementation. For the purpose of this paragraph, services other than consulting services are defined as those leading to a measurable physical output, for example surveys, exploratory drilling, aerial photography, and satellite imagery.

**Conflicting assignments**

- (ii) A Consultant (including its Personnel and Sub-Consultants) or any of its affiliates shall not be hired for any assignment that, by its nature, may be in conflict with another assignment of the Consultant to be executed for the same or for another Client. For example, a Consultant hired to prepare engineering design for an infrastructure project shall not be engaged to prepare an independent environmental assessment for the same project, and a Consultant assisting a Client in the privatization of public assets shall not purchase, nor advise purchasers of, such assets. Similarly, a Consultant hired to prepare Terms of Reference for an assignment should not be hired for the assignment in question.

**Conflicting**

- (iii) A Consultant (including its Personnel and Sub-

**relationships**

Consultants) that has a business or family relationship with a member of the Client's staff who is directly or indirectly involved in any part of (i) the preparation of the Terms of Reference of the assignment, (ii) the selection process for such assignment, or (iii) supervision of the Contract, shall not be awarded a Contract, unless the conflict stemming from this relationship has been resolved in a manner acceptable to the Client throughout the selection process and the execution of the Contract.

1.6.2 Consultants have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of their Client, or that may reasonably be perceived as having this effect. Failure to disclose said situations may lead to the disqualification of the Consultant or the termination of its Contract.

1.6.3 No agency or current employees of the Client shall work as Consultants under their own ministries, departments or agencies. Recruiting former government employees of the Client to work for their former ministries, departments or agencies is acceptable provided no conflict of interest exists. When the Consultant nominates any government employee as Personnel in their technical proposal, such Personnel must have written certification from their government or employer confirming that they are on leave without pay from their official position and allowed to work full-time outside of their previous official position. Such certification shall be provided to the Client by the Consultant as part of his technical proposal.

**Unfair  
Advantage**

1.6.4 If a shortlisted Consultant could derive a competitive advantage for having provided consulting services related to the assignment in question, the Client shall make available to all shortlisted Consultants together with this RFP all information that would in that respect give such Consultant any competitive advantage over competing Consultants.

**Fraud and  
Corruption**

1.7 It is the policy of the Government of Namibia to require Public Entities, as well as consultants and their agents (whether declared or not), personnel, sub-contractors, sub-consultants, service providers and suppliers observe the highest standard of



ethics during the selection and execution of contracts.<sup>1</sup> In pursuance of this policy, the Client:

- (a) defines, for the purposes of this provision, the terms set forth below as follows:
  - (i) “corrupt practice” is the offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party<sup>2</sup>;
  - (ii) “fraudulent practice” is any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain financial or other benefit or to avoid an obligation<sup>3</sup>;
  - (iii) “collusive practices” is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party<sup>4</sup>;
  - (iv) “coercive practices” is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party<sup>5</sup>;
  - (v) “obstructive practice” is
    - (aa) deliberately destroying, falsifying, altering or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede the Client investigation into allegations of a corrupt, fraudulent, coercive, or collusive practice; and/or threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to

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<sup>1</sup> In this context, any action taken by a consultant or a sub-consultant to influence the selection process or contract execution for undue advantage is improper.

<sup>2</sup> “Another party” refers to a public official acting in relation to the selection process or contract execution. In this context “public official” includes Public Entity staff and employees of other organizations taking or reviewing selection decisions.

<sup>3</sup> A “party” refers to a public official; the terms “benefit” and “obligation” relate to the selection process or contract execution; and the “act or omission” is intended to influence the selection process or contract execution.

<sup>4</sup> “Parties” refers to participants in the procurement or selection process (including public officials) attempting to establish contract prices at artificial, non competitive levels.

<sup>5</sup> “Party” refers to a participant in the selection process or contract execution.

the investigation or from pursuing the investigation, or

- (bb) acts intended to materially impede the exercise of the Client's inspection and audit rights provided for under paragraph 1.7.1 below.
- (b) will reject a proposal for award if it determines that the consultant recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question;
- (c) will sanction a firm or an individual at any time, in accordance with prevailing procedures, including by publicly declaring such firm or individual ineligible for a stated period of time: (i) to be awarded a public contract, and (ii) to be a nominated sub-consultant<sup>b</sup>, sub-contractor, supplier, or service provider of an otherwise eligible firm being awarded a public contract.

1.7.1. In further pursuance of this policy, Consultants shall permit the Client to inspect their accounts and records and other documents relating to the submission of proposals and contract performance, and to have them audited by auditors appointed by the Client.

1.7.2 Consultants shall furnish information on commissions and gratuities, if any, paid or to be paid to agents relating to this proposal and during execution of the assignment if the Consultant is awarded the Contract, as requested in the Financial Proposal submission form (Section 4).

## **Eligibility**

- 1.8 (a) A firm or individual that has been sanctioned by the Government of the Republic of Namibia in accordance with the above clause 1.7 shall be ineligible to be awarded a public contract, or benefit from a public contract during such period of time as determined by the Procurement Policy Unit.
- (b) A consultant that is under a declaration of ineligibility by the Government of Namibia in accordance with applicable laws

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<sup>b</sup> A nominated sub-consultant, supplier, or service provider is one which either has been (i) included by the Consultant in its proposal because it brings specific and critical experience and know-how that are accounted for in the technical evaluation of the Consultant's proposal for the particular services; or (ii) appointed by the Client.

at the date of the deadline for bid submission and thereafter shall be disqualified.

- (d) Proposal 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.

Links for checking the ineligibility lists are available on the Procurement Policy Unit's website: ([www.mof.gov.na/procurement-policy-unit](http://www.mof.gov.na/procurement-policy-unit)).

(d) Furthermore, the Consultants shall be aware of the provisions on fraud and corruption stated in the specific clauses in the General Conditions of Contract.

**Eligibility of Sub-Consultants**

- 1.9 In case a shortlisted Consultant intends to associate with Consultants who have not been shortlisted and/or individual expert(s), such other Consultants and/or individual expert(s) shall be subject to the eligibility policy of the Client.

**Origin of Goods and Consulting Services**

- 1.10 Goods supplied and Consulting Services provided under the Contract may originate from any country except if:
- (i) as a matter of law or official regulation, the Republic of Namibia prohibits commercial relations with that country; or
  - (ii) by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, the Republic of Namibia prohibits any imports of goods from that country or any payments to persons or entities in that country.

**Only one Proposal**

- 1.11 Shortlisted Consultants shall submit only one proposal. If a Consultant submits or participates in more than one proposal, such proposals shall be disqualified. However, this does not limit the participation of the same Sub-Consultant, including individual experts, to only one proposal.

**Proposal Validity**

- 1.12 The **Data Sheet** indicates how long Consultants' Proposals must remain valid after the submission date. During this period, Consultants shall maintain the availability of Professional staff nominated in the Proposal. The Client will

make its best effort to complete negotiations within this period. However should the need arise, the Client may request Consultants to extend the validity period of their proposals. Consultants who agree to such extension shall confirm that they maintain the availability of the Professional staff nominated in the Proposal, or, in their confirmation of extension of validity of the Proposal, Consultants could submit new staff in replacement, who would be considered in the final evaluation for contract award. Consultants who do not agree have the right to refuse to extend the validity of their Proposals.

**2. Clarification  
and  
Amendment of  
RFP Documents**

- 2.1 Consultants may request a clarification of any of the RFP documents up to the number of days indicated in the **Data Sheet** before the proposal submission date. Any request for clarification must be sent in writing, or by standard electronic means to the Client's address indicated in the **Data Sheet**. The Client will respond in writing, or by standard electronic means and will send written copies of the response (including an explanation of the query but without identifying the source of inquiry) to all Consultants. Should the Client deem it necessary to amend the RFP as a result of a clarification, it shall do so following the procedure under para. 2.2.
- 2.2 At any time before the submission of Proposals, the Client may amend the RFP by issuing an addendum in writing or by standard electronic means. The addendum shall be sent to all Consultants and will be binding on them. Consultants shall acknowledge receipt of all amendments. To give Consultants reasonable time in which to take an amendment into account in their Proposals the Client may, if the amendment is substantial, extend the deadline for the submission of Proposals.
- 3.2 In preparing their Proposal, Consultants are expected to examine in detail the documents comprising the RFP. Material deficiencies in providing the information requested may result in rejection of a Proposal.

3.3 While preparing the Technical Proposal, Consultants must give particular attention to the following:

- (a) If a shortlisted Consultant considers that it may enhance its expertise for the assignment by associating with other Consultants in a joint venture or sub-consultancy, it may associate with either (a) non-shortlisted Consultant(s), or (b) shortlisted Consultants if so indicated in the **Data Sheet**. A shortlisted Consultant must first obtain the approval of the Client if it wishes to enter into a joint venture with non-shortlisted or shortlisted Consultant(s). In case of association with non-shortlisted Consultant(s), the shortlisted Consultant shall act as association leader. In case of a joint venture, all partners shall be jointly and severally liable and shall indicate who will act as the leader of the joint venture.
- (b) The estimated number of Professional staff-months or the budget for executing the assignment shall be shown in the **Data Sheet**, but not both. However, the Proposal shall be based on the number of Professional staff-months or budget estimated by the Consultants.

For fixed-budget-based assignments, the available budget is given in the **Data Sheet**, and the Financial Proposal shall not exceed this budget, while the estimated number of Professional staff-months shall not be disclosed.

- (c) Alternative professional staff shall not be proposed, and only one curriculum vitae (CV) may be submitted for each position.
- (d) Documents to be issued by the Consultants as part of this assignment must be in English. It is desirable that the firm's Personnel have a working knowledge of English.

**(e) Bid Security**

- (i) The Bidder shall either furnish as part of its bid, a Bid Security or subscribe to a Bid Securing Declaration in the Bid Submission Form **as specified in the BDS**.
- (ii) The Bid Securing Declaration shall be in the form of a signed

subscription in the Bid Submission Form.

(iii) The Bid Security shall be in the amount/percentage **specified in the BDS** and denominated in Namibian dollars, and shall:

- (a) be issued by a commercial bank operating in Namibia.
- (b) be substantially in accordance with the forms of Bid Security included in Section 3, Technical Proposal Standard Forms;
- (c) be payable promptly upon written demand by the Purchaser in case the conditions listed in ITB Clause 3.3(e)(vi) are invoked;
- (d) be submitted in its original form; copies will not be accepted;
- (e) remain valid for a period of 30 days beyond the validity period of the bids, as extended, if applicable, in accordance with ITB Clause 1.12;

(iv) Any bid not accompanied by an enforceable and substantially compliant Bid Security or not containing a subscription to a Bid Securing Declaration in the Bid Submission Form, if required, in accordance with ITB 3.4(h), shall be rejected by the Purchaser as nonresponsive.

(v) The Bid Security of unsuccessful bidders shall be returned as promptly as possible upon the successful Bidder signing of contract.

(vi) The Bid Security shall be forfeited or the Bid Securing Declaration executed:

- (a) if a Bidder withdraws its bid during the period of bid validity specified by the Bidder on the Technical Proposal Submission Form; or
- (b) if a Bidder refuses to accept a correction of an error appearing on the face of the Bid; or
- (c) if the successful Bidder fails to: sign the Contract in accordance with ITB 6.5;

(i) The Bid Security or Bid-Securing Declaration of a Joint Venture (JV) must be in the name of the JV that submits the bid. If the JV has not been legally constituted at the time of bidding, the Bid

Security or Bid-Securing Declaration shall be in the names of all future partners as named in the Technical Proposal Submission Form mentioned in Section 3 “Technical Proposal Standard Forms,” when submitting in association.

- (ii) If a bid securing declaration is **required in the BDS**, and
  - (a) a Bidder withdraws its bid during the period of bid validity specified by the Bidder on the Technical Proposal Submission Form, except as provided in ITB 20.2;
  - (b) a Bidder refuses to accept a correction of an error appearing on the face of the Bid; or
  - (c) the successful Bidder fails to: sign the Contract in accordance with ITB 6.5;

the bidder may be disqualified by the Review Panel to be awarded a contract by any Public Entity for a period of time.

**Technical  
Proposal  
Format and  
Content**

- 3.4 Depending on the nature of the assignment, Consultants are required to submit a Full Technical Proposal (FTP), or a Simplified Technical Proposal (STP). The **Data Sheet** indicates the format of the Technical Proposal to be submitted. Submission of the wrong type of Technical Proposal will result in the Proposal being deemed non-responsive. The following mandatory documentary evidence is required to accompany the Technical Proposal;

- (i) have a valid company Registration Certificate;
- (ii) have an original valid good Standing Tax Certificate;
- (iii) have an original valid good Standing Social Security Certificate;
- (iv) have a valid certified copy of 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) An undertaking on the part of the Bidder that the salaries and wages payable to its personnel in respect of this proposal are compliant to the relevant laws, Remuneration Order, and Award, where applicable and that it will abide to sub-clause 4.6 of the General conditions of Contract if it is awarded

the contract or part thereof; and;

The Technical Proposal shall provide the information indicated in the following paras from (a) to (g) using the attached Standard Forms (Section 3). Paragraph (c) (ii) indicates the recommended number of pages for the description of the approach, methodology and work plan of the STP. A page is considered to be one printed side of A4 or letter size paper.

- (a) (i) For the FTP only: a brief description of the Consultants' organization and an outline of recent experience of the Consultants and, in the case of joint venture, for each partner, on assignments of a similar nature is required in Form TECH-2 of Section 3. For each assignment, the outline should indicate the names of Sub-Consultants/ Professional staff who participated, duration of the assignment, contract amount, and Consultant's involvement. Information should be provided only for those assignments for which the Consultant was legally contracted by the Client as a corporation or as one of the major firms within a joint venture. Assignments completed by individual Professional staff working privately or through other consulting firms cannot be claimed as the experience of the Consultant, or that of the Consultant's associates, but can be claimed by the Professional staff themselves in their CVs. Consultants should be prepared to substantiate the claimed experience if so requested by the Client.
- (ii) For the STP the above information is not required and Form TECH-2 of Section 3 shall not be used.
- (b) (i) For the FTP only: comments and suggestions on the Terms of Reference including workable suggestions that could improve the quality/ effectiveness of the assignment; and on requirements for counterpart staff and facilities including: administrative support, office space, local transportation, equipment, data, etc. to be provided by the Client (Form TECH-3 of Section 3).
- (ii) For the STP Form TECH-3 of Section 3 shall not be used; the above comments and suggestions, if any, should be incorporated into the description of the



approach and methodology (refer to following sub-para. 3.4 (c) (ii)).

- (c) (i) For the FTP, and STP: a description of the approach, methodology and work plan for performing the assignment covering the following subjects: technical approach and methodology, work plan, and organization and staffing schedule. Guidance on the content of this section of the Technical Proposals is provided under Form TECH-4 of Section 3. The work plan should be consistent with the Work Schedule (Form TECH-8 of Section 3) which will show in the form of a bar chart the timing proposed for each activity.
- (ii) For the STP only: the description of the approach, methodology and work plan should normally consist of 10 pages, including charts, diagrams, and comments and suggestions, if any, on Terms of Reference and counterpart staff and facilities.
- (d) The list of the proposed Professional staff team by area of expertise, the position that would be assigned to each staff team member, and their tasks (Form TECH-5 of Section 3).
- (e) Estimates of the staff input (staff-months of foreign and local professionals) needed to carry out the assignment (Form TECH-7 of Section 3). The staff-months input should be indicated separately for home office and field activities, and for foreign and local Professional staff.
- (f) CVs of the Professional staff signed by the staff themselves or by the authorized representative of the Professional Staff (Form TECH-6 of Section 3).
- (g) For the FTP only: a detailed description of the proposed methodology and staffing for training, if the **Data Sheet** specifies training as a specific component of the assignment.
- (h) the Bid Security or Bid-Securing Declaration, in accordance with ITB Clause 3.3(e), as specified in the **Data Sheet**;

3.5 The Technical Proposal shall **not** include any financial information. A Technical Proposal containing financial

information may be declared non responsive.

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| <b>Financial Proposals</b>                              | 3.6 | The Financial Proposal shall be prepared using the attached Standard Forms (Section 4). It shall list all costs associated with the assignment, including (a) remuneration for staff (foreign and local, in the field and at the Consultants' home office), and (b) reimbursable expenses indicated in the <b>Data Sheet</b> . If appropriate, these costs should be broken down by activity and, if appropriate, into foreign and local expenditures. All activities and items described in the Technical Proposal must be priced separately; activities and items described in the Technical Proposal but not priced, shall be assumed to be included in the prices of other activities or items. |
| <b>Taxes</b>  | 3.7 | The Consultant, other than Namibian nationals, may be subject to local taxes (such as: value added tax, social charges or income taxes on non-resident Foreign Personnel, duties, fees, levies) on amounts payable by the Client under the Contract. The Client will state in the <b>Data Sheet</b> if the Consultant is subject to payment of any local taxes. Any such amounts shall not be included in the Financial Proposal as they will not be evaluated, but they will be discussed at contract negotiations, and applicable amounts will be included in the Contract.   |
|   | 3.8 | Consultants, must express the price of their services in Namibia Dollars only.  |
|   | 3.9 | Commissions and gratuities, if any, paid or to be paid by Consultants and related to the assignment will be listed in the Financial Proposal Form FIN-1 of Section 4.   |
| <b>4. Submission, Receipt, and Opening of Proposals</b> | 4.1 | The original proposal (Technical Proposal and, if required, Financial Proposal; see para. 1.2) shall contain no interlineations or overwriting, except as necessary to correct errors made by the Consultants themselves. The person who signed the proposal must initial such corrections. Submission letters for both Technical and Financial Proposals should respectively be in the format of TECH-1 of Section 3, and FIN-1 of Section 4.  |
|   | 4.2 | An authorized representative of the Consultants, <b>as specified in the Data Sheet</b> shall initial all pages of the original Technical and Financial Proposals. The signed Technical and Financial Proposals shall be marked "ORIGINAL".  |
|   | 4.3 | The Technical Proposal shall be marked "ORIGINAL" or "COPY" as appropriate. The Technical Proposals shall be sent   |

to the addresses referred to in para. 4.5 and in the number of copies indicated in the **Data Sheet**. All required copies of the Technical Proposal are to be made from the original. If there is any discrepancy between the original and the copies of the Technical Proposal, the original governs.

- 4.4 The original and all copies of the Technical Proposal shall be placed in a sealed envelope clearly marked “TECHNICAL PROPOSAL” Similarly, the original Financial Proposal (if required under the selection method indicated in the **Data Sheet**) shall be placed in a sealed envelope clearly marked “FINANCIAL PROPOSAL” followed by the Procurement reference number and the name of the assignment, and with a warning “**DO NOT OPEN WITH THE TECHNICAL PROPOSAL.**” The envelopes containing the Technical and Financial Proposals shall be placed into an outer envelope and sealed. This outer envelope shall bear the submission address and reference number, and be clearly marked “**DO NOT OPEN, EXCEPT IN PRESENCE OF THE OFFICIAL APPOINTED, BEFORE** *[insert the time and date of the submission deadline indicated in the **Data Sheet**]*”. The Client shall not be responsible for misplacement, loss or premature opening if the outer envelope is not sealed and/or marked as stipulated. This circumstance may be case for Proposal rejection. If the Financial Proposal is not submitted in a separate sealed envelope duly marked as indicated above, this will constitute grounds for declaring the Proposal non-responsive.
- 4.5 The Proposals must be sent to the address/addresses indicated in the **Data Sheet** and received by the Client no later than the time and the date indicated in the **Data Sheet**, or any extension to this date in accordance with para. 2.2. Any proposal received by the Client after the deadline for submission shall be returned unopened.
- 4.6 The Client shall open the Technical Proposal immediately after the deadline for their submission. The envelopes with the Financial Proposal shall remain sealed and securely stored.

## 5. Proposal Evaluation

- 5.1 From the time the Proposals are opened to the time the Contract is awarded, the Consultants should not contact the Client on any matter related to its Technical and/or Financial Proposal. Any effort by Consultants to influence the Client in the examination, evaluation, ranking of Proposals, and recommendation for award of Contract may result in the rejection of the Consultants’ Proposal.

- Evaluators of Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded.
- |   |     |  |
|---|-----|--|
| <b>Evaluation of Technical Proposals</b>  | 5.2 | The Evaluation Committee shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference, applying the evaluation criteria, sub-criteria, and point system specified in the <b>Data Sheet</b> . Each responsive Proposal will be given a technical score (St). A Proposal shall be rejected at this stage if it does not respond to important aspects of the RFP, and particularly the Terms of Reference or if it fails to achieve the minimum technical score indicated in the <b>Data Sheet</b> .   |
| <b>Financial Proposals for QBS</b>  | 5.3 | Following the ranking of technical Proposals, when selection is based on quality only (QBS), the first ranked Consultant is invited to negotiate its proposal and the Contract in accordance with the instructions given under para. 6 of these Instructions.  |
| <b>Public Opening and Evaluation of Financial Proposals (only for QCBS, FBS, and LCS)</b> | 5.4 | After the technical evaluation is completed the Client shall inform the Consultants who have submitted proposals the technical scores obtained by their Technical Proposals, and shall notify those Consultants whose Proposals did not meet the minimum qualifying mark or were considered non responsive to the RFP and TOR, that their Financial Proposals will be returned unopened after completing the selection process. The Client shall simultaneously notify in writing Consultants that have secured the minimum qualifying mark, the date, time and location for opening the Financial Proposals. The opening date should allow Consultants sufficient time to make arrangements for attending the opening. Consultants' attendance at the opening of Financial Proposals is optional. |
|   | 5.5 | Financial Proposals shall be opened in the presence of the Consultants' representatives who choose to attend. The name of the consultants and the technical scores of the consultants shall be read aloud. The Financial Proposal of the Consultants who met the minimum qualifying mark will then be inspected to confirm that they have remained sealed and unopened. These Financial Proposals shall be then opened, and the total prices read aloud and recorded. Copy of the record shall be sent to all Consultants, upon request.   |
|   | 5.6 | The Client will correct any computational error. When correcting computational errors, in case of discrepancy between a partial amount and the total amount, or between word and figures the formers will prevail. In addition to the above corrections, as indicated under para. 3.6, activities and  |

items described in the Technical Proposal but not priced, shall be assumed to be included in the prices of other activities or items. In case an activity or line item is quantified in the Financial Proposal differently from the Technical Proposal, no corrections are applied to the Financial Proposal in this respect. Prices shall be converted to Namibian Dollars using the selling rates of exchange issued by the Bank of Namibia, prevailing on the deadline for submission of proposals.

- 5.7 In case of QCBS, the lowest evaluated Financial Proposal (Fm) will be given the maximum financial score (Sf) of 100 points. The financial scores (Sf) of the other Financial Proposals will be computed as indicated in the **Data Sheet**. Proposals will be ranked according to their combined technical (St) and financial (Sf) scores using the weights (T = the weight given to the Technical Proposal; P = the weight given to the Financial Proposal; T + P = 1) indicated in the **Data Sheet**:  $S = St \times T\% + Sf \times P\%$ . The firm achieving the highest combined technical and financial score will be invited for negotiations.
- 5.8 In the case of Fixed-Budget Selection, the Client will select the firm that submitted the highest ranked Technical Proposal within the budget. Proposals that exceed the indicated budget will be rejected. In the case of the Least-Cost Selection, the Client will select the lowest proposal among those that passed the minimum technical score. In both cases the evaluated proposal price according to para. 5.6 shall be considered, and the selected firm is invited for negotiations.

## 6. Negotiations

- 6.1 Negotiations will be held on the date and at the address indicated in the **Data Sheet**. The invited Consultant will, as a pre-requisite for attendance at the negotiations, confirm availability of all Professional staff. Failure in satisfying such requirements may result in the Client proceeding to negotiate with the next-ranked Consultant. Representatives conducting negotiations on behalf of the Consultant must have written authority to negotiate and conclude a Contract.

### Technical negotiations

- 6.2 Negotiations will include a discussion of the Technical Proposal, the proposed technical approach and methodology, work plan, and organization and staffing, and any suggestions made by the Consultant to improve the Terms of Reference. The Client and the Consultants will finalize the Terms of Reference, staffing schedule, work schedule, logistics, and reporting. These documents will then be incorporated in the Contract as "Description of Services". Special attention will be paid to clearly defining the inputs and facilities required from

the Client to ensure satisfactory implementation of the assignment. The Client shall prepare minutes of negotiations which will be signed by the Client and the Consultant.

**Financial negotiations**

- 6.3 If applicable, it is the responsibility of the Consultant, before starting financial negotiations, to contact the local tax authorities to determine the local tax amount to be paid by the Consultant under the Contract. The financial negotiations will include a clarification (if any) of the firm's tax liability in the Republic of Namibia, and the manner in which it will be reflected in the Contract; and will reflect the agreed technical modifications in the cost of the services. In case of Quality and Cost Based Selection, Fixed-Budget Selection, or the Least-Cost Selection methods, unless there are exceptional reasons, the financial negotiations will involve neither the remuneration rates for staff nor other proposed unit rates. For other methods, Consultants will provide the Client with the information on remuneration rates described in the Appendix attached to Section 4 - Financial Proposal - Standard Forms of this RFP.

**Availability of Professional staff/experts**

- 6.4 Having selected the Consultant on the basis of, among other things, an evaluation of proposed Professional staff, the Client expects to negotiate a Contract on the basis of the Professional staff named in the Proposal. Before contract negotiations, the Client will require assurances that the Professional staff will be actually available. The Client will not consider substitutions during contract negotiations unless both parties agree that undue delay in the selection process makes such substitution unavoidable or for reasons such as death or medical incapacity. If this is not the case and if it is established that Professional staff were offered in the proposal without confirming their availability, the Consultant may be disqualified. Any proposed substitute shall have equivalent or better qualifications and experience than the original candidate and shall be submitted by the Consultant within the period of time specified in the letter of invitation to negotiate.

**Conclusion of the negotiations**

- 6.5 Negotiations will conclude with a review of the draft Contract. To complete negotiations the Client and the Consultant will initial the Contract. If negotiations fail, the Client will invite the Consultant whose Proposal received the second highest score to negotiate a Contract.

**7. Award of**

- 7.1 The Consultant whose bid attains the highest score, in accordance with the criteria and selection method set forth in

**Contract**

the request for proposals, or the one with the least cost in the case of the Least Cost method of selection, shall be selected for award, subject to satisfactory conclusion of negotiation.

- 7.2 For contract above the prescribed threshold, the Client shall notify the selected Consultant of its intention to award the contract and shall simultaneously notify all other short listed consultants of its decision.
- 7.3 For contracts not exceeding the prescribed threshold, the client shall issue the Letter of Award.
- 7.4 In the absence of an application for review by any other consultant within 7 days of the notice under section 7.2, the contract shall be awarded to the selected Consultant
- 7.5 Within seven days from the issue of Letter of Award, the Client shall publish on the Public Procurement Portal ([www.mof.gov.na/procurement-policy-unit](http://www.mof.gov.na/procurement-policy-unit)) and the Client's website, the results of the RFP process identifying the:
  - (i) name of the successful Consultant, and the price it offered, as well as the duration and summary scope of the assignment; and
  - (ii) an executive summary of the RFP Evaluation Report, for contracts above the prescribed threshold referred to in section 7.2.
- 7.6 After Contract signature, the Client shall return the unopened Financial Proposals to the unsuccessful Consultants.
- 7.7 The Consultant is expected to commence the assignment on the date and at the location specified in the **Data Sheet**.

**8. Confidentiality**

- 8.1 Information relating to evaluation of Proposals and recommendations concerning awards shall not be disclosed to the Consultants who submitted the Proposals or to other persons not officially concerned with the process until the publication of award. The undue use by any Consultant of confidential information related to the process may result in the rejection of its Proposal and may be subject to the provisions of the Government's antifraud and corruption policy.

**9. Debriefing**

- 9.1 The client shall promptly attend to all requests for debriefing for the contract made in writing, and within 7 days from the date the unsuccessful consultants are informed about the award.



## Instructions to Consultants – Data Sheet

1. Paragraph Reference	
1.1	<p>Name of the Client: <b>NCHE</b></p> <p>Method of selection: <i><b>Quality and Cost Based Selection</b></i></p>
1.2	<p>Financial Proposal to be submitted together with Technical Proposal: <b>Yes</b></p> <p>Name of the assignment is: <b>Formulation of minimum standards for higher education in Namibia</b></p>
1.3	<p>A pre-proposal conference will be held: <i>No</i></p> <hr/> <p>The Client's representative is: <u>Sylvia Demas</u>  Address: <u>Erf 6445 Corner of Haddy Street and Hoogenhout Street, Windhoek, Namibia</u>  Telephone: <u>+264 307 012</u>  E-mail: <a href="mailto:procurement@ncche.org.na">procurement@ncche.org.na</a></p>
1.4	<p>The Client will provide the following inputs and facilities: <b>inter regional traveling (local-Namibia)</b></p>
1.6.1	<p>The Client envisages the need for continuity for downstream work: <b>No</b></p>
1.14	<p>Proposals must remain valid <b>45</b> days after the submission date, i.e. until: <b><u>15 December 2020.</u></b></p>

<b>2.1</b>	Clarifications may be requested not later than 7 days before the submission date.  The address for requesting clarifications is: <a href="mailto:procurement@ncche.org.na">procurement@ncche.org.na</a>
<b>3.3 (a)</b>	Shortlisted Consultants may associate with other shortlisted Consultants: <b>No</b>
<b>3.3 (b)</b>	The estimated number of professional staff-months required for the assignment is: <b><u>6 staff-months</u></b>

<b>3.4</b>	The format of the Technical Proposal to be submitted is: <b><i>FTP</i></b>
<b>3.4 (g)</b>	Training is a specific component of this assignment: <b><i>No</i></b>
<b>3.4 (h)</b>	Bid security <b><u>shall not</u></b> be required
<b>3.6</b>	<p>(1) a per diem allowance in respect of Personnel of the Consultant for every day in which the Personnel shall be absent from the home office and, as applicable, outside the Client's country for purposes of the Services; (as per government of Namibia applicable rates to job level Grade 3)</p> <p>(2) cost of necessary travel, including transportation of the Personnel by the most appropriate means of transport and the most direct practicable route;</p> <p>(3) cost of such further items required for purposes of the Services not covered in the foregoing.</p>
<b>3.7</b>	<p>Amounts payable by the NCHE to the Consultant under the contract to be subject to local taxation: <b><i>Yes</i></b></p> <p>NCHE will pay such taxes on behalf of the international Consultant</p> <p>Local Consultants will be subject to all taxes payable and should therefore submit their financial proposals inclusive of taxes.</p>
<b>3.8</b>	Consultant to state local cost in the national currency: <b><i>Yes</i></b>
<b>4.2</b>	This authorization shall consist of written confirmation and shall be attached to the bid. It may include a delegation of power by resolution of the Board of

	<p>a company or from the CEO, himself holding power from the Board or from a Director being a shareholder of a company or through a Power of Attorney.</p> <p><i>The name and position held by each person signing the authorization must be typed or printed below the signature.</i></p>
<b>4.3</b>	<p>Consultant must submit the <b><u>original</u></b> and <b><u>2</u></b> copies of the Technical Proposal, and the original of the Financial Proposal.</p>
<b>4.5</b>	<p>The Proposal submission address is: <b>National Council for Higher Education (NCHE), Reception, ERF 6445 Corner of Hoogenhout and Haddy Streets Windhoek West, Windhoek, Namibia.</b></p> <p>Proposals must be submitted not later than the following date and time: <b>30 October 2020 at 10:00AM. Late bids will be rejected</b></p>

<b>5.2 (a)</b>	<p>Criteria, sub-criteria, and point system for the evaluation of Full Technical Proposals are:</p> <table> <thead> <tr> <th></th><th style="text-align: right;"><u>Points</u></th></tr> </thead> <tbody> <tr> <td>(i) Specific experience of the Consultants relevant to the assignment:</td><td style="text-align: right;">[5]</td></tr> <tr> <td>(ii) Adequacy of the proposed methodology and work plan in responding to the Terms of Reference:</td><td></td></tr> <tr> <td>    a) Technical approach and methodology</td><td style="text-align: right;">[25]</td></tr> <tr> <td>    b) Work plan</td><td style="text-align: right;">[10]</td></tr> <tr> <td>    c) Organization and staffing</td><td style="text-align: right;">[5]</td></tr> <tr> <td style="text-align: right;">Total points for criterion (ii):</td><td style="text-align: right;"><b>[40]</b></td></tr> <tr> <td>(iii) Key professional staff qualifications and competence for the assignment:</td><td></td></tr> <tr> <td>    a) Team Leader [Higher Education Management]</td><td style="text-align: right;">[25]</td></tr> <tr> <td>    b) Key Expert [Quality Assurance]</td><td style="text-align: right;">[15]</td></tr> <tr> <td>    c) Key Expert [Management Information System]</td><td style="text-align: right;">[15]</td></tr> <tr> <td style="text-align: right;">Total points for criterion (iii):</td><td style="text-align: right;"><b>[55]</b></td></tr> <tr> <td colspan="2"> <p>The number of points to be assigned to each of the above positions or disciplines shall be determined considering the following three subcriteria and relevant percentage weights:</p> <table> <tbody> <tr> <td>1) General qualifications</td><td style="text-align: right;">[30%]</td></tr> <tr> <td>2) Adequacy for the assignment</td><td style="text-align: right;">[60%]</td></tr> <tr> <td>3) Experience in region and language</td><td style="text-align: right;">[10%]</td></tr> <tr> <td style="text-align: right;">Total weight:</td><td style="text-align: right;"><b>100%</b></td></tr> </tbody> </table> </td></tr> <tr> <td style="text-align: right;">Total points for the five criteria:</td><td style="text-align: right;">100</td></tr> <tr> <td colspan="2"> <p>The minimum technical score St required to pass is: <u>71</u> Points</p> </td></tr> </tbody> </table>		<u>Points</u>	(i) Specific experience of the Consultants relevant to the assignment:	[5]	(ii) Adequacy of the proposed methodology and work plan in responding to the Terms of Reference:		a) Technical approach and methodology	[25]	b) Work plan	[10]	c) Organization and staffing	[5]	Total points for criterion (ii):	<b>[40]</b>	(iii) Key professional staff qualifications and competence for the assignment:		a) Team Leader [Higher Education Management]	[25]	b) Key Expert [Quality Assurance]	[15]	c) Key Expert [Management Information System]	[15]	Total points for criterion (iii):	<b>[55]</b>	<p>The number of points to be assigned to each of the above positions or disciplines shall be determined considering the following three subcriteria and relevant percentage weights:</p> <table> <tbody> <tr> <td>1) General qualifications</td><td style="text-align: right;">[30%]</td></tr> <tr> <td>2) Adequacy for the assignment</td><td style="text-align: right;">[60%]</td></tr> <tr> <td>3) Experience in region and language</td><td style="text-align: right;">[10%]</td></tr> <tr> <td style="text-align: right;">Total weight:</td><td style="text-align: right;"><b>100%</b></td></tr> </tbody> </table>		1) General qualifications	[30%]	2) Adequacy for the assignment	[60%]	3) Experience in region and language	[10%]	Total weight:	<b>100%</b>	Total points for the five criteria:	100	<p>The minimum technical score St required to pass is: <u>71</u> Points</p>	
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5.7	<p>The formula for determining the financial scores is the following:</p> <p><math>Sf = 100 \times Fm/F</math>, in which <math>Sf</math> is the financial score, <math>Fm</math> is the lowest price and <math>F</math> the price of the proposal under consideration.</p> <p>The weights given to the Technical (<math>T</math>) and Financial Proposals (<math>P</math>) are:  <math>T = \underline{\hspace{2cm}} \times [0.7]</math>, and  <math>P = \underline{\hspace{2cm}} \times [0.3]</math></p>
6.1	<p>Expected date and address for contract negotiations:  <b>23 November 2020, virtual</b></p>
7.5	<p>Expected date for commencement of consulting services  <b>01 December 2020 at: Place of recruitment</b></p>

### Section 3. Technical Proposal - Standard Forms

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

Refer to Reference Paragraph 3.4 of the Data Sheet for format of Technical Proposal to be submitted, and paragraph 3.4 of Section 2 of the RFP for Standard Forms required and number of pages recommended.

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## Form TECH-1: Technical Proposal Submission Form

---

[Location, Date]

To: [Name and address of Client]

Dear Sir/Madam:

We, the undersigned, offer to provide the consulting services for [Insert title of assignment] in accordance with your Request for Proposal dated [Insert Date] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal, and a Financial Proposal sealed under a separate envelope<sup>1</sup>.

We are submitting our Proposal in association with: [Insert a list with full name and address of each associated Consultant]<sup>2</sup>

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification.

If negotiations are held during the period of validity of the Proposal, i.e., before the date indicated in Paragraph Reference 1.14 of the Data Sheet, we undertake to negotiate on the basis of the proposed staff. Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations.

We undertake, if our Proposal is accepted, to initiate the consulting services related to the assignment not later than the date indicated in Paragraph Reference 7.5 of the Data Sheet.

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

We remain,

Yours sincerely,

Authorized Signature [In full and initials]: \_\_\_\_\_

Name and Title of Signatory: \_\_\_\_\_

Name of Firm: \_\_\_\_\_

Address: \_\_\_\_\_

---

1 [In case Paragraph Reference 1.2 of the Data Sheet requires to submit a Technical Proposal only, replace this sentence with: "We are hereby submitting our Proposal, which includes this Technical Proposal only."]

2 [Delete in case no association is foreseen.]

---

## **Form TECH-2: Consultant's Organization and Experience**

---

### **A - Consultant's Organization**

*[Provide here a brief (around two pages) description of the background and organization of your firm/entity and each associate for this assignment.]*



## B - Consultant's Experience

*[Using the format below, provide information on each assignment for which your firm, and each associate for this assignment, was legally contracted either individually as a corporate entity or as one of the major companies within an association, for carrying out consulting services similar to the ones requested under this assignment. Use around 20 pages.]*

Assignment name:	Approx. value of the contract (in current Namibia Dollars equivalent):
Country: Location within country:	Duration of assignment (months):
Name of Client:	Total N° of staff-months of the assignment:
Address:	Approx. value of the services provided by your firm under the contract (in current (in current Namibia Dollars equivalent): .....
Start date (month/year): Completion date (month/year):	N° of professional staff-months provided by associated Consultants:
Name of associated Consultants, if any:	Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader):
Narrative description of Project:	
Description of actual services provided by your staff within the assignment:	

Firm's Name: \_\_\_\_\_

---

### **Form TECH-3: Comments and Suggestions on the Terms of Reference and on Counterpart Staff and Facilities to be Provided by the Client**

---

#### **A - On the Terms of Reference**

*[Present and justify here any modifications or improvement to the Terms of Reference you are proposing to improve performance in carrying out the assignment (such as deleting some activities you consider unnecessary, or adding another, or proposing a different phasing of the activities). Such suggestions should be concise and to the point, and incorporated in your Proposal.]*

## **B - On Counterpart Staff and Facilities**

*[Comment here on counterpart staff and facilities to be provided by the Client according to Paragraph Reference 1.4 of the Data Sheet including: administrative support, office space, local transportation, equipment, data, etc.]*

## **Form TECH-4: Description of Approach, Methodology and Work Plan for Performing the Assignment**

---

*[Technical approach, methodology and work plan are key components of the Technical Proposal. You are requested to present your Technical Proposal (around 50 pages, inclusive of charts and diagrams) divided into the following three chapters:*

- a) Technical Approach and Methodology,*
- b) Work Plan, and*
- c) Organization and Staffing,*

*a) Technical Approach and Methodology. In this chapter you should explain your understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. You should highlight the problems being addressed and their importance, and explain the technical approach you would adopt to address them. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach.*

*b) Work Plan. In this chapter you should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents, including reports, drawings, and tables to be delivered as final output, should be included here. The work plan should be consistent with the Work Schedule of Form TECH-8.*

*c) Organization and Staffing. In this chapter you should propose the structure and composition of your team. You should list the main disciplines of the assignment, the key expert responsible, and proposed technical and support staff.*

---

**Form TECH-5: Team Composition and Task Assignments**

---

<b>Professional Staff</b>				
Name of Staff	Firm	Area of Expertise	Position Assigned	Task Assigned

---

## Form TECH-6: Curriculum Vitae (CV) for Proposed Professional Staff

---

**1. Proposed Position** *[only one candidate shall be nominated for each position]:* \_\_\_\_\_

**2. Name of Firm** *[Insert name of firm proposing the staff]:* \_\_\_\_\_

**3. Name of Staff** *[Insert full name]:* \_\_\_\_\_

**4. Date of Birth:** \_\_\_\_\_ **Nationality:** \_\_\_\_\_

**5. Education** *[Indicate college/university and other specialized education of staff member, giving names of institutions, degrees obtained, and dates of obtainment]:* \_\_\_\_\_

**6. Membership of Professional Associations:** \_\_\_\_\_

**7. Other Training** *[Indicate significant training since degrees under 5 - Education were obtained]:* \_\_\_\_\_

**8. Countries of Work Experience:** *[List countries where staff has worked in the last ten years]:* \_\_\_\_\_

**9. Languages** *[For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing]:* \_\_\_\_\_

**10. Employment Record** *[Starting with present position, list in reverse order every employment held by staff member since graduation, giving for each employment (see format here below): dates of employment, name of employing organization, positions held.]:*

From [Year]: \_\_\_\_\_ To [Year]: \_\_\_\_\_

Employer: \_\_\_\_\_

Positions held: \_\_\_\_\_

<b>11. Detailed Tasks Assigned</b>  <i>[List all tasks to be performed under this assignment]</i>	<b>12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned</b>  <i>[Among the assignments in which the staff has been involved, indicate the following information for those assignments that best illustrate staff capability to handle the tasks listed under point 11.]</i>  Name of assignment or project: _____ Year: _____ Location: _____ Client: _____ Main project features: _____ Positions held: _____ Activities performed: _____
---	---

**13. Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that any wilful misstatement described herein may lead to my disqualification or dismissal, if engaged.

\_\_\_\_\_  
*[Signature of staff member or authorized representative of the staff]*

Date: \_\_\_\_\_  
*Day/Month/Year*

Full name of authorized representative: \_\_\_\_\_

## Form TECH-7: Staffing Schedule<sup>1</sup>

N°	Name of Staff	Staff input (in the form of a bar chart) <sup>2</sup>													Total staff-month input		
		1	2	3	4	5	6	7	8	9	10	11	12	n	Home	Field <sup>3</sup>	Total
<b>Foreign</b>																	
1		[Home]															
		[Field]															
2																	
3																	
n																	
<b>Subtotal</b>																	
<b>Local</b>																	
1		[Home]															
		[Field]															
2																	
n																	
<b>Subtotal</b>																	
<b>Total</b>																	

1 For Professional Staff the input should be indicated individually; for Support Staff it should be indicated by category (e.g.: draftsmen, clerical staff, etc.).

2 Months are counted from the start of the assignment. For each staff indicate separately staff input for home and field work.

3 Field work means work carried out at a place other than the Consultant's home office.

Full time input

Part time input



## Form TECH-8 Work Schedule

N°	Activity <sup>1</sup>	Months <sup>2</sup>												
		1	2	3	4	5	6	7	8	9	10	11	12	n
1														
2														
3														
4														
5														
n														

- 1 Indicate all main activities of the assignment, including delivery of reports (e.g.: inception, interim, and final reports), and other benchmarks such as Client approvals. For phased assignments indicate activities, delivery of reports, and benchmarks separately for each phase.
- 2 Duration of activities shall be indicated in the form of a bar chart.

*Appendix to Bid Submission Form*

**BID SECURING DECLARATION**

**(Section 45 of Act)**

**(Regulation 37(1)(b) and 37(5))**

**Date:** .....[Day/month/year].....

**Procurement Ref No.:** .....

**To:** .....[insert complete name of Public Entity and address].....

I/We\* understand that in terms of section 45 of the Act a public entity must include in the bidding document the requirement for a declaration as an alternative form of bid security.

I/We\* accept that under section 45 of the Act, I/we\* may be suspended or disqualified in the event of

**(a) a modification or withdrawal of a bid after the deadline for submission of bids during the period of validity;**

**(b) refusal by a bidder to accept a correction of an error appearing on the face of a bid;**

**(c) failure to sign a procurement contract in accordance with the terms and conditions set forth in the bidding document, should I/We\* be successful bidder; or**

**(d) failure to provide security for the performance of the procurement contract if required to do so by the bidding document.**

I/We\* understand this bid securing declaration ceases to be valid if I am/We are\* not the successful Bidder

Signed: .....  
[insert signature of person whose name and capacity are shown]

Capacity of:  
[indicate legal capacity of person(s) signing the Bid Securing Declaration]

Name: .....  
[insert complete name of person signing the Bid Securing Declaration]

Duly authorized to sign the bid for and on behalf of: [insert complete name of Bidder]

Dated on \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_  
[insert date of signing]

Corporate Seal (where appropriate)

[Note\*: In case of a joint venture, the bid securing declaration must be in the name of all partners to the joint venture that submits the bid.]

**\*delete if not applicable / appropriate**



## **Republic Of Namibia**

### **Ministry of Labour, Industrial Relations and Employment Creation**

**Written undertaking in terms of section 138 of the Labour Act, 2015 and  
section 50(2)(D) of the Public Procurement Act, 2015**

#### **1. EMPLOYERS DETAILS**

Company Trade Name:.....

Registration Number :.....

Vat Number: .....

Industry/Sector: .....

Place of Business:.....

Physical Address:.....

Tell No.:.....

Fax No.:.....

Email Address:.....

Postal Address:.....

Full name of Owner/Accounting Officer:.....

.....

Email Address:.....

## 2. PROCUREMENT DETAILS

Procurement Reference No.: .....

Procurement Description: .....

.....

.....

Anticipated Contract Duration: .....

Location where work will be done, good/services will be delivered: .....

.....

## 3. UNDERTAKING

I .....[insert full name], owner/representative

of .....[insert full name of company]

hereby undertake in writing that my company will at all relevant times comply fully with the relevant provisions of the Labour Act and the Terms and Conditions of Collective Agreements as applicable.

I am fully aware that failure to abide to such shall lead to the action as stipulated in section 138 of the labour Act, 2007, which include but not limited to the cancellation of the contract/licence/grant/permit or concession.

**Signature:** .....

**Date:** .....

**Seal:**.....

*Please take note:*

1. *A labour inspector may conduct unannounced inspections to assess the level of compliance*
2. *This undertaking must be displayed at the workplace where it will be readily accessible and visible by the employees rendering service(s) in relations to the goods and services being procured under this contract.*

## Section 4. Financial Proposal - Standard Forms

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

Financial Proposal Standard Forms shall be used for the preparation of the Financial Proposal according to the instructions provided under para. 3.6 of Section 2. Such Forms are to be used whichever is the selection method indicated in para. 4 of the Letter of Invitation.

Form FIN-1: Financial Proposal Submission Form .....	44
Form FIN-2: Summary of Costs .....	45
Form FIN-3: Breakdown of Costs by Activity <sup>1</sup> .....	46
Form FIN-4: Breakdown of Remuneration <sup>1</sup> (Lump-Sum) .....	46
Form FIN-5: Breakdown of Reimbursable Expenses (Lump-Sum) .....	48

## Form FIN-1: Financial Proposal Submission Form

[Location, Date]

To: [Name and address of Client]

Dear Sir/Madam:

We, the undersigned, offer to provide the consulting services for [Insert title of assignment] in accordance with your Request for Proposal dated [Insert Date] and our Technical Proposal. Our attached Financial Proposal is for the lump sum of [Insert amount(s) in words and figures<sup>1</sup>]. This amount is exclusive of the local taxes (*applicable only to consultants other than Namibian nationals*), which shall be identified during negotiations and shall be added to the above amount.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal, i.e. before the date indicated in Paragraph Reference 1.14 of the Data Sheet.

Commissions and gratuities paid or to be paid by us to agents relating to this Proposal and Contract execution, if we are awarded the Contract, are listed below<sup>2</sup>:

Name and Address of Agents	Amount in Namibia Dollars	Purpose of Commission or Gratuity
_____	_____	_____
_____	_____	_____
_____	_____	_____

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

We remain,

Yours sincerely,

Authorized Signature [In full and initials]: \_\_\_\_\_

Name and Title of Signatory: \_\_\_\_\_

Name of Firm: \_\_\_\_\_

Address: \_\_\_\_\_

<sup>1</sup> Amounts must coincide with the ones indicated under Total Cost of Financial proposal in Form FIN-2.

<sup>2</sup> If applicable, replace this paragraph with: “No commissions or gratuities have been or are to be paid by us to agents relating to this Proposal and Contract execution.”

---

**Form FIN-2: Summary of Costs**

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<i>Item</i>	<b>Costs</b>
	<i>[Indicate Namibia Dollars]</i>
(b) Total Costs of Financial Proposal <sup>1</sup>	

- 1 Indicate the total costs, net of local taxes, to be paid by the Client in each Namibia Dollars. Such total costs must coincide with the sum of the relevant Subtotals indicated in all Forms FIN-3 provided with the Proposal.

## Form FIN-3: Breakdown of Costs by Activity<sup>1</sup>

<b>Group of Activities (Phase):</b> <sup>2</sup>	<b>Description:</b> <sup>3</sup>			
<b>Cost component</b>	<b>Costs</b>			
	<i>[Indicate Foreign Currency # 1]</i> <sup>4</sup>	<i>[Indicate Foreign Currency # 2]</i> <sup>4</sup>	<i>[Indicate Foreign Currency # 3]</i> <sup>4</sup>	<i>[Indicate Namibia Dollars]</i>
Remuneration <sup>5</sup>				
Reimbursable Expenses <sup>5</sup>				
Subtotals				

- 1 Form FIN-3 shall be filled at least for the whole assignment. In case some of the activities require different modes of billing and payment (e.g.: the assignment is phased, and each phase has a different payment schedule), the Consultant shall fill a separate Form FIN-3 for each group of activities. The sum of the relevant Subtotals of all Forms FIN-3 provided must coincide with the Total Costs of Financial Proposal indicated in Form FIN-2.
- 2 Names of activities (phase) should be the same as, or correspond to the ones indicated in the second column of Form TECH-8.
- 3 Short description of the activities whose cost breakdown is provided in this Form.
- 4 Use the same columns and currency of Form FIN-2.
- 5 Remuneration and Reimbursable Expenses must respectively coincide with relevant Total Costs indicated in Forms FIN-4, and FIN-5.



## Form FIN-4: Breakdown of Remuneration<sup>1</sup> (Lump-Sum)

*(This Form FIN-4 shall only be used when the Lump-Sum Form of Contract has been included in the RFP. Information to be provided in this Form shall only be used to establish payments to the Consultant for possible additional services requested by the Client)*

Name <sup>2</sup>	Position <sup>3</sup>	Staff-month Rate <sup>4</sup>
<b>Foreign Staff</b>		
		[Home] [Field]
<b>Local Staff</b>		
		[Home] [Field]

- 1 Form FIN-4 shall be filled in for the same Professional and Support Staff listed in Form TECH-7.
- 2 Professional Staff should be indicated individually; Support Staff should be indicated per category (e.g.: draftsmen, clerical staff).
- 3 Positions of the Professional Staff shall coincide with the ones indicated in Form TECH-5.
- 4 Indicate separately staff-month rate and currency for home and field work.

## Form FIN-5: Breakdown of Reimbursable Expenses (Lump-Sum)

*(This Form FIN-5 shall only be used when the Lump-Sum Form of Contract has been included in the RFP. Information to be provided in this Form shall only be used to establish payments to the Consultant for possible additional services requested by the Client)*

N°	Description <sup>1</sup>	Unit	Unit Cost <sup>2</sup>
	Per diem allowances	Day	
	International flights <sup>3</sup>	Trip	
	Miscellaneous travel expenses	Trip	
	Communication costs between [Insert place] and [Insert place]		
	Drafting, reproduction of reports		
	Equipment, instruments, materials, supplies, etc.		
	Shipment of personal effects	Trip	
	Use of computers, software		
	Laboratory tests.		
	Subcontracts		
	Local transportation costs		
	Office rent, clerical assistance		
	Training of the Client's personnel <sup>4</sup>		

- 1 Delete items that are not applicable or add other items according to Paragraph Reference 3.6 of the Data Sheet.
- 2 Indicate unit cost in Namibia Dollars.
- 3 Indicate route of each flight, and if the trip is one- or two-ways.
- 4 Only if the training is a major component of the assignment, defined as such in the TOR.



## **Section 5. Terms of Reference**

### **FORMULATION OF MINIMUM STANDARDS FOR HIGHER EDUCATION IN NAMIBIA**

#### **1. Background**

Public higher education institutions (HEIs) in the country are established through statutory laws. Section 25 of the Higher Education Act, 2003 (Act No 26 of 2003) provides for the registration of private HEIs, emphasising the requirements for financial capability and the need for ensuring that institutional facilities, academic staff and standards for programmes are not inferior to that provided by a comparable public HEI funded by the State. While there are national regulatory frameworks and systems for establishing, registering, and accrediting HE providers and programmes, there is a lack of unified operational instruments or standards to assist in administering these regulatory frameworks.

Furthermore, these legal provisions imply that standards for public HEIs are to be used as benchmarks for private HEIs. However, at present, each institution implements its own distinct framework which, at times, is externally driven. Such a situation does not only affect students, especially in terms of articulation, but also depict an uncoordinated HE system in Namibia.

The NCHE has accordingly recognised the need to conduct a study on the development of minimum standards for higher education in Namibia that would provide guidance on the provision of quality higher education to produce the desired knowledge and set of skills for the country. To do this, NCHE is seeking the services of a consultancy team with expertise in higher education in general and the identified standards to conduct the study.

It is expected that the standards would constitute benchmarks for HEIs and shall be applicable to all (public and private) HEIs, operating or planning to set up in Namibia. The standards shall be used as quality assurance tools, alongside the existing regulations for the registration of private HEIs, and criteria for accreditation and quality audits. The following standards are proposed:

- a. Standards for HEIs designation
- b. Standards for admission
- c. Standards for academic programmes
- d. Standards for academic staff members

- e. Standards for student support services
- f. Standards for management information system
- g. Standards for quality assurance structures

## 2. Objective and tasks

The main objective of the study is therefore to conduct empirical research and develop minimum standards for higher education in Namibia.

The specific tasks shall include:

- a. Conducting comparative study (local, in the region, continental and abroad) on the following standards as elaborated on in the concept note:
  - i. Standards for HEIs designation (governance, mandate, and operations of HEIs)
  - ii. Standards for admission
  - iii. Standards for academic programmes
  - iv. Standards for academic staff members
  - v. Standards for student support services
  - vi. Standards for management information system
  - vii. Standards for quality assurance structures
- b. Proposing additional standards (if any) that are relevant to the Namibian context/ situation.
- c. Preparing the discussion paper on minimum standards.
- d. Soliciting and synthesising stakeholder input to the process of formulating the minimum standards.
- e. Translating the Discussion Paper into the final Minimum Standards for Higher Education.

## 3. Deliverables

The key deliverables for this consultancy shall be:

- a. Inception Report
- b. Discussion paper on minimum standards for higher education
- c. Minimum Standards for Higher Education in Namibia

#### **4. Required qualification and expertise of the consultants**

The consultancy team will consist of three (3) experts of whom one should be a team leader. Each team member should have:

- a. Advanced degree (Master's Degree or higher) in one of the following fields: Higher/ Tertiary Education Management, Quality Assurance, or Information Management (or a related field) from a recognised and reputable institution.
- b. At least ten (10) years' experience in working in the fields related to the required standards.
- c. Research experience (experience in the region will be an added advantage)
- d. Outstanding communication skills, with excellent command of spoken and written English.
- e. The team leader:
  - Should have experience in conducting research related to higher education standards
  - Must have published peer reviewed research paper(s).
  - Ability to engage with a cross-section of stakeholders in the public and private sectors.

#### **5. Level of effort and duration**

The estimated level of effort of the assignment is 6 staff-months. The anticipated starting time for the consultancy is 01 December 2020. Selected consultants will be expected to deliver high quality work within the stipulated timelines.

Depending on the usual place of residence of the successful consultants, the possibility of traveling to and/ or within Namibia exist.

#### **6. Counterpart and reporting arrangements**

The Consultants will report to the Deputy Executive Director of NCHE Secretariat on the deliverables while working closely with the Secretariat project team and the Inter-Agency Technical Committee (IATC) on the formulation of the minimum standards for higher education.

## Section 6. Sample Contract for Consulting Services - Small Assignment – Lump sum

### SAMPLE CONTRACT FOR CONSULTING SERVICES SMALL ASSIGNMENTS LUMP-SUM PAYMENTS

CONTRACT No. *[insert]*

THIS CONTRACT (“Contract”) is entered into this *[insert starting date of assignment]*, by and between *[insert Client’s name]* (“the Client”) having its principal place of business at *[insert Client’s address]*, and *[insert Consultant’s name]* (“the Consultant”) having its principal office located at *[insert Consultant’s address<sup>1</sup>]*.

WHEREAS, the Client wishes to have the Consultant perform the services hereinafter referred to, and

WHEREAS, the Consultant is willing to perform these services,

NOW THEREFORE THE PARTIES hereby agree as follows:

1. **Services**
  - (i) The Consultant shall perform the services specified in Annex A, “Terms of Reference and Scope of Services,” which is made an integral part of this Contract (“the Services”).
  - (ii) The Consultant shall provide the personnel listed in Annex B, “Consultant’s Personnel,” to perform the Services.
  - (iii) The Consultant shall submit to the Client the reports in the form and within the time periods specified in Annex C, “Consultant’s Reporting Obligations.”

2. **Term** The Consultant shall perform the Services during the period commencing *[insert starting date]* and continuing through *[insert completion date]*, or any other period as may be subsequently agreed by the parties in writing.

3. **Payment**
  - A. Ceiling

For Services rendered pursuant to Annex A, the Client shall pay the Consultant an amount not to exceed *[insert amount]*. This amount has been established based on the understanding that it includes all of the Consultant's costs and profits as well as any tax obligation that may be imposed on the Consultant.

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<sup>1</sup> Avoid use of “P.O. Box” address

B. Schedule of Payments

The schedule of payments is specified below<sup>2</sup>:

*[insert detailed list of payments specifying amount of each installment, deliverable/output for which the installment is paid and currency]*

C. Payment Conditions

Payment shall be made in *Namibia Dollars*, no later than 30 days following submission by the Consultant of invoices in duplicate to the Coordinator designated in paragraph 4.

Payments shall be made to Consultant's bank account *[insert banking details.]*

**4. Project Administration**

A. Coordinator.

The Client designates Mr./Ms. *[insert name and job title]* as Client's Coordinator; the Coordinator will be responsible for the coordination of activities under this Contract, for acceptance and approval of the reports and of other deliverables by the Client and for receiving and approving invoices for the payment.

B. Reports.

The reports listed in Annex C, "Consultant's Reporting Obligations," shall be submitted in the course of the assignment, and will constitute the basis for the payments to be made under paragraph 3.

**5. Performance Standards**

The Consultant undertakes to perform the Services with the highest standards of professional and ethical competence and integrity. The Consultant shall promptly replace any employees assigned under this Contract that the Client considers unsatisfactory.

**6. Inspections and Auditing**

The Consultant shall permit, and shall cause its Sub-Consultants to permit, the Client and/or persons or auditors appointed by the Client to inspect and/or audit its accounts and records and other documents relating to the submission of the Proposal to provide the Services and performance of the Contract. Any failure to comply with this obligation may constitute a prohibited practice subject to contract termination and/or the imposition of sanctions by the Client (including without limitation s determination of ineligibility) in accordance with prevailing sanctions procedures.

<sup>2</sup> Fill in based on required outputs as described in Annex A (Terms of Reference) and Annex C (Reporting Requirements). Avoid front-loaded payments. Advance payments in contracts with firms require a bank guarantee for the same amount.



- 7. Confidentiality** The Consultants shall not, during the term of this Contract and within two years after its expiration, disclose any proprietary or confidential information relating to the Services, this Contract or the Client's business or operations without the prior written consent of the Client.
- 8. Ownership of Material** Any studies reports or other material, graphic, software or otherwise, prepared by the Consultant for the Client under the Contract shall belong to and remain the property of the Client. The Consultant may retain a copy of such documents and software<sup>3</sup>.
- 9. Consultant Not to be Engaged in Certain Activities** The Consultant agrees that, during the term of this Contract and after its termination, the Consultants and any entity affiliated with the Consultant, shall be disqualified from providing goods, works or services (other than consulting services that would not give rise to a conflict of interest) resulting from or closely related to the Consulting Services for the preparation or implementation of the Project
- 10. Insurance** The Consultant will be responsible for taking out any appropriate insurance coverage.
- 11. Assignment** The Consultant shall not assign this Contract or sub-contract any portion of it without the Client's prior written consent.
- 12. Law Governing Contract and Language** The Contract shall be governed by the laws of Namibia, and the language of the Contract shall be *English*.
- 13. Dispute Resolution<sup>4</sup>** Any dispute arising out of the Contract, which cannot be amicably settled between the parties, shall be referred to adjudication/arbitration in accordance with the laws of Namibia.
- 14. Termination** The Client may terminate this Contract with at least ten (10) working days prior written notice to the Consultant after the occurrence of any of the events specified in paragraphs (a) through (d) of this Clause:
- (a) If the Consultant does not remedy a failure in the performance of its obligations under the Contract within seven (7) working days after being notified, or within any further period as the Client may have subsequently approved in writing;
  - (b) If the Consultant becomes insolvent or bankrupt;

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<sup>3</sup> Restrictions about the future use of these documents and software, if any, shall be specified at the end of paragraph 8.

<sup>4</sup> In case of a Contract entered into with a foreign Consultant, the following provision may be substituted for paragraph 13: "Any dispute, controversy or claim arising out of or relating to this Contract or the breach, termination or invalidity thereof, shall be settled by arbitration in accordance with the UNCITRAL Arbitration Rules as at present in force."

- (c) If the Consultant, in the judgment of the Client or the Bank, has engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices (as defined in the prevailing Bank's sanctions procedures) in competing for or in performing the Contract.
- (d) If the Client, in its sole discretion and for any reason whatsoever, decides to terminate this Contract.

FOR THE CLIENT

FOR THE CONSULTANT

Signed by \_\_\_\_\_

Signed by \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

---

**LIST OF ANNEXES**

Annex A: Concept note

**CONCEPT NOTE  
ON  
MINIMUM STANDARDS FOR HIGHER EDUCATION IN NAMIBIA****1. INTRODUCTION**

Higher education (HE), in terms of the Higher Education Act, 2003 (Act No. 26 of 2003), refers to all “programmes leading to qualifications higher than grade 12 or its equivalent” but does not include “vocational training provided by a vocational training centre registered under the National Vocational Training Act, 1994 (Act No. 18 of 1994) or open learning provided by the Namibian College of Open Learning, established by the Namibian College of Open Learning Act, 1997 (Act No. 1 of 1997)”. At operational level, higher education includes all academic programmes equivalent to level 5 and above of the National Qualifications Framework (NQF) but does not include vocational training programmes equivalent to level 5 and 6 of the NQF. This definition however includes the relevant academic programmes that have been introduced by NAMCOL after the enactment of the Higher Education Act, 2003.

An effective and quality HE and training system is fundamental to generating the professional and competent workforce with globally equivalent competencies that are critical for the country to prosper and compete in the international arena. The diverse HE landscape in Namibia demands systemic instruments to coordinate and supervise the HE system. While there are national regulatory frameworks and systems for establishing, registering, and accrediting HE providers and programmes, there is a lack of unified operational instruments or standards to assist in administering these regulatory frameworks.

A robust HE quality assurance (QA) system is imperative to ensure the integrity of qualifications, and the maintenance and upholding of academic standards. The QA System for HE in Namibia was adopted in 2009. While this system presents criteria that, among others, aim to inform students and the general public on the standards that are expected of HE institutions (HEIs) in Namibia and their academic programmes, the criteria are rather broad. Application of these criteria has in some cases proven difficult when passing QA judgements which have, at times, been criticised as lacking consistency and transparency. In addition to this shortcoming, there are also no unified criteria for designating different types of HEIs; minimum standards for admission to HE; and standards for academic staff, etc.

**2.BACKGROUND**

Public HEIs in the country are established through statutory laws. Section 25 of the Higher Education Act, 2003 provides for the registration of private HEIs, emphasising the requirements for financial capability and the need for ensuring that institutional

facilities, academic staff and standards for programmes are not inferior to that provided by a comparable public HEI funded by the State.

These legal provisions imply that standards for public HEIs are to be used as benchmarks for private HEIs. However, at present, each institution implements its own distinct framework which, at times, is externally driven. Such a situation does not only affect students, especially in terms of articulation, but also depict an uncoordinated HE system in Namibia. Being concerned about the absence of national minimum standards for HE, the Minister of Higher Education, Technology and Innovation directed NCHE to oversee the development of such standards. The NCHE instituted a Board *ad hoc* Committees which conducted preliminary studies to establish the scope of the challenge. Following this initial work, NCHE resolved to establish an Inter-Agency Technical Committee (IATC) to further elaborate on the Concept Note and facilitate national stakeholders input to the development of the standards for HE. This Concept Note thus presents the development of the proposed standards and structural framework for coordination.

## **2. PROPOSED STANDARDS**

The minimum standards for HE are expected to provide a guide on the provision of quality HE to produce the desired knowledge and set of skills. In its final format, the standards will constitute benchmarks for HEIs and shall be applicable to all (public and private) HEIs, operating or planning to set up in Namibia. The standards shall be used as QA tools, alongside the existing regulations for the registration of private HEIs, and criteria for accreditation and quality audits.

The following academic standards are proposed:

- a. Standards for HEIs designation
- b. Standards for admission
- c. Standards for academic programmes
- d. Standards for academic staff members
- e. Standards for student support services
- f. Standards for management information system
- g. Standards for quality assurance structures

### ***2.1 Standards for HEIs Designation***

Efforts have been made in previous years to develop criteria for institutional designation. Such criteria were workshopped among QA agencies and public HEIs. It is suggested that the existing criteria be used as input to the standards under development. The Government, through NCHE has also adopted space use norms, for determining capital investment requirements at public HEIs. Such norms are also recommended for use in the development of the institutional standards.

It is proposed that Namibian HEIs be subjected to the following standards:

- A. General provisions;
- a. Legality: having been established under relevant Namibian legislation or registered as a private HEI under the Higher Education Act, 2003 ;
  - b. Compliance with the prescriptions of the QA System for HE in Namibia, the Regulations for the Registration of Private HEIs, and Regulations for the Accreditation of Persons, Institutions or Organisations; and the NQF for Namibia;
  - c. Have a clearly articulated HE purpose and contribution to the goals of HE in accordance with the socio-economic development strategies and plans for the country;
  - d. Meet physical and Information Technology (IT) infrastructure norms;
  - e. Have sufficient learning support in terms of equipment for effective teaching and learning;
  - f. Have sufficient research and community engagement policies, procedures and systems;
  - g. Have sufficient student support services;
  - h. Have sufficient staffing profile appropriate to its institutional status and its academic goals;
  - i. Have sound information and record management systems;
  - j. Have internal QA systems;
  - k. Have governance and management arrangements; and
  - l. Have administrative systems with sound financial practices, and responsible fiduciary oversight.
- B. A HEI in Namibia can be designated as:
- a. College
    - i. General College
    - ii. Specialised Colleges/ Institutes
    - iii. University College
  - b. Polytechnic/ Technicon
  - c. University
    - i. General University
    - ii. Specialised University
    - iii. Branch/ Satellite Campus
- C. For each institutional designation;
- a. Description of the designation (College; Technicon; University). Standards should also specify conditions under which the national term 'national' can be used in the designation.
  - b. Governance (Council, Board, or Line Ministry)
  - c. Executive Management: (Vice Chancellor, Rector, Principal)
  - d. Academic staff (minimum qualification)
  - e. Administrative staff
  - f. Scope of offering
  - g. Student support services
  - h. Internal quality assurance and management

- i. Infrastructural norms
  - i. Physical infrastructure
  - ii. IT infrastructure
- j. Information Management System

**Standards for HEI should be developed for institutions offering tuition through face-to-face; blended; open; or distance modes.**

## *2.2 Standards for Admission*

The lack of national admission standards for HE has implications for quality as different institutions could set entry requirements that are below the minimum acceptable level. It also has implications for articulation between Vocational Education and Training (VET) and HE. Adoption of the minimum admission standards therefore ensures that the HE system achieves equitable access, fairness in admission, harmonisation and articulation, and accountability.

Minimum admission requirements, depending on institutional designation, shall be applied as benchmark during the registration of private HEIs, accreditation of academic programmes and providers, and during the selection of students for financial support by the Namibia Student Financial Assistance Fund (NSFAF).

The following elements are proposed for inclusion under minimum admission standards:

a. Current NSSCO/H or Grade 12

HEIs require different number of points from Grade 12, different English 2nd Language symbols and different number of subjects for a Bachelor Degree. English is compulsory in all admission requirements but the requirements range from C to E for similar or equivalent qualification.

b. New Revised Curriculum

According to the Ministry of Basic Education Arts and Culture (2018), the Namibia Senior Secondary Certificate Ordinary Level (NSSCO) curriculum will have two exist levels namely Grade 11, which offers NSSCO and Grade 12 offering Namibia Senior Secondary Certificate Advanced Subsidiary Level (NSSCAS).

c. Mature Age Entry

Different HEIs require different minimum age (23 or 25 years) and different years of experience (range from 2-5 years) for a Bachelor Degree entry. Some HEIs require a test and a letter of recommendation, others require a test and an interview.

d. Admission for Marginalised groups

The admission requirements for students from marginalised backgrounds are poorly documented or difficult to find even on the websites of public HEIs.

e. Admission for Persons with Disabilities

Currently some HEIs admit persons with disability and some of them have Disability Units.

f. Bridging and Foundation Programmes

Some HEIs provide access to students who did not meet the minimum entry requirements. Thus, it is necessary to develop minimum admission standards to these different preparatory programmes.

g. Recognition of Prior Learning (RPL)

Admission using RPL is very limited at HE. There is no uniform standard defined nationally. There is some form of RPL at Vocational Education, which can be used as a reference.

h. Admission of students from Other Tertiary Institutions (e.g. TVET)

There is need for standards that explain how qualifications from other education and training institutions (especially NQF level 1 to 4) will articulate into undergraduate programmes.

### ***2.3 Standards for Academic Programmes***

Criteria related to programme standards exist at the Namibia Qualifications Authority (NQA) and at NCHE. At NQA the criteria are utilised during the registration of the qualification and accreditation of education and training providers whereas at NCHE it is utilised during programme accreditation or in determining funding for programme infrastructure. Such criteria should serve as input to the development of the programme standards.

The following standards should apply to all types of academic programmes offered by HEIs in Namibia, depending on institutional designation including (undergraduate programmes; professional programmes; postgraduate research studies and programmes that are specific to institutions/ institutional core programmes):

A. General provisions

- a. Programme needs assessment and design
- b. Approval
- c. Monitoring
- d. Review
- e. Impact evaluation

B. Specific provisions

- a. Description of the programme/ qualification (title, NQF level and minimum credits required)
- b. Aims and objectives/purpose
- c. Expected learning outcomes

- d. Admission requirements
- e. Expected duration of the programme
- f. Programme content (description of each subjects/ module)
- g. Mode of delivery
- h. Learning and teaching strategy/methods
- i. Assessment and evaluation (formative and summative evaluation) of student learning (including moderation and external examiners)
- j. Graduation requirements
- k. Credit transfer and transition (articulation) arrangements
- l. Resource requirements
  - i. Academic and non-academic staff capacity (quality and quantity)
  - ii. Physical facilities (space use norms)/ IT facilities (where applicable)
  - iii. Equipment
  - iv. Financial allocation to the programme
- (n) Student support services

**Standards for academic programmes should be developed for programmes to be offered through face-to-face; blended; open and distance modes.**

#### ***2.4 Standards for Academic Staff Members***

There has been concerns on varying standards of lecturing at HEIs, mainly because there are no prescribed requirements that should be met by those engaging in teaching at HEIs. Although different institutions have introduced teaching and learning development programmes (including postgraduate qualification in adult teaching), such programmes are not available in all institutions and not compulsory to all.

It is suggested that the following elements be included under the standards for academic staff:

- A. Qualification and experience for academic staff teaching at each of the following levels;
  - a. Undergraduate
  - b. Professional
  - c. Postgraduate
    - i. Honours
    - ii. Postgraduate diplomas and certificates
    - iii. Masters
    - iv. Doctorates
- B. Required research output for academic staff involved in postgraduate programmes;
- C. Guidelines and conditions attached to career development and mentorship programmes for new academic staff members (young professionals); and



- D. Guidelines and conditions attached to participating in the continuous professional development programmes
- E. Guidelines and conditions attached to leadership promotions (academic and administration)
- F. Staff wellbeing

### ***2.5 Standards for Student Support Services***

Provision of effective student support services to cater for the individual needs of students and enhance learning is of crucial importance. The HEIs have different support services in place that are provided to the students, but there is need for a harmonized system on student support to serve as guidance.

The following elements should be considered under the standards for students support:

- A. Academic support
- B. Psychosocial/ student wellbeing support
- C. Support for students with disability
- D. Support for international students

### ***2.6 Standards for Management Information System***

It is important that institution collect, analyse, and make use of data for the effective management of their programmes and to inform evidence-based decision making. It is therefore important that HEIs maintain management information systems and adheres to standards on:

- A. Student enrolment and progression
- B. Student (course & lecturer) evaluations
- C. Staff data
- D. Graduate tracer studies
- E. Record management
- F. Research documentation

### ***2.7 Standards for Quality Assurance Structures***

Quality assurance is regarded as the driver of academic excellence in any higher education institution; therefore, it should involve regular review of academic offerings, systems and processes to enhance quality. Quality assurance is thus the primary responsibility of both internal and external structures in higher education. Development of strong quality assurance systems and processes is very important.

It is therefore suggested that quality management standards be developed for:

- A. Internal quality assurance (HEIs)
- B. External quality assurance (QA Agencies)

### **3. STRUCTURAL ARRANGEMENTS**

#### ***3.1 Establishment***

An Inter-Agency Technical Committee (IATC) shall be established to spearhead the formulation of the Minimum Standards.

#### ***3.2 Membership***

- a. NCHE shall coordinate the work of IATC.
- b. The Committees shall consist of:
  - i. Higher education regulatory bodies in tertiary education (NCHE and NQA)
  - ii. Higher education institutions (UNAM, NUST and Association of Private Higher Education Institutions Namibia)
  - iii. Ministry of Higher Education, Technology and Innovation
  - iv. NAMCOL
  - v. Representatives of the student union.

#### ***3.4 Functions***

The functions of the IATC shall be to:

- a. Conduct comparative studies on the:
  - i. governance, mandate and operations of HEIs locally, in the region and abroad, and provide recommendations on standards for HEIs to determine criteria for institutional designation.
  - ii. existing admission policies in higher education at national and institutional levels.
  - iii. standards for programmes locally and in the region.
  - iv. comparative studies on standards for academic staff
  - v. standards for student support services
  - vi. standards for management information system
  - vii. standards for quality assurance
- b. Provide input to the mobilisation of a consultant(s) to assist in the preparation of the discussion paper and its translation into the final Minimum Standards for Higher Education in Namibia.
- c. Facilitate the preparation of the Discussion Paper on minimum standards for higher education in Namibia.
- d. Solicit and synthesise stakeholder input into the Discussion Paper.
- e. Formulate the Minimum Standards for Higher Education in Namibia.

#### ***3.5 Mode of Operation***

- i. The IATC shall develop the programme of its activities.
- ii. The IATC shall meet once a month, excluding ad hoc meetings.

- iii. The IATC may, invite one or more persons identified as a key informant to attend and participate in the deliberations at any meeting of the IATC.
- iv. The IATC as a whole or in part may decide to visit key informants at their respective offices.

### ***3.6 Reporting***

The Committee shall report to the NCHE Council through the NCHE Executive Director. Members of the Committee may be co-opted to join the meeting of the Council or Committees when necessary.