



Call for Proposals for Short Term Consultancy Services to:

Review BCC Secretariat Remuneration, Benefits, Performance Management System and Training & Capacity Development Programme

1. BACKGROUND

The Benguela Current Convention (BCC) is a multi-sectoral organisation established by the republics of Angola, Namibia and South Africa (Parties) to spearhead regional collaboration for integrated management, sustainable development and protection of the environment, using an ecosystem approach to ocean governance in the Benguela Current Large Marine Ecosystem (BCLME). The BCC is the first inter-governmental Convention in the world to be based on the Large Marine Ecosystem (LME) concept of ocean governance – a move towards managing transboundary resources at the larger ecosystem level (rather than at the national level) and balancing human needs with conservation imperatives.

In 2019 the BCC Commission commissioned an organisational performance review which aimed to review the performance of the Benguela Current Convention, focusing on among others, the effectiveness, efficiency, relevance, impact and sustainability, and in particular, more consideration given to the Secretariat which facilitates the functioning of the Organization. The resultant report identified areas that need attention and as such made recommendations to address these.

2. RATIONALE AND OBJECTIVE

The BCC is an international organisation and its secretariat draws staff from the three countries and beyond depending on the nature of its projects. It is thus imperative that it is able to attract and retain skilled professionals from the region and beyond. To be attractive, the BCC needs to have competitive remuneration packages, prospects for professional and financial growth, performance recognition and reward systems, and training and development programme for its staff members.

The organisational performance review exercise completed in 2019 identified critical human resources management shortfalls/gaps that need to be improved or completely overhauled for the organisation to be competitive and improve performance. The review made specific recommendations and amongst these are that the BCC must:

- Overhaul the BCC remuneration policy to meet or exceed market conditions.
- Prioritise building capacity of staff through a dedicated training budget.
- Review the current performance management system and introduce performance-based contracts across the organisation.

It is against this backdrop that the BCC requires the services of a qualified firm or individual to conduct a comprehensive review of the current Secretariat remuneration, benefits and allowances policies; training and development programmes, and performance management system and develop an implementation and costing plan.

3. SCOPE OF WORK

The scope and focus of the work include desktop research, consultations, and benchmarking of the BCC with similar regional and international organisations. The consultant will work closely with the BCC's Finance and Administrative Committee.

Taking into consideration the findings and the recommendations of the organization performance review report, the consultant will;

- a) Review Secretariat organizational structure, employment contracts and job descriptions of all staff members and develop a competitive pay structure;
- b) Review and verify the monetary and non-monetary staff benefits and allowances offered by the organization;
- c) Review the notch increase system taking into consideration organizational sustainability, employee growth and retention, qualifications and experience as well as term of service;
- d) Review the current performance management system and how the performance bonuses are awarded across the various categories of staff;
- e) Review the current training and capacity development programme and make recommendations on its implementation and budgetary allocation; and
- f) Develop an implementation plan for the Secretariat to facilitate the roll out to staff.

4. EXPECTED OUTPUTS

Based on the findings and recommendations of the organizational review report, the consultant is expected to produce;

- a) A comprehensive and competitive remuneration structure and policy;
- b) A pay structure based on recognized job evaluation and salary grading systems;

- c) Proposed/ recommended monetary and non-monetary benefits and allowances;
- d) A performance management system that drives and promotes teamwork and working towards a common Organisational goal;
- e) A training and capacity development programme and budget that ensure personal and professional growth for the Secretariat staff;
- f) Revised employment and performance contracts; and
- g) An implementation and budgetary plan for the roll out of these outputs.

5. LITERATURE AND ORGANISATIONS TO BE CONSIDERED

The following documents must be consulted:

- a) Convention
- b) SAP
- c) Secretariat Policies
- d) BCC Organisational performance review report
- e) Job descriptions, employment contracts and performance contracts.

The following organizations **must** be considered for benchmarking:

- a) United Nations (UN)
- b) Southern African Development Community (SADC)
- c) Southern African Customs Union (SACU)
- d) African Union (AU)
- e) Nairobi Convention

COMPETENCY AND SKILLS REQUIRED

The Team leader should have the relevant expertise and experience with a minimum of:

- a) Masters of Commerce/MBA or a Masters in Human Resources Management or equivalent from a reputable institution with specialisation in Organisational Performance, Strategy Development, Organisational Development or equivalent;
- b) 10 (ten) years tracked experience in the development and introduction of pay structures and evaluation systems within different remuneration systems; and
- c) 10 (ten) years tracked experience in development of benefits and allowances.

6. TIMEFRAME

The assignment is expected to run from September 2020 until 30 November 2020.

7. WORK STATION

This is a home based assignment. When possible, under the prevailing Covid-19 conditions, the BCC will cover the costs of travel within the BCC countries but such travel requires prior authorization by the Acting Executive Secretary.

7.1. Modification of terms

The BCC Secretariat reserves the right to add, modify or omit certain portions of the tender scope at any time at its sole discretion. This includes the right to cancel this tender at any time prior to entering into a contract with the successful bidder.

7.2. Tender award

The contract will be awarded to a successful bidder within ten (10) days of closing of this tender and the successful bidder will commence work within two (2) weeks from the date of signature, by all parties.

7.3. Prime contractor relationship

The BCC Secretariat will enter into a contract with only one successful bidder.

7.4. Confidentiality

- i. Tenders submitted will not be revealed to any other bidders.
- ii. The BCC Secretariat reserves the right to seek clarification or verification of any information contained in the tenders.
- iii. All information pertaining to BCC obtained by the bidder as a result of participation in this tender is confidential and must not be disclosed without written authorization from the Executive Secretary of BCC.

7.5. Ownership of data

All tenders, including any supporting documents and or training materials or any other documentation with reference to this tender, submitted to the BCC Secretariat becomes the property of BCC.

Any data of whatever nature resulting from the provision of the Products and Services shall be the property of BCC and may be used by BCC without restriction. All data or information that may be shared with the successful bidder during the provision of the Products and Services shall upon termination of the contract, be returned to the BCC Secretariat.

8. SUBMISSION OF PROPOSALS/BIDS

The deadline for the submission of proposals is 24 September 2020, 16h00.

The Proposal shall be addressed to:

Acting Executive Secretary

Benguela Current Convention Secretariat

1 Strand Street, Swakopmund.

Namibia

Alternatively, both technical and financial proposals may be submitted electronically in PDF format to Ms. Laimy Brown, at: laimy@benguelacc.org

The Financial Proposal should remain **valid for 30 (thirty) days** from the tender closing date. The BCC may decide to reserve the right to annul the tendering process and not award the contracts.

APPENDIX A - TECHNICAL PROPOSAL

Bidders must address all the issues and requirements which appear in this Appendix A.

1. UNDERSTANDING OF THE ASSIGNMENT

A detailed proposal indicating a clear understanding of the Terms of Reference and the methodology to be applied will be required.

2. TECHNICAL REQUIREMENTS

- i. A one-page letter of introduction identifying the bidder and signed by the person(s) authorised to bind the bidder to statements made in the proposal.
- ii. Complete CV, certified qualifications and other documentation in support of the CV.
- iii. Proof of technical knowledge or qualifications or experience of staff that will carry out the work as specified in the deliverables
- iv. A Profile of the Company / Consultancy Firm / Consortium / Individual.
- v. All bidders are required to clearly state the name of the Primary Party with whom the BCC Secretariat will enter into an Agreement. In the event of a consortium, or group of companies jointly delivering a response, full details are required of each of the legal entities involved.
- vi. Description of role or element of the proposal to be fulfilled by any third-party and the full contact details of any third-parties involved in the proposal (if applicable).

3. REFERENCES

- i. A record of previous similar assignments undertaken by the bidder.
- ii. Bidders must provide a minimum of three (3) clients (names, addresses and telephone numbers) who may be contacted for references in connection with the scope of work.

- iii. The references should be current, stipulate the nature of work undertaken, the financial value of the Services offered and where the work was executed.
- iv. The BCC Secretariat reserves the right to undertake a full background check on all references submitted prior to awarding the contract.

APPENDIX B - FINANCIAL PROPOSAL

Bidders must address all the issues and requirements which appear in this Appendix B.

1. SCHEDULE OF COSTS/FINANCIAL PROPOSAL

The schedule must take the following format:

- i. All costs must be quoted in Namibian Dollars (NAD).
- ii. The total cost of the proposal (best and final offer).
- iii. All prices must be quoted including VAT, where applicable.
- iv. The BCC shall cover all workshops, travel and subsistence costs.
- v. A breakdown of the pricing and cost components for Services set out in this invitation to tender should be in line with the given timelines.

2. GENERAL INFORMATION

- i. Bidders are solely responsible for their own costs in preparing the tender.
- ii. Payments for all products and services (professional fees and reimbursements) covered by this project shall be made within 30 (thirty) days subject to receipt of appropriate invoices, the satisfactory completion of work, and adherence to BCC policies.
- iii. The BCC shall not be liable for any losses, damages, costs, charges or expenses caused by defects or damage to the service provider's equipment and supplies.
- iv. The BCC may decide to reserve the right to add, modify or omit certain portions of the proposal.