



# ESWATINI COMMUNICATIONS COMMISSION

## REQUEST FOR PROPOSAL

<b>Procurement Method:</b>	<b>OPEN TENDER</b>
<b>Subject of Procurement:</b>	<b>CONSULTANCY FOR ORGANISATIONAL CULTURE ASSESSMENT AND RIGHT CULTURE DEFINITION FOR ESCCOM</b>
<b>Procurement Reference Number:</b>	<b>ESCCOM/OP/001/2025-2026</b>
<b>Date of Issue:</b>	<b>13 March 2026</b>
<b>Participation:</b>	<b>NATIONAL AND INTERNATIONAL</b>

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**Standard Invitation to Consultants**

**Invitation to tender for Consultancy For Organisational Culture Assessment and Right Culture Definition For ESCCOM**

ESCCOM/OP/001/2025-2026

1. The *Commission* has allocated funds to be used for the acquisition of consultancy for organisational culture assessment and right culture definition for ESCCOM
2. The Entity invites your sealed proposals for the provision of the above services.
3. Bidding will be conducted in accordance with the Government of Eswatini’s Public Procurement Act and Regulations 2020 and the procedures described in Part I: Proposal Procedures.
4. You may obtain further information at the address given below at 7(a) from 13 March 2026.
5. Proposals must be delivered to the address below at 7(c) at or before 17 April 2026 at 12:00pm. Late proposals shall be rejected. Proposals will be opened in the presence of the consultants’ representatives who choose to attend at the address below at 7(d) at 12:00pm on 17 April 2026.
6. There *shall* be no pre – proposal meeting/ site visit for this tender.
7. Address and contact details:

a)	Information about proposal can be accessed from:	procurement@esccom.org.sz
b)	Documents will be issued from:	13 March 2026
c)	Bids must be delivered to:	Eswatini Communications Commission Head Office, Plot 11/850, MR103, Ezulwini
d)	Address of proposal opening:	Eswatini Communications Commission Head Office, Plot 11/850, MR103, Ezulwini

8. The planned procurement schedule (subject to changes) is as follows:

Activity	Date
a) Issue of invitation to tender letter	13 March 2026
b) Pre-proposal meeting / site visit	Not applicable
c) Proposal closing date	17 April 2026
d) Evaluation process	April 2026
e) Notification and publication of notice of intention to award	April 2026
f) Contract Award	April 2026

Signature: .....

Name: .....

Position of Authorised Official: .....

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**PART I – Proposal Procedures**

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**Section I. Instructions to Consultants**

**A. General**

**1. Scope of Proposal**

- 1.1 ESCCOM indicated in the Proposal Data Sheet (PDS), invites proposals for the provision of the Services specified in Section 6, Statement of Requirements (SOR) or Terms of Reference (TOR) to commence on the date indicated in the SOR/TOR.
- 1.2 Procurement will be undertaken in compliance with the Public Procurement Act, and its Regulations of 2020.
- 1.3 The Instructions to Consultants (ITC) should be read in conjunction with the PDS. The subject and procurement reference number are provided in the PDS.
- 1.4 Throughout this Request for Proposals Document:
  - 1.4.1 the term “in writing” means communicated in written form with proof of receipt;
  - 1.4.2 if the context so requires, singular means plural and vice versa;
  - 1.4.3 “day” means calendar day unless specified as working day.

**2. Source of Funds**

- 2.1 ESCCOM has an approved budget towards the cost of the procurement described in the PDS. ESCCOM intends to use these funds to place a contract for which this Request for Proposals Document is issued.
- 2.2 Payments will be made directly by ESCCOM and will be subject in all respects to the terms and conditions of the resulting contract placed by the Procuring Entity.

**3. Corrupt Practices**

- 3.1 It is the policy of the Government of The Kingdom of Eswatini through ESPPRA to require that Procuring Entities, as well as Consultants, observe the highest standards of ethics during procurement and the execution of contracts.
  - 3.1.1 In pursuit of this policy, the Government of Eswatini; defines, for the purposes of this provision, the terms set forth below as follows:
    - (i) “corrupt practice” means the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value, to influence the action of a public official in the procurement process or in contract execution;
    - (ii) “fraudulent practice” is any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation;

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## Part 1: Section 1 Instructions to Consultants

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- (iii) “collusive practice” is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party;
  - (iv) “coercive practice” 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;
- 3.1.2 ESCCOM will reject a recommendation for award if it determines that the Consultant recommended for award has engaged in corrupt or fraudulent practices in competing for the Contract;
- 3.1.3 The Agency will suspend a Consultant from engaging in any public procurement proceeding for a stated period of time, if it at any time determines that the Consultant has engaged in corrupt or fraudulent practices in competing for, or in executing, a Government contract.
- 3.2 Furthermore, Consultants shall be aware of the provision stated in Sub Clause 5.1(g)-(h) and Sub Clause 2.2 of the General Conditions of Contract.
- 3.3 In pursuit of the policy defined in Sub-Clause 3.1, ESCCOM may terminate a contract if it at any time determines that corrupt, fraudulent, collusive or coercive practices were engaged in by representatives of ESCCOM or of a Consultant during the procurement or the execution of that contract.
- 3.4 In pursuit of the policy defined in Sub-clause 3.1, . the Code of Ethical Conduct for Consultants and Providers as provided in the bidding forms shall be signed by the Consultant and submitted together with the other bidding forms. The Government of Eswatini may suspend a Consultant from engaging in any public procurement or process for a period determined by the Eswatini Public Procurement Regulatory Agency (herein referred to as the Agency), where the Consultant is suspended from the procurement processes of an international agency of which Eswatini is a member.
- 3.5 Any communications between a Consultant and ESCCOM related to matters of alleged fraud or corruption must be made in writing and addressed to the Controlling Officer of the Commission.

### 4. Eligible Consultants

- 4.1 A Consultant, and all parties constituting the Consultant, shall meet the following criteria to be eligible to participate in public procurement:
- 4.1.1 the Consultant has the legal capacity to enter into a contract;
  - 4.1.2 the Consultant is not:
    - i. insolvent;
    - ii. in receivership;

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## Part 1: Section 1 Instructions to Consultants

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- iii. bankrupt; or
  - iv. being wound up
- 4.1.3 the Consultant's business activities have not been suspended
- 4.1.4 the Consultant is not the subject of legal proceedings for any of the circumstances in (b); and
- 4.1.5 the Consultant has fulfilled his or her obligations to pay taxes and social security contributions.
- 4.2 A Consultant may be a natural person, private entity, government-owned entity, subject to ITC Sub-Clause 4.6 or any combination of them with a formal intent to enter into an agreement or under an existing agreement in the form of a joint venture, consortium, or association. In the case of a joint venture, consortium, or association, unless otherwise specified in the PDS, all parties shall be jointly and severally liable. In the case of a consortium or association, the formal intent shall be by way of Memorandum of Understanding which shall be registered with the Registrar of documents if signed in Eswatini or if signed outside Eswatini, shall be notarized.
- 4.3 A Consultant, and all parties constituting the Consultant including sub-contractors and key professional staff, shall have the nationality of an eligible country, in accordance with Section 5, Eligible Countries. A Consultant shall be deemed to have the nationality of a country if the Consultant is a citizen or is constituted, or incorporated, and operates in conformity with the provisions of the laws of that country. This criterion shall also apply to the determination of the nationality of proposed subcontractors for any part of the Contract including related works or supplies.
- 4.4 A Consultant shall not have a conflict of interest, as defined in ITC Clause 5. All Consultants found to be in conflict of interest shall be disqualified.
- 4.5 A firm that is under a suspension by the Agency in accordance with ITC Clause 3.1 (c) or 3.4, at the date of the deadline for proposal submission or thereafter before contract signature, shall be disqualified.
- 4.6 Government-owned enterprises shall be eligible only if they can establish that they are legally and financially autonomous and operate under commercial law.
- 4.7 Consultants shall provide such evidence of their continued eligibility satisfactory to the Commission as shall reasonably request.

### 5. Conflict of Interest

- 5.1 The Eswatini Public Procurement Regulatory Framework requires that Consultants provide professional, objective, and impartial advice and at

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## Part 1: Section 1 Instructions to Consultants

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all times hold the Procuring Entity's interests paramount, without any consideration for future work, and strictly avoid conflicts with other assignments or their own corporate interests. Consultants shall not be hired for any assignment that would be in conflict with their prior or current obligations to other Procuring Entities, or that may place them in a position of not being able to carry out the assignment in the best interests of the Procuring Entity.

- 5.2 A Consultant may be considered to have a conflict of interest with one or more parties in this procurement process, if they:
- 5.2.1 have controlling shareholders in common; or
  - 5.2.2 receive or have received any direct or indirect subsidy from any of them; or
  - 5.2.3 have the same legal representative for purposes of this proposal; or
  - 5.2.4 have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about or influence on the proposal of another Consultant, or influence the decisions of ESCCOM regarding this procurement process; or
  - 5.2.5 submit more than one proposal in this procurement process. However, this does not limit the participation of subcontractors in more than one proposal, or as Consultants and subcontractors simultaneously; or
  - 5.2.6 have been engaged, or any of their affiliates have been engaged, by ESCCOM to provide supplies or works for the same project: or
  - 5.2.7 may be in conflict with another of their, or their affiliates' assignments by performing this assignment.
- 5.3 Consultants hired to provide consultancy services for the preparation or implementation of a project, and any of their affiliates, shall be disqualified from subsequently providing supplies, works or services related to the initial assignment (other than a continuation of the Consultant's earlier consulting services) for the same project.
- 5.4 Consultants may be hired for downstream work, when continuity is essential, in which case this possibility shall be indicated in the PDS and the factors used for the selection of the consultant will take the likelihood of continuation into account. It will be the exclusive decision of ESCCOM whether or not to have the downstream assignment carried out, and if it is carried out, which consultant will be hired for the purpose.
- 5.5 Any previous or ongoing participation in relation to the assignment by the Consultant, its professional staff, or its affiliates or associates under a contract with ESCCOM or the Government of Eswatini may result in rejection of the proposal. Consultants should clarify their situation in that respect with ESCCOM before preparing the proposal.

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**B. Request for Proposals Document**

**6. Contents of Request for Proposals Document**

6.1 This Request for Proposals Document consists of Parts 1, 2, and 3, which include all the Sections indicated below, and should be read in conjunction with any addenda issued in accordance with ITC Clause 8.

**PART 1 Procurement Procedures**

- Section 1. Instructions to Consultants (ITC)
- Section 2. Proposal Data Sheet (PDS)
- Section 3. Evaluation Methodology and Criteria
- Section 4. Proposal Forms
- Section 5. Eligible Countries

**PART 2 Statement of Requirements**

- Section 6. Statement of Requirements

**PART 3 Contract**

- Section 7. General Conditions of Contract (GCC) for the Procurement of Consultancy Services
- Section 8. Special Conditions of Contract (SCC)
- Section 9. Contract Forms

6.2 Proposals from Consultants who did not obtain the Request for Proposals Document directly from ESCCOM will be rejected during evaluation [Where pre-qualification has been done and RFP sent directly to pre-qualified consultants].

6.3 The Consultant is expected to examine all instructions, forms, terms, and requirements in the Request for Proposals Document. Failure to furnish all information or documentation required by the Request for Proposals Document may result in the rejection of the proposal.

**7. Clarification of Request for Proposals Document**

A prospective Consultant requiring any clarification of the Request for Proposals Document shall contact ESCCOM in writing at the Procuring Entity's address indicated in the PDS. ESCCOM will respond in writing to any request for clarification, provided that such request is received no later than the date indicated in the PDS. ESCCOM shall forward copies of its response to all Consultants who have acquired the Request for Proposals Document directly from it, including a description of the inquiry but without identifying its source. Should ESCCOM deem it necessary to amend the Request for Proposals Document as a result of a clarification, it shall do so following the procedure under ITC Clause 8 and Sub-Clause 24.2.

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**8. Amendment of Request for Proposals Document**

- 8.1 Prior to the deadline for submission of proposals, ESCCOM may amend the Request for Proposals Document by issuing addenda.
- 8.2 Any addendum issued shall be part of the Request for Proposals Document and shall be communicated in writing to all who have obtained the Request for Proposals Document directly from the Procuring Entity.
- 8.3 To give prospective Consultants reasonable time in which to take an addendum into account in preparing their proposals, ESCCOM may, at its discretion, extend the deadline for the submission of proposals, pursuant to ITC Sub-Clause 24.2.

**C. Preparation of Proposals**

**9. Cost of Proposals**

The Consultant shall bear all costs associated with the preparation and submission of its proposal, including any negotiations with or visits to the Procuring Entity, and ESCCOM shall not be responsible or liable for those costs, regardless of the conduct or outcome of the procurement process.

**10. Language of Proposal and Communications**

The medium of communication shall be in writing.

- 10.1 The proposal, as well as all correspondence and documents relating to the proposal exchanged by the Consultant and the Procuring Entity, shall be written in English unless otherwise specified in the PDS.
- 10.2 Supporting documents and printed literature that are part of the proposal may be in another language provided they are accompanied by an accurate translation of the relevant passages in the language specified in ITC Sub-Clause 10.2, in which case, for purposes of interpretation of the proposal, such translation shall govern.

**11. Preparation of Proposals**

Consultants are required to prepare and submit separate technical and financial proposals. The proposal submission method shall be a one stage two-envelope method, unless otherwise specified in the PDS. The one stage two-envelope submission method requires a consultant to submit a single envelope containing two separately sealed envelopes, labelled technical and financial proposals which are opened on different dates at separate proposal openings.

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**12. Joint Ventures, Associations and Sub-contracting**

- 12.1 If a Consultant considers that it does not have all the expertise for the assignment, it may obtain a full range of expertise by associating with individual consultant(s) or other Consultants or entities in a joint venture or by sub-contracting as appropriate, unless otherwise specified in the PDS.
- 12.2 International Consultants for large contracts are encouraged to seek the participation of national Consultants by entering into a joint venture with, or subcontracting part of the assignment to national Consultants.

**13. Professional Staff**

- 13.1 For assignments on a staff-time basis, the estimated number of professional staff months or budget is given in the PDS. The proposal shall, however, be based on the number of professional staff-months estimated by the Consultant.
- 13.2 It is desirable that the majority of the key professional staff proposed are permanent employees of the Consultant or have an extended and stable working relationship with the Consultant.
- 13.3 Proposed professional staff must, as a minimum, have the experience indicated in the Statement of Requirements/Terms of Reference, preferably working under conditions similar to those prevailing in Eswatini.
- 13.4 The consultant and the professional staff shall confirm their availability for the assignment using the Forms included in section 4.
- 13.5 Alternative professional staff shall not be proposed, and only one curriculum vitae (CV) may be submitted for each position.
- 13.6 As the determination of the Best Evaluated Proposal will be based, among other factors, on an evaluation of proposed key professional staff, ESCCOM expects to award a contract on the basis of the experts and specialists named in the proposal.
- 13.7 ESCCOM will not consider substitutions unless both parties agree that undue delay in the procurement process makes such substitution unavoidable or that such changes are critical to meet the objectives of the assignment. If this is not the case and if it is established that key staff were offered in the proposal without confirming their availability, the proposal may be rejected.

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**14. Technical Proposal**

- 14.1 The technical proposal shall provide the following information using the standard forms contained in Section 4, Proposal Forms:
- 14.2 The declarations included in the Technical Proposal Submission Sheet (Section 4.1.1);
- 14.3 An outline of recent experience on assignments of a similar nature (Section 4.1.3). For each assignment, the outline should indicate, inter alia, the profiles of the staff proposed, the duration of the assignment, the contract amount and the Consultant's involvement;
- 14.4 Any comments or suggestions on the Terms of Reference (Section 4.1.4);
- 14.5 A description of the methodology for performing the assignment (Section 4.1.5);
- 14.6 The list of the proposed staff team by specialism, the proposed assignment of tasks for each staff team member and their timing (Section 4.1.6);
- 14.7 CVs of the proposed professional staff, signed by both the staff member and the authorised representative submitting the proposal (Section 4.1.7). Key information should include the number of years working for the Consultant and the degree of responsibility held in various assignments; Confirmation of availability of staff (Section 4.1.8)
- 14.8 Estimates of the total staff input (professional and support staff time) needed to carry out the assignment, supported by bar chart diagrams showing the time proposed for each professional staff team member (Section 4.1.9);
- 14.9 A description of the Work or Activity Schedule for performing the assignment (Section 4.1.10)
- 14.10 Written confirmation authorising the signatory of the proposal to commit the Consultant, in accordance with ITC Sub-Clause 22.2;
- 14.11 Documentary evidence in accordance with ITC Clause 18 establishing the Consultant's eligibility;
- 14.12 Documentary evidence in accordance with ITC Clause 19 establishing the
- 14.13 Consultant's qualifications to perform the contract if its proposal is accepted;
- 14.14 Any additional information requested in the PDS.

14.2 The technical proposal shall not include any financial information.

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**15. Financial Proposal**

- 15.1 The financial proposal shall list all costs associated with the assignment, using the following standard forms contained in Section 4, Proposal Forms:
- (a) Financial Proposal Submission Sheet (Section 4.2.1);
  - (b) Summary of Proposal Price Breakdown of Lump Sum (Section 4.2.2);
  - (c) Breakdown of Fees (Section 4.2.3);
  - (d) Breakdown of Reimbursables (Section 4.2.4) for staff (foreign and national in the field and at headquarters); such as subsistence (per diem, housing), transportation (international and local for mobilisation and demobilisation);
  - (e) Breakdown of Miscellaneous Expenses (Section 4.2.5), printing of documents, etc.;
  - (f) Any additional information requested in the PDS.
- 15.2 The total proposal price shall be broken down into the following cost components using the appropriate forms:
- (a) Fees
  - (b) Reimbursable expenditure
  - (c) Miscellaneous expenses
- 15.3 Where indicated in the PDS, the total proposal price shall be broken down into the separate activities indicated in Section 6, Statement of Requirements with the cost elements in ITC Sub Clause 15.2 expressed for each activity.
- 15.4 The financial proposal should clearly estimate, as a separate amount, the local taxes (including social security), duties, fees, levies, and other charges imposed under the applicable law, on the Consultant and their personnel (other than nationals of or permanent residents in Eswatini), unless the PDS specifies otherwise.
- 15.5 The completed financial proposal forms will be used to compile the Breakdown of Contract Price in any resulting Agreement as adjusted if necessary, during evaluation or negotiation. The Breakdown of Contract Price will determine prices for any additional Services or costs.
- 15.6 Where commissions and gratuities have or shall be paid by the Consultant in relation to the assignment these shall be listed in the Financial Proposal Submission Sheet.

**16. Proposal Prices**

- 16.1 Prices quoted by the Consultant shall be fixed during the Consultant's performance of the Contract and not subject to variation on any account, unless otherwise specified in the PDS. A proposal submitted with an adjustable price quotation shall be treated as non-responsive and shall be rejected, pursuant to ITC Clause 30. However, if in accordance with the PDS, prices quoted by the Consultant shall be subject to adjustment during the performance of the Contract, a proposal submitted with a fixed price quotation shall not be rejected, but the price adjustment shall be treated as zero.

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**17. Currencies of Proposal**

- 17.1 Unless otherwise specified in the PDS, proposal prices shall be quoted in the following currencies:
- (a) for Services originating in Eswatini, the proposal prices shall be quoted in Eswatini currency (Lilangeni), unless otherwise specified in the PDS; and
  - (b) for Services originating from outside Eswatini, the proposal prices shall be quoted in the currency of the expense or in the currency of the Consultant's country.
- 17.2 If a Consultant wishes to be paid in a currency or a combination of currencies different from the one in which it was requested to express its quotation, it shall as part of its offer:
- (a) indicate its requirement to be paid in other currencies, including the amount in each currency or the percentage of the quoted price corresponding to each currency;
  - (b) justify, to the Procuring Entity's satisfaction, the requirement to be paid in the currencies requested; and
  - (c) utilise the rate of exchange specified by ESCCOM to express its offer in the currency required by the Procuring Entity. The source, date, and type of exchange rate to be used is indicated in ITC Clause 35.

**18. Documents Establishing the Eligibility of the Consultant**

- 18.1 To establish their eligibility in accordance with ITC Clause 4, Consultants shall complete the eligibility declarations in the Technical Proposal Submission Sheet, included in Section 4, Proposal Forms and submit the documents required in Section 3, Evaluation Methodology and Criteria.

**19. Documents Establishing the Qualifications of the Consultant**

- 19.1 To establish its qualifications to perform the Contract, the Consultant shall submit any evidence specified in Section 3, Evaluation Methodology and Criteria.

**20. Period of Validity of Proposals**

- 20.1 Proposals shall remain valid until the date specified in the PDS. A proposal valid for a shorter period shall be rejected by ESCCOM as non-compliant.
- 20.2 During this period, the Consultant is expected to keep available the professional staff proposed for the assignment. ESCCOM will make its best effort to complete the procurement process within this period.
- 20.3 In exceptional circumstances, prior to the expiration of the proposal validity period, ESCCOM may request Consultants to extend the period of validity of their proposals. The request and the responses shall be made in writing.

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**21. Format and Signing of Proposal**

- 22.1 The Consultant shall prepare one original of each of the documents comprising the technical and the financial proposal as described in ITC Clauses 14 and 15 and clearly mark both “ORIGINAL”. In addition, the Consultant shall submit copies of both the technical and financial proposals, in the number specified in the PDS and clearly mark each of them “COPY”. In the event of any discrepancy between the original and the copies, the original shall prevail.
- 22.2 The original and all copies of the proposal shall be typed or written in indelible ink and shall be signed by a person duly authorised to sign on behalf of the Consultant. The name and position held by each person signing the authorisation must be typed or printed below the signature. All pages of the proposal, except for unamended printed literature, shall be signed or initialled by the person signing the proposal.
- 22.3 Any interlineations, erasures, or overwriting shall be valid only if they are signed or initialled by the person signing the proposal.

**D. Submission and Opening of Proposals**

**22. Sealing and Marking of Proposals**

- 22.1 Bidders must prepare Two (2) Separate Proposals, namely:
- Technical Proposal
  - Financial Proposal

**Important Note:**

Technical and Financial Proposals must NOT be combined in one envelope or on one flash drive. *Combining them will result in disqualification.*

**22.2 Technical Proposal**

The Technical Proposal shall be submitted as follows:

- 22.2.1 One (1) original hard copy, and
- 22.2.2 One (1) soft copy in a flash drive, which must be an identical copy of the hard original

The Technical Proposal must be placed in a sealed envelope clearly marked:

**TECHNICAL PROPOSAL**

**TENDER NUMBER: ESCCOM/OP/001/2025-2026**

**TENDER NAME: CONSULTANCY FOR ORGANISATIONAL CULTURE ASSESSMENT and RIGHT CULTURE DEFINITION FOR ESCCOM**

NAME OF THE BIDDING COMPANY / FIRM

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**22.3 Financial Proposal**

The Financial Proposal shall be submitted as follows:

22.3.1 One (1) original hard copy, and

22.3.2 One (1) soft copy on a SEPARATE flash drive, which must be an identical copy of the hard original (*do not use only flash to submit both financial and Technical proposals*)

The Financial Proposal must be placed in a sealed envelope clearly marked:

**FINANCIAL PROPOSAL**

**TENDER NUMBER: ESCCOM/OP/001/2025-2026**

**TENDER NAME: CONSULTANCY FOR ORGANISATIONAL CULTURE ASSESSMENT and RIGHT CULTURE DEFINITION FOR ESCCOM**

NAME OF THE BIDDING COMPANY / FIRM

**22.4 Outer Envelope**

The sealed Technical Proposal envelope and sealed Financial Proposal envelope, together with their separate flash drives, must be enclosed in one sealed outer envelope clearly marked:

**TENDER NUMBER: ESCCOM/OP/001/2025-2026**

**TENDER NAME: CONSULTANCY FOR ORGANISATIONAL CULTURE ASSESSMENT and RIGHT CULTURE DEFINITION FOR ESCCOM**

Proposals must be placed in the Official Tender Box located at the Reception, ESCCOM Offices, Plot 11/850 Mantenga Drive, Ezulwini, Eswatini

The envelopes shall be securely sealed in such a manner that opening and resealing cannot be achieved undetected.

22.5 The envelopes containing the technical and financial proposals shall:

22.6 The financial proposal shall also bear a warning “Do Not Open with the technical proposal”.

22.7 The two envelopes shall be placed in an outer envelope which shall be securely sealed in such a manner that opening and resealing cannot be achieved undetected.

22.8 The outer envelope shall bear a warning not to open before the time and date for proposal opening, in accordance with ITC Sub-Clause 24.1.

22.9 If all envelopes are not sealed and marked as required, ESCCOM will assume no responsibility for the misplacement or premature opening of the proposal.

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**23. Deadline for Submission of Proposals**

- 24.1 Proposals must be received by ESCCOM at the address and no later than the date and time indicated in the PDS.
- 24.2 ESCCOM may, at its discretion, extend the deadline for the submission of proposals by amending the Request for Proposals Document in accordance with ITC Clause 8, in which case all rights and obligations of ESCCOM and Consultants previously subject to the deadline shall thereafter be subject to the deadline as extended.

**24. Late Proposals**

- 25.1 ESCCOM shall not consider any proposal that arrives after the deadline for submission of proposals, in accordance with ITC Clause 24. Any proposal received by ESCCOM after the deadline for submission of proposals shall be declared late, rejected, and returned unopened to the Consultant.

**25. Withdrawal and Replacement of Proposals**

- 26.1 A Consultant may withdraw or replace its proposal after it has been submitted at any time before the deadline for submission of proposals by sending a written notice, duly signed by an authorised representative, which shall include a copy of the authorisation in accordance with ITC Sub-Clause 22.2. Any corresponding replacement of the proposal must accompany the respective written notice. All notices must be:
- (a) submitted in accordance with ITC Clauses 22 and 23 (except that withdrawals notices do not require copies), and in addition, the respective envelopes shall be clearly marked “WITHDRAWAL” or “REPLACEMENT”; and
  - (b) received by ESCCOM prior to the deadline prescribed for submission of proposals, in accordance with ITC Clause 24.
- 26.2 Proposals requested to be withdrawn in accordance with ITC Sub-Clause 26.1 shall be returned unopened to the Consultant.
- 26.3 No proposal may be withdrawn or replaced in the interval between the deadline for submission of proposals and the expiration of the period of proposal validity specified by the Consultant on the Proposal Submission Sheet or any extension thereof.
- 26.4 Proposals may only be modified by withdrawal of the original proposal and submission of a replacement proposal in accordance with ITC Sub-Clause 26.1. Modifications submitted in any other way shall not be taken into account in the evaluation of proposals.

**26. Proposal Opening**

- 27.1 ESCCOM shall conduct the proposal opening in the presence of Consultants’ designated representatives who choose to attend, at the address, date and time specified in the PDS.

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## Part 1: Section 1 Instructions to Consultants

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- 27.2 First, envelopes marked “WITHDRAWAL” shall be opened and read out and the envelope with the corresponding proposal shall not be opened but returned to the Consultant. No proposal withdrawal shall be permitted unless the corresponding withdrawal notice contains a valid authorisation to request the withdrawal and is read out at the proposal opening.
- 27.3 All other outer envelopes including those marked “REPLACEMENT” shall be opened and the technical proposals within them opened. Replacement proposals shall be recorded as such on the record of the proposal opening. The corresponding proposal that is being replaced shall be returned unopened to the consultant.
- 27.4 All technical proposals shall be opened one at a time, reading out: the name of the Consultant; the presence of a Tender Security or Tender Securing Declaration, if required; and any other details as ESCCOM may consider appropriate. No proposal shall be rejected at the proposal opening.
- 27.5 Only envelopes that are opened and read out at the proposal opening shall be considered further.
- 27.6 The financial proposals shall remain sealed until the time and date notified for the opening of the financial proposals. Evaluators of technical proposals shall have no access to the financial proposals until the detailed evaluation is concluded and the result established.
- 27.7 ESCCOM shall prepare a record of the proposal opening that shall include, as a minimum: the name of the Consultant, the presence or absence of a Proposal Securing Declaration where required and any other information that is required to be stated at the public opening as indicated in the request for proposals. The Consultants’ representatives who are present shall be requested to sign the record. The omission of a Consultant’s signature on the record shall not invalidate the contents and effect of the record.

### E. Evaluation of Proposals

#### 27. Confidentiality

- 28.1 Information relating to the examination, evaluation, comparison, and post-qualification of proposals, and recommendation of contract award, shall not be disclosed to Consultants or any other persons not officially concerned with such process until information detailing the Best Evaluated Consultant is communicated to all Consultants.
- 28.2 Any effort by a Consultant to influence ESCCOM in the examination, evaluation, comparison, and post-qualification of the proposals or contract award decisions may result in the rejection of its proposal.
- 28.3 Notwithstanding ITC Clause 28.2, from the time of proposal opening to the time of Contract award, if any Consultant wishes to contact ESCCOM on any matter related to the procurement process, it should do so in writing.

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**28. Clarification of Proposals**

29.1 To assist in the examination, evaluation, comparison and post-qualification of the proposals, ESCCOM may, at its discretion, ask any Consultant for a clarification of its proposal. Any clarification submitted by a Consultant that is not in response to a request by ESCCOM shall not be considered. The Procuring Entity's request for clarification and the response shall be in writing. No change in the price or substance of the proposal shall be sought, offered, or permitted, except to confirm the correction of arithmetic errors discovered by ESCCOM in the evaluation of the financial proposals, in accordance with ITC Clause 31.4.

29.2 If a Consultant does not provide clarifications of its Proposal by the date and time set in the PE's request for clarification, its Proposal may be rejected.

**29. Compliance and Responsiveness of Proposals**

30.1 The Procuring Entity's determination of a proposal's compliance and responsiveness shall be based on the contents of the proposal itself.

30.2 A substantially compliant and responsive proposal is one that conforms to all the terms, conditions, and requirements of the Request for Proposals Document without material deviation, reservation, or omission. A material deviation, reservation, or omission is one that:

30.2.1 is inconsistent with the request for proposal and which may limit in any substantial way, the rights of ESCCOM or the obligations of the consultant under the contract;

30.2.2 if corrected would unfairly affect the competitive position of the other consultants whose proposals are administratively compliant; or

30.2.3 impacts the key factors of a procurement including cost, risk, time and quality and causes unacceptable -

a) time schedules, where it is stated in the request for proposals that time is of the essence;

b) alternative technical details, such as design, materials, workmanship, specifications, standards or methodologies; or

c) counter proposals with respect to key contract terms and conditions, such as payment terms, price adjustment, liquidated damages, subcontracting or warranty.

30.3 If a proposal is not substantially compliant and responsive to the Request for Proposals Document, it shall be rejected by ESCCOM and may not subsequently be made compliant and responsive by the Consultant by correction of the material deviation, reservation, or omission.

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**31    Nonconformities, Errors, and Omissions**

- 31.1 Provided that a proposal is substantially compliant and responsive, ESCCOM may waive any non-conformity or omission in the proposal that does not constitute a material deviation.
- 31.2 Provided that a proposal is substantially compliant and responsive, ESCCOM may request that the Consultant submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities or omissions in the proposal related to documentation requirements. Such omission shall not be related to any aspect of the price of the proposal. Failure of the Consultant to comply with the request may result in the rejection of its proposal.
- 31.3 Provided that a proposal is substantially compliant and responsive, ESCCOM shall rectify nonmaterial nonconformities or omissions. To this effect, the proposal price may be adjusted, for comparison purposes only, to reflect the price of the missing or non-conforming item or component. The cost of any missing items will be added to the proposal price using the highest price from other consultants.
- 31.4 Provided that the proposal is substantially compliant and responsive, ESCCOM shall correct arithmetic errors on the following basis:
- 31.4.1 if there is a discrepancy between the unit price and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail and the total price shall be corrected, unless in the opinion of ESCCOM there is an obvious misplacement of the decimal point in the unit price, in which case the total price as quoted shall govern and the unit price shall be corrected;
  - 31.4.2 if there is an error in a total corresponding to the addition or subtraction of subtotals, the subtotals shall prevail, and the total shall be corrected; and
  - 31.4.3 if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail subject to (1) and (2) above.
- 31.5 If the Consultant that submitted the best evaluated bid does not accept the correction of errors, its proposal shall be rejected.

**32    Preliminary Examination of Proposals – Eligibility and Administrative Compliance**

- 32.1 ESCCOM shall examine the legal documentation and other information submitted by Consultants to verify the eligibility of Consultants in accordance with ITC Clause 4.
- 32.2 If after the examination of eligibility, ESCCOM determines that the Consultant is not eligible, it shall reject the proposal.
- 32.3 ESCCOM shall examine the technical proposals to confirm that all documents and technical documentation requested in ITC Clause 14 has been provided, and to determine the completeness of each document submitted.

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## Part 1: Section 1 Instructions to Consultants

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32.4 ESCCOM shall confirm that the following documents and information have been provided in the technical proposal. If any of these documents or information is missing, the offer shall be rejected.

- (a) Technical Proposal Submission Sheet, including:
  - (i) a brief description of the services offered; and
  - (ii) the correct validity date of the proposal
- (b) separately sealed financial proposal; and
- (c) written confirmation of authorisation to commit the Consultant;

32.5 Eligibility and administrative compliance shall be determined on a pass or fail basis and a proposal which is not eligible or administratively compliant shall be rejected at the preliminary stage of evaluation.

### 33 Detailed Evaluation

33.1 ESCCOM shall technically evaluate the proposals on the basis of the Consultant's responsiveness to the Terms of Reference, applying the evaluation criteria, sub-criteria, and methodology specified in Section 3. A proposal shall be rejected at this stage if it does not respond to important aspects of the Terms of Reference or if it fails to achieve any minimum technical score indicated in Section 3.

33.2 ESCCOM may, where so indicated in the PDS, conduct interviews with the key staff stated in the PDS. The expected method and date of interview shall be as indicated in the PDS. All costs associated with any interviews shall be for the account of the consultant(s) concerned. Consultants shall be provided with adequate notice of any interviews planned.

33.3 The proposals proceeding to the financial evaluation shall be determined in accordance with the methodology and criteria specified in Section 3.

### 34 Opening of Financial Proposals

34.1 After the detailed evaluation is completed, ESCCOM shall notify those Consultants whose proposals did not qualify for the financial opening, indicating reasons why their proposal was disqualified and that their financial proposals will be returned unopened after of at least 10 working days from display of the best evaluated consultant notice.

34.2 ESCCOM shall simultaneously notify the Consultant(s) whose proposals passed the technical evaluation stage, indicating the date and time set for the opening of financial proposal(s). The opening date shall not be sooner than fourteen (14) days after the notification date where foreign tenderers are included, or seven (7) days where all tenderers are national. The notification will be sent in writing.

34.3 The financial proposal(s) shall be opened in the presence of the Consultants' representatives who choose to attend. The name of the Consultant, the technical score, and the proposal price(s) shall be read out and recorded when the financial proposal(s) are opened. ESCCOM shall prepare minutes of the public opening.

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**35    Conversion to Single Currency**

35.1 For evaluation and comparison purposes, ESCCOM shall convert all proposal prices expressed in the amounts in various currencies into a single currency. The exchange rate shall be the prevailing Central Bank of Eswatini exchange rate and shall not precede the tender submission deadline by less than twenty one (21) days. Should this date be a non-working day, the selling exchange rate on the date prior to this non-working day shall be used for currency conversion or as otherwise specified in the PDS.

**36    Margin of Preference**

36.1 Unless otherwise specified in the PDS, a margin of preference shall apply. Where a Margin of Preference applies, its application and detail shall be specified in Section 3, Evaluation Methodology and Criteria.

**37    Financial Comparison of Proposals**

37.1 ESCCOM shall financially compare each financial proposal that has been opened.

37.2 To financially evaluate a proposal, ESCCOM shall only use the criteria and methodologies defined in this Clause and in Section 3, Evaluation Methodology and Criteria. No other criteria or methodology shall be permitted.

37.3 In the calculation of the evaluated price of each proposal, ESCCOM shall include the costs stated in Section 3, Evaluation Methodology and Criteria.

37.4 To determine the evaluated price, ESCCOM shall consider the following:

- (a) the proposal price;
- (b) price adjustment for correction of arithmetic errors in accordance with ITC Sub-Clause 31.4;
- (c) adjustment for nonconformities and omissions in accordance with ITC Sub Clause 31.3; and
- (d) adjustments due to the application of a margin of preference, in accordance with ITC Clause 36.

**38    Determination of Best Evaluated Proposal**

38.1 ESCCOM shall compare all substantially compliant and responsive proposals to determine the best evaluated bid/proposal, in accordance with Section 3, Evaluation Methodology and Criteria.

**39    Post-qualification of the Consultant**

39.1 If so stated in Section 3, ESCCOM shall determine to its satisfaction whether the Consultant that is selected as having submitted the best evaluated proposal is qualified to perform the Contract satisfactorily.

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## Part 1: Section 1 Instructions to Consultants

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- 39.2 The determination shall be based upon an examination of the documentary evidence of the Consultant's qualifications submitted by the Consultant, pursuant to ITC Clause 19, to clarifications in accordance with ITC Clause 29 and the qualification criteria indicated in Section 3, Evaluation Methodology and Criteria. Factors not included in Section 3 shall not be used in the evaluation of the Consultant's qualifications.
- 39.3 An affirmative determination shall be a prerequisite for award of the Contract to the Consultant. A negative determination shall result in disqualification of the proposal, in which event ESCCOM shall proceed to the next best evaluated proposal to make a similar determination of that Consultant's capabilities to perform satisfactorily.
- 39.4 If pre-qualification has been conducted, no post-qualification will be conducted but pre-qualification information shall be verified.

### 40 Negotiations

- 40.1 Negotiations may be held with the best evaluated Consultant following the evaluation of proposals.
- 40.2 The cost of any negotiations or technical discussions shall be borne by the respective parties themselves.

## F. Award of Contract

### 41 Award Procedure

- 41.1 ESCCOM shall issue a Notice of Intention to Award within ten (10) working days after a decision of the relevant approvals authority to award a contract, to all Consultants who participated and the Agency for publication on its website.
- 41.2 A ESCCOM shall not award a contract to the best evaluated consultant until the lapse of ten (10) working days after the date of issuance of the notice of intention to award.
- 41.3 ESCCOM shall award the Contract to the Consultant whose offer has been determined to be the best evaluated proposal, provided that the Consultant is determined to be qualified to perform the Contract satisfactorily and subject to satisfactory negotiations.

### 42 Procuring Entity's Right to Accept or Reject Any or All Proposals

- 42.1 ESCCOM reserves the right to accept or reject any proposal, and to annul the procurement process and reject all proposals at any time prior to contract signature and issue by the Procuring Entity, without thereby incurring any liability to Consultants, subject to adherence to Regulation 26 and 27 of the Public Procurement Regulations of 2020.

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**43    Signing and effectiveness of the Contract**

- 43.1 On expiry of the ten (10) working days after the date of issuance of the Letter of Appointment/ Letter of award, ESCCOM shall sign a contract with the successful Consultant.
- 43.2 Failure by the successful Consultant to sign the contract shall constitute sufficient ground for annulment of the contract award.
- 43.3 Effectiveness of the Contract shall be subject to any conditions specified in the Contract.

**44    Debriefing**

- 44.1 Where a Consultant requests information on the reasons for their success or failure of their proposal, after a Notice of Intention to Award has been issued, ESCCOM shall give the Consultant a written debrief.

**45    Procurement Related Complaints and Administrative Review**

- 45.1 The procedures for making a Procurement-related Complaint are as **specified in the PDS**.

**46    Abnormal Low and Abnormally High Prices**

**46.4 Abnormally Low Prices**

- 46.1.1 An Abnormally Low Price is one where the financial price, in combination with other constituent elements of the proposal, appears unreasonably low to the extent that the price raises material concerns with ESCCOM as to the capability of the Consulting firm to perform the Contract for the offered price.
- 46.1.2 In the event of identification of a potentially Abnormally Low Price by the evaluation committee, ESCCOM shall seek written clarification from the firm, including a detailed price analyses of its price in relation to the subject matter of the contract, scope, delivery schedule, allocation of risks and responsibilities and any other requirements of the RFP document.
- 46.1.2 After evaluation of the price analyses, if ESCCOM determines that the firm has failed to demonstrate its capability to perform the contract for the offered price, ESCCOM shall reject the firm's proposal.

**46.5 Abnormally High Prices**

- 46.2.1 An abnormally high price is one where the proposal price, in combination with other constituent elements of the proposal, appears unreasonably too high to the extent that ESCCOM is concerned that it (the Procuring Entity) may not be getting value for money or it may be paying too high a price for the contract compared with market prices or that genuine competition between Consultants is compromised.

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## Part 1: Section 1 Instructions to Consultants

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46.2.2 In case of an abnormally high tender price, ESCCOM shall make a survey of the market prices, check if the estimated cost of the contract is correct, and review the RFP to check if the Terms of Reference, scope of work and conditions of contract are contributory to the abnormally high proposals. ESCCOM may also seek written clarification from the Consultants on the reason or the high proposal price. ESCCOM shall proceed as follows:

- i) If the proposal price is abnormally high based on wrong estimated cost of the contract, ESCCOM may accept or not accept the proposal depending on the Procuring Entity's budget considerations.
- ii) If Terms of Reference, scope of work and/or conditions of contract are contributory to the abnormally high proposal prices, ESCCOM shall reject all proposals and may re-invite for proposals for the contract based on revised estimates, Terms of Reference, scope of work and conditions of contract.

46.2.3 If ESCCOM determines that the Proposal Price is abnormally too high because genuine competition between Consultants is compromised (often due to collusion, corruption or other manipulations), ESCCOM shall reject all Proposals and shall institute or cause competent Government Agencies to institute an investigation on the cause of the compromise and inform the Agency, before re-inviting for proposals.

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## Part 2: Section 2. Proposal Data Sheet

### Section 2: Proposal Data Sheet

Instructions to Consultants Reference	Data relevant to the ITC
<b>A. General</b>	
ITC I.1	<b>The Procuring Entity is:</b> Eswatini Communications Commission
ITC I.3	<b>Subject:</b> Consultancy For Organisational Culture Assessment and Right Culture Definition For ESCCOM
ITC I.3	<b>Reference:</b> The Procurement Reference Number is: ESCCOM/OP/001/2025-2026
ITC 4.2	<b>Joint Ventures:</b> The individuals or firms in a joint venture, consortium or association shall be jointly and severally liable.
ITC 5.4	<b>Downstream work:</b> No downstream work required
<b>B. Request for Proposals Document</b>	
ITC 7	<b>Clarification:</b> For clarification purposes only the Procuring Entity's address is: Email: <a href="mailto:procurement@esccom.org.sz">procurement@esccom.org.sz</a> ESCCOM will respond to any request for clarification provided that such request is received no later than <b>10 April 2026</b> .
<b>C. Preparation of Proposals</b>	
ITC II.1	<p><b>Submission Method (Important-Read Carefully):</b> Bidders must submit <b>TWO (2) SEPARATE PROPOSALS</b>, namely:</p> <ul style="list-style-type: none"> <li>• Technical Proposal</li> <li>• Financial Proposal</li> </ul> <p>NB: Technical and Financial Proposals must NOT be combined in one envelope or on one flash drive. Combining them will result in <b>DISQUALIFICATION</b>.</p> <p><b>i. TECHNICAL PROPOSAL</b> The Technical Proposal shall be submitted as follows:</p> <ul style="list-style-type: none"> <li>One (1) original hard copy, and</li> <li>One (1) soft copy on a flash drive, which must be an identical copy of the hard original</li> </ul> <p>The Technical Proposal must be placed in a sealed envelope clearly marked:</p> <p><b>TECHNICAL PROPOSAL</b> TENDER NUMBER: ESCCOM/OP/001/2025-2026 TENDER NAME: CONSULTANCY FOR ORGANISATIONAL CULTURE ASSESSMENT and RIGHT CULTURE DEFINITION FOR ESCCOM</p> <p>NAME OF THE BIDDING COMPANY / FIRM</p>

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## Part 2: Section 2. Proposal Data Sheet

Instructions to Consultants Reference	Data relevant to the ITC
	<p><b>ii. FINANCIAL PROPOSAL</b></p> <p>The Financial Proposal shall be submitted as follows:            One (1) original hard copy, and            One (1) soft copy on a SEPARATE flash drive, which must be an identical copy of the hard original</p> <p>The Financial Proposal must be placed in a sealed envelope clearly marked:</p> <p><b>FINANCIAL PROPOSAL</b>            TENDER NUMBER: ESCCOM/OP/001/2025-2026            TENDER NAME: CONSULTANCY FOR ORGANISATIONAL CULTURE ASSESSMENT and RIGHT CULTURE DEFINITION FOR ESCCOM</p> <p>NAME OF THE BIDDING COMPANY / FIRM</p> <p><b>iii. OUTER ENVELOPE</b></p> <p>The sealed Technical Proposal envelope and sealed Financial Proposal envelope, together with their separate flash drives, must be enclosed in one sealed outer envelope clearly marked:</p> <p>TENDER NUMBER: ESCCOM/OP/001/2025-2026            TENDER NAME: CONSULTANCY FOR ORGANISATIONAL CULTURE ASSESSMENT and RIGHT CULTURE DEFINITION FOR ESCCOM</p> <p>Proposals must be placed in the Official Tender Box located at the Reception, ESCCOM Offices, Plot 11/850 Mantenga Drive, Ezulwini, Eswatini</p>
<b>ITC 11.2</b>	<b>Pre-Proposal meeting:</b> Not required
<b>ITC 12.1</b>	<b>Joint ventures:</b> Consultants shall be permitted to associate with individual Consultants or other Consultants or entities in a joint venture.
<b>ITC 12.2</b>	Prior to granting approval to enter into a joint venture, ESCCOM <b>shall not</b> conduct an assessment of Consultants not invited for this assignment.
<b>ITC 13.1</b>	<b>Estimated Man Months:</b> To be determined by consultant
<b>ITC 14.1(m)</b>	<b>Additional information in Technical Proposal:</b> Not applicable
<b>ITC 15.1 (f)</b>	<b>Additional information in Financial Proposal:</b> Not applicable
<b>ITC 15.3</b>	<b>Price Breakdown</b>
<b>ITC 15.4</b>	<b>Taxes:</b> The Financial Proposal must indicate taxes etc as a separate amount.
<b>ITC 16.1</b>	<b>Prices:</b> The prices quoted by the bidder shall be fixed and firm for the duration of the contract and shall be expressed in Emalangeni (E)

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## Part 2: Section 2. Proposal Data Sheet

Instructions to Consultants Reference	Data relevant to the ITC
ITC 17.1 (a)	<b>Currency:</b> For Services originating in Eswatini the currency of the proposal shall be: Emalangeni (E)
ITC 17.1 (b)	<b>Currency:</b> For Services originating from outside of Eswatini the currency of the proposal shall be: Emalangeni (E)
ITC 20.1	<b>Validity:</b> Proposals must remain valid for 90 Days
ITC 21.1	<b>Tender Security or Tender Securing Declaration:</b> A Tender Security or Tender Securing Declaration <b>shall not</b> be required.
ITC 21.2	<b>Validity of Tender Security or Tender Securing Declaration:</b> Not applicable
ITC 22.1	<b>Number of Copies:</b> The Bidder must submit 1 original hard copy and 1 soft copy in a flash drive of the Technical Proposal and 1 original hard copy and 1 soft copy in a flash drive of the Financial Proposal.
ITC 22.2	<b>Form of Authorisation:</b> Power of Attorney or a Notarised Power of Attorney if signed outside Eswatini.
<b>D. Submission and Opening of Proposals</b>	
ITC 24.1	Physical Address: ESCCOM Offices, Plot 11/850 Mantenga Drive, Ezulwini, Eswatini  The deadline for proposal submission is: Date: <b>17 April 2026</b> Time (local time): <b>12:00pm</b>
ITC 27.1	<b>Proposal Opening:</b> The proposal opening for the technical proposal shall take place at: Physical Address: ESCCOM Offices, Plot 11/850 Mantenga Drive, Ezulwini, Eswatini  The deadline for proposal submission is: Date: <b>17 April 2026</b> Time (local time): <b>12:00pm</b>
ITC 33.2	<b>Interviews:</b> Not required
<b>E. Evaluation of Proposals</b>	
ITC 35	<b>Exchange Rate:</b> The currency that shall be used for financial comparison purposes to convert all proposal prices expressed in various currencies into a single currency is Emalangeni (E)

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## Part 2: Section 2. Proposal Data Sheet

	<p>The source of exchange rate shall be: <b>Central Bank of Eswatini.</b></p> <p>For the purpose of financial evaluation, proposal prices expressed in different currencies shall be converted into a single currency using the Central Bank of Eswatini selling exchange rate prevailing on the date of opening of the Financial Proposals.</p>
<b>ITC 36.I</b>	<p>Margin of Preference: A margin of preference <i>shall</i> apply.</p> <p>If a margin of preference applies, the application methodology and the level of margin shall be as stated in Section 3, Evaluation Methodology and Criteria.</p>
<b>ITC 45.I</b>	<p>The procedures for making a Procurement-related Complaint are detailed in the ESPPRA website <a href="https://esppra.co.sz">https://esppra.co.sz</a></p> <p>If a Consultant wishes to make a Procurement-related Complaint, the Consultant shall submit its complaint following these procedures, in writing (by the quickest means available, that is by email), to:</p> <p><b>Title/position:</b> The Chief Executive  <b>Procuring Entity:</b> Eswatini Communications Commission  <b>Email address:</b> <a href="mailto:pretty.dlamini@esccom.org.sz">pretty.dlamini@esccom.org.sz</a></p> <p>In summary, a Procurement-related Complaint may challenge any of the following:</p> <ol style="list-style-type: none"> <li>i. the terms of the Bidding Documents; and</li> <li>ii. the Procuring Entity's decision to award the contract.</li> </ol>

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## Part 2: Section 3. Evaluation Methodology and Criteria

### Section 3. Evaluation Methodology and Criteria

#### A Evaluation Methodology

##### 1. Methodology Used

The evaluation methodology to be used for the evaluation of proposals received shall be Quality and Cost Based Selection.

**Quality and Cost Based Selection (QCBS):** ESCCOM shall select the quality and cost-based selection method as the preferred method to be used in evaluating proposals. This implies that the proposal is judged on its quality and pricing (quality price oriented)

##### 2. Summary of Methodology

The evaluation shall be conducted in three sequential stages –

- (a) a preliminary examination to determine the eligibility of consultants and the administrative compliance of bids received;
- (b) a detailed evaluation to determine the commercial and technical responsiveness of the eligible and compliant proposals; and
- (c) a financial comparison to compare costs of the eligible, compliant, responsive proposals received and determine the best evaluated bid.

Failure of a proposal at any stage of the evaluation shall prevent further consideration at the next stage of evaluation.

#### B Preliminary Examination Criteria

##### 3. Eligibility Criteria

3.1 The eligibility requirements shall be determined for: -

- (a) Eligible Consultants in accordance with ITC Clause 4 and Section 40 of the Public Procurement Act, 2011; and

3.2 The documentation required to provide evidence of eligibility shall be: -

	Eligibility Requirement	Documentary Evidence to be Provided by the Consultant
(a)	The Consultant has legal capacity to enter into the contract	(i) Certificate of Incorporation or Registration (ii) Trading License for the current year Any other sufficient evidence

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## Part 2: Section 3. Evaluation Methodology and Criteria

(b)	The Consultant is not insolvent, in receivership, bankrupt or being wound up, its affairs are not being administered by a court or a judicial officer, its business activities have not been suspended, and it is not the subject of legal proceedings for any of the foregoing	A written declaration signed by the authorised representative of the consultant  Or  Any other sufficient evidence.
(c)	The Consultant has fulfilled its obligations to pay taxes	Tax Compliance Certificate issued by Tax Regulator
(d)	The Consultant has fulfilled its obligations to social security contributions	Eswatini National Provident Fund Compliance Certificate <i>[for Swati firms]</i>
		Social Security Compliance Certificate or equivalent <i>[for foreign firms]</i>
(e)	The Consultant adheres to basic labour legislation	Labour Compliance Certificate <i>[for Swati firms only]</i>
(f)	The Consultant does not have a conflict of interest in relation to the procurement requirement	A written declaration signed by the authorised representative of the consultant
(g)	The Consultant, or any of its directors or officers, have not been convicted of any criminal offence relating to professional conduct or the making of false statements or misrepresentations as to its qualifications to enter into a procurement contract within a period of five years preceding the commencement of procurement proceedings	A written declaration signed by the authorised representative of the consultant  Police Clearances for directors or officers  A Certificate or Letter of Good Conduct Issued by a Competent Authority in the Consultant's Country <i>[for foreign firms]</i>
(f)	The Consultant is not subject to suspension in accordance with section 55 [of the Public Procurement Act, 2011] <sup>1</sup> , and none of its directors or officers have been involved in a tenderer or supplier currently subject to suspension	A written declaration signed by the authorised representative of the consultant

3.3 A Power of Attorney signed outside Eswatini shall be notarized authorising signature of the bid on behalf of the Consultant.

<sup>1</sup> Refers to suspension by the Eswatini Public Procurement Regulatory Agency

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## Part 2: Section 3. Evaluation Methodology and Criteria

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- 3.4 For a Joint Venture, the documentation in Section 3.2 shall be required for each member of the Joint Venture and the following additional documentation shall be required:
- (a) a certified copy of the Joint Venture Agreement or letter of intent to enter into such an agreement, which is legally binding on all partners, showing that:
    - (i) all partners shall be jointly and severally liable for the execution of the Contract in accordance with the Contract terms;
    - (ii) one of the partners will be nominated as being in charge, and receive instructions for and on behalf of any and all partners of the joint venture; and
    - (iii) the execution of the entire Contract, including payment, shall be done exclusively with the partner in charge.
  - (b) a Power of Attorney from each member of the JV nominating a Representative in the JV and a Power of Attorney from the JV nominating a representative who shall have the authority to conduct all business for and on behalf of any and all the parties of the JV during the bidding process and, in the event the JV is awarded the Contract, during contract execution.

### 4. Administrative Compliance Criteria

The evaluation of Administrative Compliance shall be conducted in accordance with ITB Sub-Clauses 32.3 and 32.4.

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## Part 2: Section 3. Evaluation Methodology and Criteria

### C Detailed Evaluation Criteria

#### 5. Technical Criteria

5.1 Technical responsiveness shall be evaluated in accordance with ITB Clause 33.

5.2 The Terms of Reference in the Statement of Requirements details the minimum technical requirements expected from the consultant. The Criteria, sub-criteria, and point system for the evaluation of the Technical Proposals shall be as follows:

Ref. #	Evaluation Criteria	Max Points	Max Score
<b>1.</b>	<b>Responsiveness to tender</b>		
<b>1.1</b>	Demonstrates a clear understanding of the objective of conducting an organisational culture and climate assessment and defining the right culture for ESCCOM	<b>10</b>	10
<b>2.</b>	<b>Experience and Qualification</b>		
<b>2.1</b>	Combined skills of the consultancy team with demonstrable experience in Organisational Development, Human Resources, Culture Transformation, and or Change Management .  At least 10-15 years of having conducted an Organisational Culture Transformation exercise.		15
<b>2.2</b>	Three (3) verifiable testimonials / Reference letters on Organizational Culture Assessment and Transformation projects managed in the last 5 years.	<b>30</b>	6
<b>2.3</b>	<ul style="list-style-type: none"> <li>Lead consultant must have a Master's degree in Human Resources Management, Industrial and Organizational Psychology, Business Administration, Social Sciences and</li> <li>Must include specialists in and change management. Data Analytics</li> </ul>		9
<b>3.</b>	<b>Technical Approach and Methodology</b>		
<b>3.1</b>	Proposed methodology to be followed in conducting the Organisational Culture and Climate Assessment giving the breakdown and steps to follow, including implementation plan and schedule of deliverables.		15
<b>3.2</b>	The proposed methodology of establishing the appropriate culture	<b>40</b>	15
<b>3.3</b>	A transition plan to track cultural shift progress over 12–24 months.		5
<b>3.4</b>	A detailed project schedule showing clear milestones from kick-off to final culture blueprint delivery.		5
<b>4.</b>	<b>Local Empowerment and Participation</b>		
<b>4.1</b>	Local Experts and Skills Transfer, inclusion of Swati professionals and skills transfer plan.	<b>10</b>	10
<b>TOTAL</b>		<b>100</b>	<b>100</b>

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## Part 2: Section 3. Evaluation Methodology and Criteria

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The minimum technical score required to pass the technical evaluation is 70 points.

### D Financial Comparison Criteria

#### 6. Financial Proposals for QCBS, FBS, LCS

##### Quality and Cost Based Selection (QCBS) Method

In the case of Quality and Cost Based Selection (QCBS), the total score is calculated by weighting the technical and financial scores and adding them as per the formula and instructions below. The Consultant that achieves the highest combined technical and financial score will be notified and invited for negotiations.

The lowest evaluated Financial Proposal ( $F_m$ ) is given the maximum financial score ( $S_f$ ) of 100.

The formula for determining the financial scores ( $S_f$ ) of all other Proposals is calculated as following:

$S_f = 100 \times F_m / F$ , in which “ $S_f$ ” is the financial score, “ $F_m$ ” is the lowest price, and “ $F$ ” the price of the proposal under consideration.

The weights given to the Technical (T) and Financial (P) Proposals are:

$$T = 70, \text{ and}$$

$$P = 30$$

Proposals are ranked according to their combined technical ( $S_t$ ) and financial ( $S_f$ ) scores using the weights (T = the weight given to the Technical Proposal; P = the weight given to the Financial Proposal; T + P = 1) as following:

$$S = S_t \times T\% + S_f \times P\%.$$

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# Part 1: Section 4 Proposal Forms

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## Section 4. Proposal Forms

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*[This Proposal Submission Sheet should be on the letterhead of the Consultant and should be signed by a person with the proper authority to sign documents that are binding on the Consultant. It should be included by the Consultant in its technical proposal]*

#### 4.1.1 Technical Proposal Submission Sheet

Date: *[insert date (as day, month and year) of proposal submission]*

Procurement Reference No: ESCCOM/OP/001/2025-2026

To: Eswatini Communications Commission

We, the undersigned, declare that:

- (a) We have examined and have no reservations to the Request for Proposals Document, including Addenda No.: *[insert the number and issuing date of each Addenda]*;
- (b) We offer to provide the services in conformity with the Request for Proposals Document for the *[insert a brief description of the Services]*;
- (c) We hereby submit our proposal which includes this technical proposal, and a financial proposal sealed under a separate envelope;
- (d) Our proposal shall be valid until the date specified in ITC Clause 20.1 and it shall remain binding upon us and may be accepted at any time before and including that date; (e) We, including any subcontractors or consultants for any part of the contract resulting from

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this procurement process, are eligible to participate in public procurement in accordance with ITC Clause 4.1;

- (f) We, including any associates, Joint Venture partners or Sub-contractors for any part of the contract, have nationals from eligible countries *[insert the nationality of the Consultant, including that of all parties that comprise the Consultant, if the Consultant is a Joint Venture, consortium or association, and the nationality of each subcontractor]*;
- (g) We have signed and undertake to abide by the Code of Ethical Conduct for Consultants attached during the procurement process and the execution of any resulting contract;
- (h) We are not participating, as Consultants, in more than one proposal in this procurement process;
- (i) We, including any subcontractors or consultants, do not have any conflict of interest and have not participated in the preparation of the original project for the Procuring Entity;
- (j) We, our affiliates or subsidiaries—including any subcontractors for any part of the contract—have not been suspended by ESPPRA from participating in public procurement;
- (k) Our Proposal is binding upon us, subject to modifications agreed during any contract negotiations, and we undertake to negotiate on the basis of the staff proposed in our Proposal;
- (l) We understand that this Proposal, shall not be binding on the Entity until a formal contract is prepared and executed;
- (m) We understand that you are not bound to accept the lowest proposal or any other proposal that you may receive;

Signed: *[signature of person whose name and capacity are shown below]*

Name: *[insert complete name of person signing the Proposal]*

In the capacity of *[insert legal capacity of person signing the proposal]*

Duly authorised to sign the proposal for and on behalf of: *[insert complete name of Consultant]*

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

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### 4.1.2 CODE OF ETHICAL CONDUCT IN BUSINESS FOR CONSULTANTS

#### 1. Ethical Principles

Consultants and providers shall at all times-

- (a) maintain integrity and independence in their professional judgement and conduct;
- (b) comply with both the letter and the spirit of-
  - i. the laws of Eswatini; and
  - ii. any contract awarded.
- (c) avoid associations with businesses and organisations which are in conflict with this code.

#### 2. Standards

Consultants and providers shall-

- (a) strive to provide works, services and supplies of high quality and accept full responsibility for all works, services or supplies provided;
- (b) comply with the professional standards of their industry or of any professional body of which they are members.

#### 3. Conflict of Interest

Consultants and providers shall not accept contracts which would constitute a conflict of interest with, any prior or current contract with any Procuring Entity. Consultants and providers shall disclose to all concerned parties those conflicts of interest that cannot reasonably be avoided or escaped.

#### 4. Confidentiality and Accuracy of Information

- (1) Information given by consultants and providers in the course of procurement processes or the performance of contracts shall be true, fair and not designed to mislead.
- (2) Providers shall respect the confidentiality of information received in the course of performance of a contract and shall not use such information for personal gain.

#### 5. Gifts and Hospitality

Consultants and providers shall not offer gifts or hospitality directly or indirectly, to staff of a ESCCOM that might be viewed by others as having an influence on a government procurement decision.

#### 6. Inducements

- (1) Consultants and providers shall not offer or give anything of value to influence the action of a public official in the procurement process or in contract execution.
- (2) Consultants and providers shall not ask a public official to do anything which is inconsistent with the Act, Regulations, Guidelines or the Code of Ethical Conduct in Business.

#### 7. Fraudulent Practices

Consultants and providers shall not-

- (a) collude with other businesses and organisations with the intention of depriving a ESCCOM of the benefits of free and open competition;
- (b) enter into business arrangements that might prevent the effective operation of fair competition;
- (c) engage in deceptive financial practices, such as bribery, double billing or other improper financial practices;

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- (d) misrepresent facts in order to influence a procurement process or the execution of a contract to the detriment of the Procuring Entity; or utter false documents;
- (e) unlawfully obtain information relating to a procurement process in order to influence the process or execution of a contract to the detriment of the PE;
- (f) withholding information from the PE during contract execution to the detriment of the PE.

I ..... agree to comply with the above code of ethical conduct in business.

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**AUTHORISED SIGNATORY**

**NAME OF CONSULTANT**

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## Part 1: Section 4 Proposal Forms

[The information requested is required in the format provided below and should be included by the Consultant in its proposal]

### 4.1.3 Consultant's References

**Relevant services carried out in the last ..... years (Insert number of years required) that best illustrate experience.**

Using the format below, provide information on each assignment for which the Consultant, either individually as a corporate entity or as one of the major companies within an association, was legally contracted.

Consultant's Name: \_\_\_\_\_

Assignment name:		Country:
Location within country:		Professional Staff provided by consultant (profiles):
Name of client:		Nº of staff:
Address:		Nº of Staff-Months; Duration of assignment:
Start date (Month/Year):	Completion date (Month/Year):	Approx. Value of services (in Currency SZL):
Name of Associated Consultants, if any:		Nº of Months of Professional Staff provided by Associated Consultants:
Name of senior staff (Project Director/Coordinator, Team Leader) involved, and functions performed:		
Narrative description of Project:		
Description of actual services provided by your Staff:		

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[The information requested is required in the format provided below and should be included by the Consultant in its proposal. If none, include form and state "None"]

### 4.1.4 Comments and Suggestions on the Terms of Reference

[Comments and suggestions on the Terms of Reference that could improve the quality/effectiveness of the assignment; and on requirements for counterpart staff and facilities, which are provided by the Client, including: administrative support, office space, local transportation, equipment, data, etc.]

#### A - On the Terms of Reference

{Improvements to the Terms of Reference, if any}

#### B - On Counterpart Staff and Facilities

{Comments on counterpart staff and facilities to be provided by the Client. For example, administrative support, office space, local transportation, equipment, data, background reports, etc., if any}

[The information requested is required in the format provided below and should be included by the Consultant in its proposal]

### 4.1.5 Description of the Methodology for performing the Assignment

A description of the approach, methodology and work plan for performing the assignment, including a detailed description of the proposed methodology and staffing for training, if the Terms of Reference specify training as a specific component of the assignment.

{Suggested structure of your Technical Proposal}:

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

- a) **Technical Approach and Methodology.** {Please explain your understanding of the objectives of the assignment as outlined in the Terms of Reference (TORs), the technical approach, and the methodology you would adopt for implementing the

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tasks to deliver the expected output(s), and the degree of detail of such output. Please do not repeat/copy the TORs in here.

- b) **Work Plan.**{Please outline the plan for the implementation of the main activities/tasks of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and tentative delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing your understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents (including reports) to be delivered as final output(s) should be included here. The work plan should be consistent with the Work Schedule Form.}
- c) **Organization and Staffing.**{Please describe the structure and composition of your team, including the list of the Key Experts, Non-Key Experts and relevant technical and administrative support staff.}

[The information requested is required in the format provided below and should be included by the Consultant in its proposal]

### 4.1.6 Team Composition and Task Assignments

1. Technical/Managerial Staff		
Name	Position	Task(s)

2. Support Staff		
Name	Position	Task(s)

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2. Support Staff		

[The information requested is required in the format provided below and should be included by the Consultant in its proposal]

### 4.1.7 Format of Curriculum Vitae for Proposed Professional Staff

#### CURRICULUM VITAE (CV)

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

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

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**Employment record relevant to the assignment:** {Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and contact information of previous clients and employing organization(s) who can be contacted for references. Past employment that is not relevant to the assignment does not need to be included.}

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Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
[e.g., May 2000present]	[e.g., Ministry of ....., advisor/consultant to...  For references: Tel...../e-mail.....; Mr. A2 , Project manager]		

### Membership in Professional Associations and Publications:

\_\_\_\_\_

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

### Adequacy for the Assignment:

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

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

### Certification:

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

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{day/month/year}



Name of Expert

Signature

Date

{day/month/year}



Name of authorized  
Date

Signature

Representative of the Consultant  
(the same who signs the Proposal)

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### 4.1.8 Format for confirmation of availability of Key Professional Staff

Subject of procurement:		Procurement reference number	
-------------------------	--	------------------------------	--

Consultant	
------------	--

List of key professional staff	Competencies of key professional staff	Percentage of time for which key staff shall be available

#### Confirmation

I .....(insert name of consultant) hereby certify that the staff described above shall be available as indicated

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

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## Part 1: Section 4 Proposal Forms

[The information requested is required in the format provided below and should be included by the Consultant in its proposal. Consultants may reproduce this format in landscape format if more practical but are responsible for its accurate reproduction.]

### 4.1.9 Estimated Time Schedule for Professional Staff

Name	Position	Reports Due/Activities	Months (in the Form of a Bar Chart)												Number of Months		
			1	2	3	4	5	6	7	8	9	10	11	12			
																	Subtotal (1)
																	Subtotal (2)
																	Subtotal (3)
																	Subtotal (4)

Full-time: \_\_\_\_\_ Part-time: \_\_\_\_\_

Signature: \_\_\_\_\_

(Authorised Representative)

Full Name: \_\_\_\_\_ Title: \_\_\_\_\_

Consultant: \_\_\_\_\_

[The information requested is required in the format provided below and should be included by the Consultant in its proposal. Consultants may reproduce this format in landscape format if more practical but are responsible for its accurate reproduction]

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## Part 1: Section 4 Proposal Forms

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### 4.1.10 Activity (Work) Schedule

#### A. Technical Input

	<i>[1st, 2nd, etc. are months from the start of assignment.]</i>											
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th
<b>Activity (Work)</b>												

#### B. Completion and Submission of Reports and other Deliverables

Reports	Date
1. Stage 1: Inception Report	
2. Stage 2: Organisational Culture and Climate Assessment Report	
3. Stage 3: Culture Gap Analysis	
4. Stage 4: New Organisational Culture Blueprint – Right Culture	
5. Stage 5: Change Management Framework	
Stage 6: Culture Change Roadmap	

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## Part 1: Section 4 Proposal Forms

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### 4.1.13 Declaration of Eligibility

*[The Tenderer must provide a signed declaration on its company letterhead in the following format. If the Proposal is being presented by a joint venture or consortium all members must each sign their declaration.]*

[>>>Name of Tenderer, Address, and Date>>>]

Re Tender Reference .....

In accordance with the eligibility requirements of the Invitation to Tender documents we hereby declare that: -

- (a) We, including any joint venture partners or consortium partners, are a legal entity and have the legal capacity to enter into the contract.
- (b) We are not insolvent, in receivership, bankrupt or being wound up, our affairs are not being administered by a court or a judicial officer, our business activities have not been suspended and we are not the subject of legal proceedings for any of the foregoing.
- (c) We have fulfilled our obligations to pay taxes and social security contributions.
- (d) We declare that we adhere to basic labour legislation.
- (e) We have not, and our directors or officers have not, been convicted of any criminal offence related to our/their professional conduct or the making of false statements or misrepresentations as to their qualifications to enter into a contract within a period of five years preceding the commencement of the procurement proceedings; and
- (f) I/We declare that we are eligible to participate in the above-mentioned public procurement tender as per paragraphs (a) – (e) above.
- (g) We further declare that we are not Politicians and or Public Officers.
- (h) That we do not have a conflict of interest in relation to the procurement requirement as defined in the Instructions to Tenderers.
- (i) I/We are aware that, where it shall be found that any or all of the below mentioned directors of our Company have provided misleading information in preparing this tender document, the tender will be cancelled, and contracts awarded shall be terminated immediately.

Name \_\_\_\_\_ (In the capacity of) \_\_\_\_\_

Authorised Representative Signature \_\_\_\_\_ Date \_\_\_\_\_

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## Part 1: Section 4 Proposal Forms

### 4.2.1 Financial Proposal Submission Sheet

Date: *[insert date (as day, month and year) of proposal submission]*

Procurement Reference No: *[insert Procurement Reference number]*

To: *[insert complete name of Procuring Entity]* We, the undersigned, declare that:

- (a) The total price of our Proposal is: *[insert the total proposal price in words and figures, indicating the various amounts and the respective currencies]*, inclusive of local taxes;
- (b) The following commissions, gratuities, or fees have been paid or are to be paid with respect to this procurement process or execution of the Contract: *[insert complete name of each Recipient, its full address, the reason for which each commission or gratuity was paid and the amount and currency of each such commission or gratuity. If none has been paid or is to be paid, indicate "none"]*;

Name and address of Recipient	Purpose/ Reason	Currency and Amount

Name: \_\_\_\_\_ *[insert complete name of person signing the proposal]*

In the capacity of \_\_\_\_\_ *[insert legal capacity of person signing the proposal]*

Signed: \_\_\_\_\_ *[signature of person whose name and capacity are shown above]*

Duly authorised to sign the proposal for and on behalf of: \_\_\_\_\_ *[insert complete name of Consultant]*

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

*[Consultants may reproduce this sheet in landscape format if more practical but are responsible for its accurate reproduction. State currency or currencies of proposal. If three currencies are not used state "nil" as appropriate. If the PDS requires the proposal price to be quoted separately for different Activities, complete this form as a "Summary of Proposal Price" for each activity and complete one overall Summary of prices.]*

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## Part 1: Section 4 Proposal Forms

### 4.2.2 Summary of Proposal Price (Breakdown of Lump Sum)

Cost item	Currency	Amount(s)
Fees – currency 1		
Fees – currency 2		
Reimbursables – currency 1		
Reimbursables – currency 2		
Miscellaneous Expenses –currency 1		
Miscellaneous Expenses –currency 2		
Local taxes		
Total Lump Sum/Cost Estimate – currency 1		
Total Lump Sum/Cost Estimate – currency 2		

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## Part 1: Section 4 Proposal Forms

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### 4.2.3 Breakdown of Fees

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**State activity name or total proposal:** \_\_\_\_\_

Name	Position	Input Qty	Unit (Days/months etc.)	Rate	Total
<b>Grand Total</b>					

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## Part 1: Section 4 Proposal Forms

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### 4.2.4 Breakdown of Reimbursables

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**State activity name or total proposal:** \_\_\_\_\_

**Currency:** \_\_\_\_\_

Description of Cost	Quantity	Unit of Measure	Unit Price	Total Price
<b>Grand Total</b>				

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## Part 1: Section 4 Proposal Forms

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### 4.2.5 Breakdown of Miscellaneous Expenses

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**State activity name or total proposal:** \_\_\_\_\_ **Currency:** \_\_\_\_\_

Description of Cost	Quantity	Unit of Measure	Unit Price	Total Price
<b>Grand Total</b>				

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## Part I: Section 5 Eligible Countries

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### Section 5. Eligible Countries

#### Procurement Reference Number: ESCCOM/OP/001/2025-2026

All countries are eligible except countries subject to the following provisions.

A country shall not be eligible if:

- (a) as a matter of law or official regulation, the Government of Eswatini prohibits commercial relations with that country, provided that the Government of Eswatini is satisfied that such exclusion does not preclude effective competition for the provision of services required; or
- (b) 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 Government of Eswatini prohibits the provision of Services from that country or any payments to persons or entities in that country.

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## RFP for Consultancy Services

### Part 2: Section 6. Statement of Requirements

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#### TERMS OF REFERENCE

##### I. BACKGROUND

The Eswatini Communications Commission (ESCCOM / Commission) is the regulatory body responsible for regulating the Communications sector in Eswatini. This includes but not limited to: telecommunication services and networks; broadcasting services; postal and courier services; universal access and service; the use and allocation of radio frequency spectrum; data protection; and, cybersecurity. The Commission derives its mandate from the Eswatini Communications Commission Act no. 10 of 2013. It became operational on 31 July 2013, effectively assuming all the regulatory powers of the sector from the Eswatini Posts and Telecommunications Corporation (EPTC) under the SPTC Act, 1983 and Eswatini Television Authority (ESTVA) under the STVA Act, 1983.

It has become imperative that ESCCOM conduct organisational Culture and Climate Assessment intervention to understand what shapes how work is done and employees' perceptions of the organization. The Commission seeks to contract a suitable service provider to conduct a Culture and Climate Assessment within Eswatini Communications Commission (ESCCOM). Following from the above, the Commission will develop and implement HR strategies (i.e., HR Strategy, Employee Communication Strategy and Change Management Strategy and Plan to improve the current practice and employee experience).

Therefore, there is a need to establish a culture that supports the mandate and strategy of the Commission. To achieve the above mandate of ESCCOM needs to be responsive to changes and to ensure that its employees are adaptive to change. The organisational culture should embed a proactive approach to changes in the economic environment, which impacts on the service delivery. Considering that ESCCOM is long established presents a challenge and an opportunity to establish a culture that embraces the aspirations and mandate of the Commission.

Furthermore, the survey is aimed at highlighting concerns from staff members that may cause hindrances in the long-term sustainability of ESCCOM in line with the organisational strategy, vision, mission and values.

##### 2. OBJECTIVES

###### 2.1 Assess the Current Organizational Culture

2.1.1 Evaluate prevailing values, beliefs, behaviours, and norms.

2.1.2 Identify dominant cultural traits and subcultures across

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## 2.2 Measure Alignment

- 2.2.1 Determine the extent to which the current culture aligns with Organizational vision, mission, and values, Strategic objectives, Policies and governance frameworks
- 2.2.2 Identify gaps between current values and actual practices.

## 2.3 Evaluate Employee Experience and Engagement

- 2.3.1 Assess employee perceptions of:
  - Leadership and management practices
  - Communication and transparency
  - Accountability and performance management
  - Ethics and integrity
- 2.3.2 Identify factors affecting morale, motivation, and retention.

## 2.4 Identify Cultural Strengths and Risks

- 2.4.1 Highlight cultural elements that support performance and sustainability.
- 2.4.2 Identify dysfunctional behaviours, resistance patterns, or systemic issues.
- 2.4.3 Assess risks related to compliance, reputation, or operational effectiveness.

## 2.5 Benchmarking (if applicable)

- 2.5.1 Compare findings with industry best practices or peer organizations.
- 2.5.2 Assess cultural maturity levels.

## 2.6 Recommend Interventions

- 2.6.1 Provide evidence-based recommendations.
- 2.6.2 Develop a practical culture transformation roadmap.
- 2.6.3 Propose short-, medium-, and long-term interventions.
- 2.6.4 Suggest monitoring and evaluation mechanisms.

## 2.7 Support Change Management

- 2.7.1 Identify key change levers.
- 2.7.2 Recommend leadership development or communication strategies.
- 2.7.3 Propose strategies/framework for change management to embed desired cultural behaviours.

## 3. SCOPE OF SERVICE

- 3.1 Conduct organisational culture and climate assessment
- 3.2 Develop, consult, present, and **consolidate** inputs on the organisational culture and climate assessment paper-based questionnaire (measuring various facets of organisational culture and climate, employee engagement level and organisational justice, profile / demographics of the participant).
- 3.3 Pilot and review the organisational culture and climate assessment questionnaire

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- 3.4 Conduct focus groups on representative sample of the staff within ESCCOM.
- 3.5 Compile, present, consult and consolidate outcomes / results of the study with recommendations / assessment plan / roadmap (statistical, analysis, quantitative and qualitative results) to Chief Executive, Executive Committee and Staff through physical meeting.
- 3.6 Define a suitable culture for ESCCOM.
- 3.7 Develop Organisational Development (OD) Tools
- 3.8 Develop, consult, present and consolidate inputs on the following:
  - 3.8.1 Change Management Framework,
  - 3.8.2 Change Management Plan
  - 3.8.3 Change Management Strategy
- 3.9 Compile, present, consolidate inputs and submit the hand over report on the project to the Executive Committee for approval.

#### **4. DELIVARABLES**

- 4.1 Inception report
- 4.2 Organisational culture and climate assessment report
- 4.3 Culture gap analysis
- 4.4 New Organisational culture blueprint (right culture)
- 4.5 Change management framework
- 4.6 Culture change roadmap

#### **5. REPORTING**

The successful service provider in terms of project management will be expected to adhere to the following expectations:

- 5.1 Hold regular meetings with the Project Manager (Director Operations) representing the Commission to discuss the project status on the implementation of the Project Plan.
- 5.2 Report to the Project Manager regularly to enable ESCCOM to monitor progress effectively (the frequency of the meetings will be determined by both parties);
- 5.3 Submit a progress report on the status of the project every second week by no later than 17:00 hrs.
- 5.4 Assign suitable, experienced, and qualified personnel to assist with the facilitation and drafting of recording of the proceedings.
- 5.5 Manage and monitor the overall project in consultation with the Project Manager; and

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## 6. SPECIFIC REQUIREMENTS

The service provider must have online platforms (Microsoft Teams and On-line Survey Tools) proposal that state how the following will be managed.

### 6.1 Company Experience And Other Requirements

- 6.1.1 Service providers should at least have ten (10) years' experience in designing and conducting culture/climate/ engagement survey / core values surveys as well as change management interventions.
- 6.1.2 Provide proof of three (3) (minimum) contactable references where a relevant / similar project was executed.

### 6.2 Qualification, Accreditation And Experience Of Project Leader And Team Members

- 6.2.1 Project leader must possess a minimum of a Master's Degree in Human Resources, Industrial Psychology, Psychology, Public Administration, Management Services, Operations Management, Production Management or equivalent qualification.
- 6.2.2 Curriculum Vitae (CV) and certified copies of qualifications must be attached to the proposal as proof for the team leader and the staff assigned (to be verified by the ENPF).
- 6.2.3 Project leader and assigned staff must have at least a minimum of five (5) years' experience in designing and conducting Organizational culture and climate assessment or employee engagement survey, change management, and Diagnosis/Organisational Development interventions or employee engagement survey.

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## Part 3: Section 8 Special Conditions of Contract

### PART 3 - Contract

#### Section 7: General Conditions of Contract for the Procurement of Consultancy Services

Any resulting contract shall be subject to the Government of Eswatini General Conditions of Contract (GCC) for the Procurement of Consultancy Services available on the Agency's website except where modified by the Special Conditions below.

#### Section 8. Special Conditions of Contract

The following Special Conditions of Contract (SCC) shall supplement the General Conditions of Contract (GCC). Whenever there is a conflict, the provisions herein shall prevail over those in the GCC.

GCC clause reference	Special Conditions of Contract
	The Procurement Reference Number is: .....
<b>GCC 1.2 (e)</b>	The Eligible Countries are those listed in Section 5 of the Request for Proposals Document.
<b>GCC 4.4</b>	<b>Authorised Representatives:</b> The Authorised Representatives are: for the Procuring Entity: ..... for the Consultant: .....
<b>GCC 5.1</b>	<b>Law:</b> The Contract shall be governed by the Laws of Eswatini.
<b>GCC 7.1</b>	<p><b>Notices:</b> The addresses for Notices are:</p> <p>for the <b>Procuring Entity:</b></p> <p>Physical Address: .....</p> <p>Town/City: .....</p> <p>P. O. Box No: .....</p> <p>Country: .....</p> <p>Telephone: .....</p> <p>Email: .....</p> <p>For the <b>Consultant</b></p> <p>Physical Address: .....</p> <p>Town/City: .....</p>

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## Part 3: Section 8 Special Conditions of Contract

	P. O. Box No: ..... Country: ..... Telephone: ..... Email: .....
<b>GCC 8.1</b>	<b>Commencement:</b> The Period within which the Services shall have commenced is May 2026.
<b>GCC 17.2</b>	<b>Dispute settlement:</b> Dispute settlement shall be in accordance with the Alternative Dispute Resolution Process under the Laws of Eswatini.
<b>GCC 18.1</b>	<b>Completion of the Services:</b> The Period within which the Services shall have been completed following commencement of the Services shall be determined by the consultant.

GCC clause reference	Special Conditions of Contract
<b>GCC 21.2</b>	<p><b>Payment currencies:</b> Payments shall be made in the currency or currencies of the contract price.</p> <p>The exchange rate for purposes of payment shall be the Central Bank of Eswatini exchange rate prevailing at the time of financial proposal opening</p>
<b>GCC 22.1</b>	<b>The Contract is a Lump Sum.</b>
<b>GCC 24.1</b>	<p><b>Documentation for Payment:</b> The following documentation shall be required to support invoices requesting payments:</p> <ul style="list-style-type: none"> <li>• Inception report</li> <li>• Organisational culture and climate assessment report</li> <li>• Culture gap analysis</li> <li>• New Organisational culture blueprint (right culture)</li> <li>• Change management framework</li> <li>• Culture change roadmap</li> </ul>
<b>GCC 25.1</b>	<p><b>Payment Schedule:</b> The payment schedule shall be:</p> <ul style="list-style-type: none"> <li>• Inception Report – 10%</li> <li>• Organisational Culture and Climate Assessment Report – 20%</li> <li>• Culture Gap Analysis – 15%</li> <li>• Stage 4: New Organisational Culture Blueprint – Right Culture – 20%</li> <li>• Change Management Framework – 15%</li> </ul>

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## Part 3: Section 8 Special Conditions of Contract

	<ul style="list-style-type: none"> <li>• Culture Change Roadmap – 20%</li> </ul>
<b>GCC 27.1</b>	<b>Payment Period:</b> Payment shall be made by ESCCOM within 30 days of receipt and certification of the invoice accompanied by supporting documents and within 30 days in the case of the final payment.
<b>GCC 32.1</b>	<b>Price variation:</b> The Contract Price including the remuneration rates is not subject to price variation for fluctuations in market, commodity or other variable rates.
<b>GCC 33.1</b>	<b>Taxes and duties:</b> The Consultant shall bear and pay all taxes, duties, and levies imposed on the Consultant, by all municipal, state or national government authorities:
<b>GCC 36.1</b>	<b>Joint Venture requirements:</b> The individuals or firms in a joint venture, consortium or association shall be jointly and severally liable.
<b>GCC 38.3(b)</b>	<b>Additional activities prohibited:</b> The following activities are prohibited:
<b>GCC 39.3</b>	<b>Total Liability:</b> The total liability under the Contract shall be the total contract value.
<b>GCC clause reference</b>	<b>Special Conditions of Contract</b>
<b>GCC 40.1</b>	<p><b>Insurance taken out by Consultant:</b> The risks and coverage shall be:</p> <ul style="list-style-type: none"> <li>(i) Third Party motor vehicle (ii) Third Party liability</li> <li>(iii) Employer’s liability and workers’ compensation</li> <li>(iv) Professional liability</li> <li>(v) Loss or damage to equipment and property (vi) Other</li> </ul>
<b>GCC 44.1</b>	<b>Restrictions on the use of Deliverables:</b> Not applicable.

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## Part 3: Section 9: Contract Forms

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### Appendices

#### **APPENDIX A STATEMENT OF REQUIREMENTS**

[Detailed descriptions of the Services to be provided, dates for completion of tasks, location of tasks, etc.]

#### **APPENDIX B KEY PERSONNEL AND SUB-CONTRACTOR**

- B.1 Team Composition – Technical/Managerial Staff: Names, (where available), positions, assigned tasks and staff-months for each (Section 4 Table 4.1.5).
- B.2 Team Composition – Support Staff [Names, where available], positions, assigned tasks and staff-months for each. (Same as B.1 for Key foreign Personnel to be assigned to work outside Eswatini). (Section 4 Table 4.1.5)
- B.3 List of Sub-contractors (where available); same information with respect to their Personnel as in B.1.
- B.4 List of Sub-contractors (where available); Same information as B.1 for Key local Personnel.]
- B.5 Time Schedule for Professional Staff (Section 4 Table 4.1.7). Specify working hours, holidays and travel time, etc. in accordance with GC Clause 48.

#### **APPENDIX C BREAKDOWN OF CONTRACT PRICE IN FOREIGN CURRENCY**

[List here the elements of cost used to arrive at the breakdown of the lump-sum price—foreign currency portion:

- C.1 Breakdown of Contract Price (summarising the main elements of the contract price detailing fees, reimbursables and miscellaneous expenses (Section 4 Table 4.2.2) :
- C.2 Breakdown of Fees into the monthly rates for Personnel (Key Personnel and other Personnel) (Section 4 Table 4.2.3).
- C.3. Breakdown of Reimbursable (Section 4 Table 4.2.4)
- C.4 Breakdown of Miscellaneous Expenses (Section 4 Table 4.2.5)

This appendix will exclusively be used for determining remuneration for additional services.]

#### **APPENDIX D BREAKDOWN OF CONTRACT PRICE IN ESWATINI LILANGENI**

[List here the elements of cost used to arrive at the breakdown of the lump-sum price—local currency portion:

- D.1 Breakdown of Contract Price (summarising the main elements of the contract price detailing fees, reimbursables and miscellaneous expenses (S. 4 Table 4.2.2)
- D.2 Breakdown of Fees into the monthly rates for Personnel (Key Personnel and other Personnel) (Section 4 Table 4.2.3).
- D.3. Breakdown of Reimbursable expenditures (Section 4 Table 4.2.4)

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## Part 3: Section 9: Contract Forms

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D.4 Breakdown of Miscellaneous Expenses (Section 4 Table 4.2.5). This appendix will exclusively be used for determining remuneration for additional services.

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