



REQUEST FOR PROPOSALS AND EXPRESSION OF INTEREST (RFP/HRADM/0024)

FOR

ORGANISATIONAL CULTURE CONSULTANT

Submission Due 22nd June 2021, 12:00pm

Family Homes Funds Limited,
3rd Floor Sinoki House, Opposite Ministry of Transportation,
Ademulegun Street CBD, Abuja.



DISCLAIMER

The information contained in this Request for Proposals document ("RFP") or subsequently provided to Applicants, whether verbally or in documentary or any other form by or on behalf of Family Homes Funds Limited (In Formation ("the Company")), or any of its employees or advisers, is provided to Applicants on the terms and conditions set out in this RFP and such other terms and conditions subject to which such information is provided.

The (Company FHFL), its employees and advisers make no representation or warranty and shall have no liability to any person including any Applicant under any law, statute, rules or regulations or tort, principles of restitution or unjust enrichment or otherwise for any loss, damages, cost or expense which may arise from or be incurred or suffered on account of anything contained in this RFP or otherwise, including the accuracy, adequacy, correctness, reliability or completeness of the RFP and any assessment, assumption, statement or information contained therein or deemed to form part of this RFP or arising in any way in this Selection Process.

The (Company FHFL) also accept no liability of any nature whether resulting from negligence or otherwise, howsoever caused, arising from reliance of any Applicant upon the statements contained in this RFP.

The (Company FHFL) may in its absolute discretion, but without being under any obligation to do so, update, amend or supplement the information, assessment or assumption contained in this RFP.

The issue of this RFP does not imply that the (Company FHFL) is bound to select an Applicant or to appoint the Selected Applicant, as the case may be for the consultancy and the (Company FHFL) reserves the right to reject all or any of the proposals without assigning any reason whatsoever. The Applicants shall bear all costs associated with or relating to the preparation and submission of Proposals including but not limited to preparation, copying, postage, delivery fees, expenses associated with any demonstrations or presentations which may be required by the (Company FHFL) or any other costs incurred in connection with or relating to its Proposal.

All such costs and expenses will remain with the Applicant and the (Company FHFL) shall not be liable in any manner whatsoever for the same or for any other costs or other expenses incurred by an Applicant in preparation or submission of the Proposal, regardless of the conduct or outcome of the Selection Process.

INTRODUCTION

The Family Homes Funds Limited (FHFL) is a social housing initiative promoted by the Federal Government of Nigeria as part of its Social Intervention Programme. The Company is a Limited Liability Company with initial shareholding by the Federal Ministry of Finance and the Nigeria Sovereign Investment Authority. Over the next 4 years, the company aims to invest up to N1.3trn in promoting the development of 500,000 homes for people on low income. In the process, the Company also aims to create up to 1,500,000 jobs.

Family Homes Funds Limited is desirous of procuring the services of a consultant with specific skills to develop and improve organizational culture.

The bids should be submitted in accordance with the specifications, terms, and conditions shown in this Request for Proposals (RfP). This RfP is being released to identify an experienced Culture Change Expert to carry out the services as detailed in this document. Prospective respondents are advised to read this information carefully prior to submitting a proposal.

SCOPE OF WORK

The selected consultant/firm will actively promote organizational vision and mission statements and work in a participatory manner consulting with the wider group of employees, managers and relevant stakeholders. The Consultant will have a set of objectives and deliverables and will monitor progress on a continual basis. The work of the Consultant will summarily be to transform the organisational culture of FHFL. The Consultant will represent the views of all employees and staff regardless of their role/position. It should also lead to an improved understanding of the needs and behaviour of employees transitioning within macro-level organisational change and to promote transformation programme activities across FHFL. This will be executed in collaboration with an external change management consulting firm. Specific tasks include, but are not limited to, the following:

- a. Review the existing culture practiced within FHFL and suggest more effective culture.
- b. Design and implement a change management and communication plan to mitigate re-organisation related risks.
- c. Apply behavioural insights to internal and external business processes.
- d. Improving staff engagement, productivity and culture change management.
- e. Enhance the capacity of FHFL staff to respond positively to new culture.
- f. Communicate and promote the benefits of organizational culture change at all levels in line with the new vision of the organization.
- g. Encourage participatory ways of working with relevant stakeholders such that there is a sustained level of engagement and buy-in of the new organizational vision statement.
- h. Set clear and measurable objectives of organizational change actions with milestones and check their progress on a continuous basis through self-assessment; contribute



to monitoring the implementation of the change process.

- i. Develop workplans to facilitate the implementation of organizational change in the relevant change areas.
- j. Facilitate the development of practical proposals for organizational culture change in line with the vision statement and strategic framework to address the organizational issues and advise / propose mechanisms for implementation to achieve full ownership.
- k. Communicate clearly at all levels during each step of the organizational culture change process.
- l. Assist in providing both advice and concrete suggestions to the strategic management body or board of directors responsible for supporting the organizational change initiative.

QUALIFICATIONS OF THE COMPANY/ELIGIBILITY REQUIREMENT

Bidders are strongly advised to pay close attention to the requirements listed below:

- Evidence of Certificate of Incorporation with Corporate Affairs Commission. (CAC) including form CAC2 and CAC7 or CAC 1.1.
- Evidence of Company's Income Tax Clearance Certificate for the last three (3) years valid till December 31, 2020.
- Evidence of Current Pension Compliance Certificate form valid till December 31st, 2020.
- Evidence of Industrial Training Fund (ITF) Compliance Certificate valid till December 31, 2020.
- Evidence of Compliance Certificate with the Nigeria Social Insurance Trust Fund (NSITF) valid till December 31, 2020.
- Evidence of registration in the National Database of Federal Contractors, Consultants, and Service providers by submission of Interim Registration Report (IRR) expiring on 31/12/2020 or valid certificate issued by the Bureau of Public Procurement (BPP).
- Company's Audited Accounts for the last three (3) years - 2017, 2018 & 2019.
- Company Profile including the following information: name of firm, office address, corporate email of the Firm, and Corporate profile indicating list and profile of key personnel/directors and the organizational structure of the firm.
- Curriculum Vitae of the key staff to be deployed for the project including copies of their Academic /Professional Qualifications
- Verifiable documentary evidence of at least three (3) similar jobs executed in the last five (5) years including Letters of Awards, Valuation Certificates, Job Completion Certificates and Photographs of the projects.
- Conflict of Interest Statement: submit a statement regarding any activities or relationships of the responder that might create a conflict of interest for the responder



or FHFL, and, if such activities or relationships exist, a description of the facts, legal implications, and possible effects sufficient to permit FHFL to appreciate the significance of the conflict and react as appropriate.

- Current sworn affidavit disclosing:
 - That the company is not in receivership, insolvent or bankrupt,
 - That the company does not have any Director who has ever been convicted in any court in Nigeria or any other country for criminal offence in relation to fraud or financial impropriety,
 - Whether or not any FHFL employee or member of the FHFL selection committee is a former or present Director, Shareholder or has a pecuniary interest in the applicant, and - That all documents submitted are true and correct in all particulars.
- Exceptions: If any, kindly note any exceptions to the eligibility requirements in their entirety.

PROPOSAL GUIDELINES AND FORMAT

Prospective Consultants are required to submit their proposals in the following format:

A. CORPORATE CERTIFICATIONS AND COMPLIANCE DOCUMENTS: Kindly provide the following.

- Evidence of Certificate of Incorporation with Corporate Affairs Commission. (CAC) including form CAC2 and CAC7 or CAC 1.1.
- Evidence of Current Pension Compliance Certificate form valid till December 31st, 2020.
- Evidence of Industrial Training Fund (ITF) Compliance Certificate valid till December 31, 2020.
- Evidence of Compliance Certificate with the Nigeria Social Insurance Trust Fund (NSITF) valid till December 31, 2020.
- Evidence of registration in the National Database of Federal Contractors, Consultants, and Service providers by submission of Interim Registration Report (IRR) expiring on 31/12/2020 or valid certificate issued by the Bureau of Public Procurement (BPP).
- Any other relevant and statutory documents.

B. TECHNICAL CAPACITY

- Company Profile including the following information: name of firm, office address, corporate email of the Firm, and Corporate profile indicating list and

profile of key personnel/directors and the organizational structure of the firm.

- Curriculum Vitae of the key staff to be deployed for the project including copies of their Academic /Professional Qualifications.
- Verifiable documentary evidence of at least three (3) similar jobs executed in the last five (5) years including Letters of Awards, Valuation Certificates, Job Completion Certificates and Photographs of the projects.

C. STATUTORY CLAUSE(S)

This should include:

- Conflict of Interest Statement: submit a statement regarding any activities or relationships of the responder that might create a conflict of interest for the responder or FHFL, and, if such activities or relationships exist, a description of the facts, legal implications, and possible effects sufficient to permit FHFL to appreciate the significance of the conflict and react as appropriate.
- "Current sworn affidavit disclosing:
 - That the company is not in receivership, insolvent or bankrupt,
 - That the company does not have any Director who has ever been convicted in any court in Nigeria or any other country for criminal offence in relation to fraud or financial impropriety,
 - Whether or not any FHFL employee or member of the FHFL selection committee is a former or present Director, Shareholder or has a pecuniary interest in the applicant, and
 - That all documents submitted are true and correct in all particulars.

D. Financials/Consultancy Fees

This is to be submitted in a sealed enveloped tagged 'FINANCIAL PROPOSAL' and submitted alongside the Technical Proposal.

The following guidelines are provided for standardizing the preparation and submission of proposals. The intent is to assist respondents in the preparation of their submission and to assist FHFL by simplifying the review process providing standards for comparison of submissions. Statements submitted in response to this RfP shall include a complete response to the requirements in this section in the order presented.

Proposals shall contain the following information in the order listed:

1. Introductory Letter

The introductory letter should be addressed to:



The Managing Director.
Family Homes Funds Limited,
3rd Floor Sinoki House,
Ademulegun Street,
CBD- Abuja.

Attention – FHFL Procurement Team

The letter should include contact name, mailing address and telephone number of the Consultant. The cover letter shall include a statement acknowledging the conditions stated in the RfP, referencing any exceptions contained in the response, and be signed by the Consultant.

2. The Proposal

The proposal, as detailed in A to D above.

EVALUATION AND SELECTION CRITERIA

1. Project Selection Process

In order to be considered, a proposal consistent with the terms of this RfP must be submitted. The responses to this RfP shall be reviewed by a nominated committee for completeness and evaluated against the stated criteria. The committee will then select and recommend the most competent bidder to oversee the various construction projects around the states.

The selected bidders will be invited to a kick-off meeting with the main objective of reviewing the work plan and expectations.

2. Evaluation of Proposals

Applications will be evaluated, and the bidder selected based on the following criteria:

Each bidder shall submit a technical proposal addressing the services required how they will meet FHFL's requirements. The technical proposal will account for 70% of the total combined score.

GENERAL POLICIES

1. Late Proposals

Proposals arriving after the specified date and time will not be considered, nor will late proposals be opened. Each respondent assumes responsibility for timely submission of its proposal.

2. Withdrawal or Modifications of Proposals

Any proposal may be withdrawn or modified by a written request signed by the respondents and received by FHFL prior to the final time and date for the receipt of proposals. Once the deadline is past, respondents are obligated to fulfill the terms of



their proposal.

3. Proposal Acceptance and Rejection

FHFL reserves the right to accept any proposal, to reject any and all proposals, and to call for new proposals, or dispense with the proposal process.

4. Proposal Evaluation and Award

Evaluation will be made on the basis of the weighted scoring as noted in Evaluation and Selection Criteria section.

Only successful bidders will be contacted.

5. Request for Information

- Respond completely, accurately and succinctly to each of the items below:
- Provide the legal name of the entity submitting the proposal.
- Identify the number of years that the entity has been in existence and the number of years that the entity has been providing facility services.
- Provide the addresses of the headquarters location of the entity and of the location, if different, that would be responsible for the day-to-day performance of the services.
- Identify the form of your business of the entity (corporation, partnership, limited liability company etc..) If a corporation, identify the state of incorporation and whether the corporation is public or private
- Provide a summary of clients and properties for which you or your team are currently providing services. Indicate the number of years for which your firm has provided such services to these clients/properties.
- Of those identified in the response to the above item, provide a list of (2) references for a similar assignment. Include the name of the client, the contact person for that client site, the contact's titles, phone number and address. Of those two identify one (1) that the site could visit to obtain insight from the client's point of view as to the capabilities of your firm.
- Describe your firm's approach to the assignment.
- Detail any of your firm's special or unique capabilities, technology or operating procedures that would be of direct benefit to the site.
- List any affiliates or joint venture partners your firm intends to utilize in the performance of this assignment. Describe the nature of that utilization and how your firm will coordinate and interact with that affiliate or joint venture partner
- Provide a listing of individual and/or company accreditations, certifications and memberships pertinent to this assignment.
- Describe the quality assurance program that your firm would utilize on this assignment. Include copies of any certifications associated with the Quality program. Please identify the administrator of the program and how long it has been in effect. Discuss your process for monitoring level of service, complaint resolution and customer (occupant) satisfaction and measures to address any shortcomings. Explain and show examples of how you qualify suppliers and staff.
- Discuss your processes and policies regarding utilization of personnel on an overtime basis. Explain how your firm provides cover for personnel on vacation, leave of absence, or illness.

SUBMISSIONS

- Each bidder must submit the technical proposal as a separate document from the financial proposal.
 - **Please note that submissions must be in soft copies only.** The technical proposal is to be in one USB stick, and the financial proposal in another USB Stick sealed. Both USB sticks should be sealed in separate envelopes and marked with **TECHNICAL PROPOSAL** and **FINANCIAL PROPOSAL** respectively. Proposals may also be sent via email to procurement@fhfl.com.ng
 - Submissions not sealed will be rejected at the Front Desk.
 - The bidder's name and the RFP No. must be visible on the outer package of the submissions.
 - Only proposals that fully address the mandatory services listed in the bidding requirement will be evaluated.
 - Due date of submission: **22/06/2021 by 12:00pm**. Proposals submitted after the stated date and time will be disqualified.
 - Only shortlisted bidders will be contacted.
 - Shortlisted bidders may be invited to make presentations to the evaluation team.
 - Bidders that require visits to the site prior to submission should send an email to request for directions and contact information.
 - The Schedule of services is attached below. One schedule is to be used per estate.
 - Site layouts are available on request.
 - For further clarifications and enquiries, please send email to procurement@fhfl.com.ng between 8th June 2021 and 15th June 2021. The subject of the email should read **"ENQUIRY: RFP/HRADM/0024"**.
 - Bidders are strongly advised to refer to the RFP No in all correspondences.
- * Nothing herein shall obligate FHFL to award a contract to any responding application

