



EXPRESSION OF INTEREST:

PRE-QUALIFICATION OF LEGAL SERVICE PROVIDERS FOR INCLUSION ON A PRE-APPROVED PANEL

TERMS OF REFERENCE

EOI Reference Number	EOI_LEGAL SERVICES
Employer	Roads Authority
Initial Deadline for Submission	18 June 2026 at 11:00 (local time)
Submission Address	Roads Authority Head Office, Ground Floor Bid Box, Windhoek
Validity of Pre-approved Panel	Sixty (60) months 01 July 2026 – 30 June 2031

CONTENTS

PART A: RULES FOR SUBMISSION	3
A1. Registration Form and Invitation	3
A2. Expression of Interest to Participate	3
A3. Submission Requirements	4
A4. Deadline for Submissions	5
A5. Expenses Incurred by the Participant	5
A6. Definitions	5
A7. Signing of Submission	5
A8. Enquiries	5
PART B: CAPACITY REQUIREMENTS / TERMS OF REFERENCE	7
1. Background	7
2. Purpose of the Expression of Interest	7
3. Objective	7
4. Scope of Services for Future Assignments	5
5. Minimum Eligibility Requirements	8
6. Required Technical Capacity	8
7. Required Professional Qualifications and Experience	9
8. Team Composition	9
9. Methodology and Approach	9
10. Reporting and Deliverables	10
11. Fee Structure and Invoicing	10
12. Previous Relevant Experience	10
13. Information to be Submitted	11
14. Evaluation Criteria	11
15. Duration and Validity of the Pre-Approved Panel	12
16. Future Procurement and Assignment Process	12
17. Confidentiality and Conflict of Interest	12
18. Obligations of Appointed Firms	12
19. Special Conditions	13
20. Reservation of Rights and Disclaimer	13
PART C: FORMS AND SCHEDULES	14
Form 1: Expression of Interest Application Form	14
Form 2: Declaration of Independence and Conflict of Interest	16
Form 3: Experience of Similar Assignments	17
Form 4: Key Personnel Schedule	18
Form 5: Proposed Fee Structure	19

PART A: RULES FOR SUBMISSION

A1. REGISTRATION FORM AND INVITATION

In accordance with the Public Procurement Act, 2015 (Act No. 15 of 2015), as amended, and Regulation 14 of the Public Procurement Regulations, the Roads Authority hereby invites competent, qualified, compliant and independent legal service providers to express their interest for inclusion on a pre-approved panel for the provision of legal services to the Roads Authority.

The purpose of this registration is to establish a pre-approved panel from which suitably qualified legal service providers may be invited to participate in future procurement processes or be considered for specific assignments, as and when the need arises. Participation in this Expression of Interest does not constitute a contract award and does not guarantee the allocation of any work, participation in any subsequent procurement process, or award under any future assignment.

Interested legal service providers are required to submit a duly completed Application Form together with a comprehensive firm profile demonstrating professional competence, legal expertise, capacity, experience, independence, and the ability to render legal services in a confidential, timely and professional manner.

These Terms of Reference outline the minimum requirements and criteria that will be assessed to determine whether a participant is suitably qualified for inclusion on the Roads Authority's pre-approved panel of legal service providers.

A2. EXPRESSION OF INTEREST TO PARTICIPATE

Expressions of Interest are hereby invited from suitably qualified and experienced legal service providers/law firms for the establishment of a pre-approved panel of legal service providers to the Roads Authority.

The panel is intended for firms with demonstrable expertise in the provision of specialised legal services relevant to the Roads Authority's statutory mandate, operations, governance environment, procurement processes, contractual arrangements, employment relations, litigation, and dispute-resolution requirements.

Prospective participants must demonstrate capacity in areas including, but not limited to:

- legal advisory services relating to the Roads Authority's statutory mandate and operations;
- drafting, vetting and reviewing of contracts, memoranda of agreement, service level agreements and other legal documents;
- formulation of legal opinions on administrative law, public procurement law, contract law, labour law, corporate governance and related fields;
- representation of the Roads Authority in courts, tribunals, arbitration forums and other legal forums in Namibia;
- support in procurement review applications, supplier debarment processes and procurement-related disputes;
- disciplinary proceedings, labour disputes and employment-related matters;
- commercial law, competition law, property-related matters, public-private partnerships and concession agreements;
- debt collection and recovery of monies due to the Roads Authority; and
- any other legal matter ancillary or incidental to the operations and mandate of the Roads Authority.

Appointment to the panel shall not guarantee the assignment of work. The Roads Authority reserves the right to allocate work at its discretion, to conduct future procurement processes among panel members, and to perform legal services through its own in-house legal resources where appropriate.

A3. SUBMISSION REQUIREMENTS

The submissions must comply with the following requirements:

1. A duly completed Application Form, downloadable from the Roads Authority official website or obtainable from the Procurement Management Unit.
2. A firm/company profile, duly signed by an authorised signatory and accompanied by a relevant Power of Attorney, board resolution or written authorisation where applicable.
3. Certified copies of legal registration documents of the firm or entity, including current ownership and management information where applicable.
4. Proof of registration with the Law Society of Namibia, including a valid Law Society good standing certificate and valid practising certificates for all legal practitioners proposed for the panel.
5. Certified copies of certificates of admission of all proposed legal practitioners.
6. Proof that the lead/senior legal practitioner proposed by the firm has at least eight (8) years of post-admission experience as a legal practitioner of the High Court of Namibia and holds the right of audience before the Supreme Court of Namibia.
7. Original or Certified Copies of compliance with statutory requirements, including NamRA Good Standing Certificate, Social Security Commission Good Standing Certificate and Affirmative Action Compliance Certificate, where applicable.
8. Curricula vitae of all legal practitioners and key personnel proposed to render services under the panel.
9. A summary of relevant experience and matters handled in the areas of law specified in these Terms of Reference.
10. A proposed fee structure, including hourly rates for proposed legal practitioners and staff, and the applicable disbursements policy.
11. A signed declaration confirming independence and disclosing any actual, potential or perceived conflict of interest.
12. A statement confirming the firm's confidentiality arrangements, matter-management systems, quality assurance procedures and ability to meet court, tribunal and statutory deadlines.
13. Contactable references for comparable work undertaken, where disclosure is permitted by confidentiality or privilege obligations.
14. Any other supporting information demonstrating the firm's suitability for inclusion on the pre-approved panel.

Any alterations to information or figures already entered must be effected by crossing out the incorrect information, entering the correct information alongside the amendment, and initialling the alteration by the authorised signatory.

A3.1 METHOD OF SUBMISSION

- Each submission shall be delivered by hand in one sealed envelope and deposited in the tender box at the Roads Authority Head Office, Ground Floor, Corner of Mandume Ndemufayo Avenue and David Meroro Road, Southern Industrial Area, Windhoek, before the deadline for submission indicated in the invitation notice.
- Each envelope shall be properly sealed and addressed to: The Procurement Management Unit, Roads Authority, Private Bag 12030, Windhoek.
- The envelope shall be clearly marked: "Expression of Interest: Establishment of a Pre-Approved Panel of Legal Service Providers".
- Each envelope shall have the name of the participant/legal service provider clearly indicated on the reverse side.
- The Roads Authority shall not be responsible for misdirected submissions, submissions placed in the wrong tender box, or submissions delivered after the prescribed deadline.

A4. DEADLINE FOR SUBMISSIONS

The deadline for the initial submission of Expressions of Interest is 18 June 2026 at 11:00 am (local time), at the Roads Authority Head Office, Ground Floor Bid Box, Windhoek.

The envelope must be clearly marked with the EOI title. Late submissions may not be considered.

The Roads Authority may, where permitted under the applicable procurement framework, review, refresh or reconstitute the pre-approved panel during its validity period. Any such process shall be conducted in accordance with the applicable procurement requirements and internal approvals.

A5. EXPENSES INCURRED BY THE PARTICIPANT

The Roads Authority shall not be responsible for, or pay for, any expenses or losses incurred by any participant in connection with the preparation and submission of its Expression of Interest, firm profile, supporting documentation, attendance at any clarification meeting or presentation, or any other cost related to this process.

A6. DEFINITIONS

"Legal Service Provider" means a registered law firm, legal practitioner, partnership, company or professional legal service provider authorised and qualified to provide legal services in Namibia.

"Legal Services" means legal advisory, legal drafting, litigation, representation, legal research, dispute-resolution, contract review, procurement-related legal support, disciplinary proceedings, debt collection and any other legal work required by the Roads Authority.

"Participant" means any legal service provider submitting an Expression of Interest for possible inclusion on the Roads Authority's pre-approved panel.

"Pre-approved Panel" means a panel of legal service providers assessed and approved by the Roads Authority as having met the minimum requirements for possible invitation to future procurement processes or assignment of legal work, subject to applicable procedures.

"Roads Authority" or "RA" means the Roads Authority, being the public entity inviting Expressions of Interest under this document.

"Lead Legal Practitioner" means the senior admitted legal practitioner proposed by a participant who meets the required post-admission experience and professional standing requirements set out in this document.

A7. SIGNING OF SUBMISSION

The application must be signed by a person duly authorised to sign on behalf of the participant. Where the participant is a company, partnership, law firm or other legal entity, the signatory must have the necessary authority to bind the entity in relation to this submission.

Where the participant has more than one shareholder, owner, partner, director or principal, a written designation, board resolution, partner resolution or Power of Attorney authorising the signatory to act on behalf of the entity must be submitted together with the application.

A8. ENQUIRIES

All enquiries relating to this invitation may be directed to the following officials at the Procurement Management Unit of the Roads Authority:

EXPRESSION OF INTEREST: ESTABLISHMENT OF A PRE-APPROVED PANEL OF LEGAL SERVICE PROVIDERS

Official	Designation	Telephone	Email
Lucky Goreseb	Procurement Officer	+264 61 284 7088	GoresebL@ra.org.na
Julia Akwaanyenga	Manager: Procurement and Tender Compliance	+264 61 284 7138	itanaj@ra.org.na

PART B: CAPACITY REQUIREMENTS / TERMS OF REFERENCE

1. BACKGROUND

The Roads Authority (RA) is a public enterprise established in terms of the Roads Authority Act, 1999 (Act No. 17 of 1999), to manage, maintain and control designated roads in Namibia and to provide for incidental matters.

In the discharge of its statutory mandate, the Roads Authority requires access to a range of specialised legal services from time to time. In order to ensure the efficient and compliant procurement of such services, the Roads Authority intends to establish a pre-approved panel of legal service providers in terms of Regulation 14 of the Public Procurement Regulations.

The establishment of this panel is intended to limit participation in future procurement processes or legal assignments to suitably qualified and pre-approved legal service providers only, thereby enhancing efficiency, compliance and the quality of legal services rendered to the Roads Authority.

2. PURPOSE OF THE EXPRESSION OF INTEREST

The purpose of this Expression of Interest is to identify and pre-qualify legal service providers possessing the requisite professional standing, legal expertise, relevant experience, technical capacity and independence to provide legal services to the Roads Authority on a future, as-needed basis.

This Expression of Interest does not constitute a request for financial proposals for any specific legal matter, nor does it represent a contract award. Participants that are successfully pre-qualified through this exercise will be considered for inclusion on the Roads Authority's pre-approved panel of legal service providers, subject to applicable procurement legislation, internal approvals and the terms of this document.

3. OBJECTIVE

The overall objective is to establish a readily accessible panel of suitably qualified legal service providers capable of rendering specialised legal services to the Roads Authority as and when required. The panel shall support the Roads Authority in obtaining timely, competent and reliable legal services across diverse areas of law relevant to its mandate and operations.

4. SCOPE OF SERVICES FOR FUTURE ASSIGNMENTS

Legal service providers included on the pre-approved panel may, in future, be invited to participate in procurement processes or be considered for legal assignments of varying scope, urgency and complexity. Such services may include, but are not limited to:

- provision of legal advisory services relating to the Roads Authority's statutory mandate, including advice on the Roads Authority Act, 1999, the Road Fund Administration Act, 1999 and all legislation applicable to the Roads Authority's operations;
- drafting, vetting and reviewing of contracts, memoranda of agreement, service level agreements and other legal documents required by the Roads Authority;
- formulation of legal opinions on administrative law, public procurement law, contract law, labour law, corporate governance, policies, legislation and regulations;
- conducting legal research and rendering advice on the resolution of legal disputes and other contentious matters affecting the Roads Authority;

- rendering legal services in respect of commercial law, competition law, public procurement law, administrative law, labour law, and acquisition or disposal of movable and immovable property;
- representation of the Roads Authority in litigation or any other legal proceedings before any court, tribunal, arbitration forum or other legal forum in Namibia, including the Labour Court, High Court and Supreme Court;
- assisting in the drafting of principal or subordinate legislation, regulations, policies or guidelines relating to the mandate or operations of the Roads Authority;
- initiating, prosecuting and/or chairing disciplinary proceedings on behalf of the Roads Authority, including preparation of charge sheets, chairing of hearings, and preparation of hearing outcomes and recommendations;
- applying for debarment of suppliers or contractors as instructed by the Roads Authority in terms of the Public Procurement Act, 2015, and defending procurement processes in review applications before the Review Panel, High Court and Supreme Court of Namibia;
- reviewing and, where required, drafting company policies and other legal or quasi-legal documents;
- debt collection and recovery of monies due to the Roads Authority;
- advising on and assisting with public-private partnerships, concession agreements and related commercial arrangements; and
- any other matter ancillary or incidental to the operations and mandate of the Roads Authority.

The detailed scope of work for each specific assignment will be defined in the relevant bidding documentation, instruction, brief or assignment terms issued at the time.

5. MINIMUM ELIGIBILITY REQUIREMENTS

Legal Status: The participant must be a legally registered law firm or legal service provider authorised to provide legal services in Namibia.

Law Society Registration and Good Standing: The participant must provide proof of registration with the Law Society of Namibia, valid practising certificates for proposed legal practitioners and a good standing certificate issued by the Law Society of Namibia.

Experience: The participant must demonstrate proven experience in one or more of the legal service areas specified in this document.

Lead Practitioner Requirement: The participant must have at least one admitted legal practitioner with a minimum of eight (8) years of post-admission experience as a legal practitioner of the High Court of Namibia and the right of audience before the Supreme Court of Namibia.

Public Sector or Comparable Experience: Experience in the public sector, state-owned enterprises, local authorities, regulated environments or large corporate/governance environments will be an added advantage.

Independence: The participant must be independent and free from any actual, potential or perceived conflicts of interest that could compromise its objectivity or suitability to undertake assignments for the Roads Authority.

Professional Standing: The participant must demonstrate sound professional standing and the capacity to deliver objective, confidential, timely and legally sound services.

6. REQUIRED TECHNICAL CAPACITY

Participants must demonstrate that they have the necessary technical and organisational capacity to undertake legal assignments for the Roads Authority. At a minimum, participants must demonstrate capacity in the following areas:

- legal research and preparation of written legal opinions;
- litigation, motion proceedings, trial preparation, pleadings and court appearances;
- public procurement law, review applications and supplier debarment processes;
- contract drafting, review, negotiation and contract management support;
- administrative law, corporate governance and compliance advisory services;
- labour law, disciplinary proceedings and employment-related disputes;

- commercial law, competition law, property law, PPPs and concession arrangements;
- debt collection and civil recovery proceedings;
- matter management, diary systems and control of court, tribunal and statutory deadlines; and
- quality assurance and senior review of legal opinions, pleadings and legal documents.

7. REQUIRED PROFESSIONAL QUALIFICATIONS AND EXPERIENCE

Participants must provide evidence that their proposed legal practitioners possess relevant qualifications, admission status, professional standing and experience in the areas of law relevant to the Roads Authority. The submission must include:

- certificates of admission as legal practitioners of the High Court of Namibia;
- valid practising certificates for all proposed legal practitioners;
- Law Society of Namibia good standing certificate;
- proof of at least eight (8) years of post-admission experience for the lead/senior legal practitioner;
- proof of right of audience before the Supreme Court of Namibia for the proposed lead/senior legal practitioner;
- curricula vitae showing relevant experience, areas of expertise and representative matters handled; and
- details of any specialised legal training, qualifications, professional memberships or certifications relevant to the scope of services.

8. TEAM COMPOSITION

Participants must provide details of the proposed team structure and expertise available within the firm. The team may, where applicable, include:

- a lead/senior legal practitioner responsible for overall quality assurance, strategic direction and client liaison;
- legal practitioners with experience in litigation, public procurement law, administrative law, contract law, labour law, commercial law, governance and compliance;
- candidate legal practitioners, paralegals or legal support staff, where appropriate;
- specialist practitioners or correspondent legal practitioners, where required by the nature of proceedings or applicable rules of court, subject to prior written consent where necessary; and
- administrative and matter-management support personnel capable of maintaining records, deadlines and reporting requirements.

The Roads Authority may require specific team members to be assigned to particular matters depending on the nature, sensitivity, urgency and complexity of the assignment.

9. METHODOLOGY AND APPROACH

Participants must submit a brief methodology indicating how they would approach legal assignments. The methodology should address, at minimum:

- initial conflict-of-interest checks before accepting any instruction;
- assignment planning, scoping and confirmation of instructions;
- legal research, analysis and formulation of advice;
- litigation strategy, court process management and management of procedural deadlines;
- contract review and drafting workflow;
- consultation, communication and client reporting protocols;
- quality assurance and senior review procedures;
- confidentiality, document management and information-security arrangements;
- fee estimation, cost control and billing procedures; and

- escalation of urgent risks, including prescription, default judgments, adverse cost risks or procedural non-compliance.

10. REPORTING AND DELIVERABLES

Depending on the nature of each assignment, deliverables may include:

- written legal opinions and advisory memoranda;
- drafted or reviewed contracts, memoranda of agreement, policies, guidelines, regulations or related legal documents;
- pleadings, affidavits, notices, heads of argument and other litigation documents;
- progress reports on active litigation, disciplinary proceedings, debt collection or assigned matters;
- hearing outcomes, recommendations and disciplinary records, where applicable;
- debt collection status reports and recovery recommendations;
- risk alerts relating to prescription, default judgments, adverse costs or procedural non-compliance;
- final matter reports or close-out reports; and
- any other assignment-specific deliverables required by the Roads Authority.

All written work must be submitted in English and must comply with any style, format, reporting or approval requirements communicated by the Roads Authority from time to time.

11. FEE STRUCTURE AND INVOICING

Participants must submit a proposed fee structure, including hourly rates for all proposed legal practitioners and staff, and any applicable disbursement policy. The Roads Authority reserves the right to negotiate fees, request clarification, or require revised fee proposals during a future procurement or assignment process.

Legal fees charged by service providers must be guided by the principle that fees constitute reasonable remuneration for work necessarily and properly done. Fees must not be at variance with the applicable guidelines on legal fees and tariffs issued by the Law Society of Namibia and must be consistent with applicable court and tribunal tariffs.

The Roads Authority reserves the right to subject an invoice to taxation or appropriate review where fees charged are found to be unreasonable or inconsistent with applicable tariffs. The payment period shall be suspended during any internal review or taxation process.

Invoices will be settled within thirty (30) days after submission to the Roads Authority, excluding any period spent on internal review relevant invoice.

12. PREVIOUS RELEVANT EXPERIENCE

Participants must provide details of previous legal matters or assignments undertaken in areas relevant to this Expression of Interest. The information should include:

- name of client or sector, where disclosure is permitted;
- nature and scope of the assignment;
- area of law involved;
- court, tribunal or forum, where applicable;
- year of assignment;
- role played by the participant;
- outcome or current status, where disclosure is permitted; and
- contactable references, where permitted.

Where confidentiality, privilege or professional obligations restrict disclosure, participants may provide anonymised summaries of relevant experience, provided that sufficient detail is supplied to enable the Roads Authority to assess relevance and capacity.

13. INFORMATION TO BE SUBMITTED

Interested firms are required to submit the following information/documentation:

- formal letter expressing interest in inclusion on the pre-approved panel;
- completed Application Form;
- signed firm/company profile;
- certified copies of registration or legal status documents of the participant;
- ownership, management or partnership structure, where applicable;
- physical and postal address, telephone number and email address;
- Law Society of Namibia registration, good standing certificate and valid practising certificates;
- certificates of admission and proof of right of audience before the Supreme Court of Namibia for the lead/senior legal practitioner;
- valid statutory good standing certificates and compliance documents, where applicable;
- summary of relevant legal experience and list of similar assignments handled;
- contactable references for comparable work undertaken, where permitted;
- curricula vitae and qualifications of proposed legal practitioners and key personnel;
- proposed fee structure and disbursements policy;
- brief methodology and approach;
- signed declaration confirming independence and disclosing any conflicts of interest;
- confirmation of confidentiality arrangements, document-management systems and quality assurance procedures; and
- any other supporting information demonstrating the firm's suitability for pre-qualification.

14. EVALUATION CRITERIA

Expressions of Interest will be evaluated to assess the suitability of participants for inclusion on the pre-approved panel. Evaluation will consider, inter alia:

- legal eligibility and completeness of submissions;
- compliance with mandatory submission requirements;
- registration with the Law Society of Namibia and professional standing;
- valid practising certificates and good standing of proposed legal practitioners;
- post-admission experience and right of audience before the Supreme Court of Namibia;
- relevant experience in the areas of law specified in this document;
- public sector, state-owned enterprise or comparable assignment experience;
- qualifications and experience of proposed key personnel;
- technical and organisational capacity;
- methodology, matter-management systems and quality assurance approach;
- proposed fee structure and reasonableness of rates;
- independence and conflict-of-interest disclosures;
- confidentiality and document-management arrangements; and
- past performance and contactable references.

Only participants found to be suitably qualified and responsive to the requirements of this Expression of Interest will be considered for inclusion on the pre-approved panel. Inclusion on the panel does not guarantee appointment, award of work or invitation to every future procurement process.

15. DURATION AND VALIDITY OF THE PRE-APPROVED PANEL

Appointment to the Roads Authority's panel of legal service providers shall be for a period of six (60) months from the effective date of signature of the contract or panel agreement with the Roads Authority, subject to the Roads Authority's right to terminate the arrangement in accordance with the applicable contract terms and procurement legislation.

Inclusion on the pre-approved panel shall not guarantee the award of any contract or assignment, nor shall it create any obligation on the Roads Authority to invite any particular firm to bid for or accept any future assignment.

16. FUTURE PROCUREMENT AND ASSIGNMENT PROCESS

Where the need arises, the Roads Authority may invite legal service providers included on the pre-approved panel to participate in future procurement processes or assignment-specific engagements for legal services.

Any future process shall be conducted in accordance with the applicable procurement framework and may require submission of technical and/or financial proposals, depending on the nature, value, urgency and complexity of the assignment. The detailed scope of work, evaluation criteria, reporting requirements, fee schedules and deliverables for each specific assignment will be issued at the relevant stage.

The Roads Authority reserves the right to use its own in-house legal resources and is not obliged to outsource any legal work to firms on the panel.

17. CONFIDENTIALITY AND CONFLICT OF INTEREST

Legal assignments may involve access to confidential, sensitive, personal, commercial, litigation, procurement, contractual and operational information. Participants must demonstrate that they have adequate systems to ensure confidentiality, secure handling of information, restricted access to sensitive records and proper document management.

Participants must disclose any actual, potential or perceived conflict of interest that may affect their independence or suitability. The Roads Authority reserves the right to exclude any participant where a conflict of interest exists or where independence is reasonably in doubt.

Successful service providers will be required to conclude confidentiality and non-disclosure agreements with the Roads Authority before commencement of any assignment, where required.

18. OBLIGATIONS OF APPOINTED FIRMS

Appointed firms must maintain efficient and effective internal procedures and systems to ensure the timely management of all matters assigned by the Roads Authority. In particular, appointed firms must take all reasonable and necessary steps to avoid the following adverse consequences to the Roads Authority:

- prescription or barring of claims, whether arising from the Prescription Act, 1969 or any other applicable legislation;
- adverse cost orders arising from procedural non-compliance, default or avoidable delay; and
- default judgments entered against the Roads Authority arising from a failure to enter appearance, file pleadings or take any other required procedural step within applicable time limits.

Where a risk of any of the foregoing arises in any assigned matter, the appointed firm must immediately notify the Executive Officer: Legal, Corporate Governance and Compliance, or any other person

designated by the Roads Authority, in writing, setting out the nature of the risk and the remedial steps proposed or already taken.

19. SPECIAL CONDITIONS

- A contract or panel agreement will be concluded with each service provider appointed to the panel, setting out the terms and conditions applicable to the provision of services.
- Service providers may be assigned work on an as-and-when-required basis. Appointment to the panel does not guarantee the assignment of any work.
- Service providers may not cede, assign or sub-contract any part of an assigned matter to any third party without the prior written consent of the Roads Authority, except where the appointment of correspondent legal practitioners is required by the nature of the proceedings or applicable rules of court.
- Appointed firms shall liaise with and report directly to the Executive Officer: Legal, Corporate Governance and Compliance, or such other person as may be designated by the Roads Authority from time to time.
- Service providers must not be insolvent, bankrupt or in the process of being wound up at the time of application or during the tenure of the panel.
- Service providers and their professional staff must not hold a direct financial or other interest in any entity operated, controlled or managed by the Roads Authority.
- Service providers and their professional staff must not have been convicted of any serious criminal offence.
- By participating in this Expression of Interest process, service providers are deemed to have accepted these special conditions, which shall form part of any agreement concluded with the Roads Authority.

20. RESERVATION OF RIGHTS AND DISCLAIMER

The Roads Authority reserves the right to accept or reject any Expression of Interest; request clarification or additional information from any participant; verify submitted information and references; conduct due diligence where necessary; amend, cancel, suspend or re-issue this Expression of Interest; and include or exclude firms from the pre-approved panel, subject to applicable law.

This Terms of Reference document has been prepared in good faith for the purposes of inviting Expressions of Interest. Neither the Roads Authority nor its directors, officers, employees or advisors makes any representation or warranty, express or implied, as to the completeness or suitability of the information for any participant's purposes. Participants are advised to conduct their own independent due diligence and seek independent professional advice where necessary before submitting an Expression of Interest.

PART C: FORMS AND SCHEDULES

FORM 1: EXPRESSION OF INTEREST APPLICATION FORM

To be completed by the participant/legal service provider.

Item	Details / Response
Name of Firm/Legal Service Provider	
Company/Firm Registration Number	
Date of Registration / Establishment	
Physical Address	
Postal Address	
Telephone Number	
Email Address	
Contact Person	
Position of Contact Person	
Law Society of Namibia Registration / Good Standing Attached <i>(Certified Copy)</i>	Yes / No
Valid Practising Certificates Attached <i>(Certified Copies)</i>	Yes / No

Item	Details / Response
Certificates of Admission Attached (Certified Copies)	Yes / No
Proof of Supreme Court Right of Audience Attached	Yes / No
Valid NamRA Good Standing Certificate Attached <i>(Original or Certified Copy)</i>	Yes / No
Valid Social Security Good Standing Certificate Attached <i>(Original or Certified Copy)</i>	Yes / No
Valid Affirmative Action Compliance Certificate Attached <i>(certified copy)</i>	Yes / No
Company/Firm Profile Attached	Yes / No
Proposed Fee Structure Attached	Yes / No

Declaration by participant:

I/We hereby confirm that the information submitted in this Expression of Interest is true, accurate and complete to the best of my/our knowledge. I/We understand that the Roads Authority may verify the submitted information and that any misrepresentation may result in exclusion from the process or removal from the pre-approved panel.

Name of Authorised Signatory	
Capacity / Position	
Signature	
Date	

FORM 2: DECLARATION OF INDEPENDENCE AND CONFLICT OF INTEREST

The participant must disclose any actual, potential or perceived conflict of interest that may affect its independence or suitability to provide legal services to the Roads Authority.

Declaration Item	Response / Details
Has the firm previously provided services to the Roads Authority?	Yes / No. If yes, provide details.
Is the firm currently acting for, or has it recently acted for, any party in a matter adverse to the Roads Authority?	Yes / No. If yes, provide details.
Does the firm or any proposed legal practitioner have any relationship with Roads Authority staff, board members, contractors, consultants or suppliers that may create a conflict of interest?	Yes / No. If yes, provide details.
Does the firm or any proposed legal practitioner hold a direct financial or other interest in any entity operated, controlled or managed by the Roads Authority?	Yes / No. If yes, provide details.
Has the firm or any proposed legal practitioner been convicted of any serious criminal offence or been subject to professional disciplinary sanction relevant to this EOI?	Yes / No. If yes, provide details.
Does the firm confirm that it is able to perform legal assignments independently, objectively and in accordance with professional ethical obligations?	Yes / No. If no, provide details.

Name of Authorised Signatory	
Capacity / Position	
Signature	
Date	

FORM 3: EXPERIENCE OF SIMILAR ASSIGNMENTS

Participants must list relevant legal assignments handled within the past five (5) years or such other period as may be relevant. Where confidentiality, privilege or professional obligations apply, anonymised descriptions may be provided.

Client / Sector	Area of Law	Nature of Assignment	Court / Forum, if applicable	Year	Role of Firm	Reference / Contact

FORM 4: KEY PERSONNEL SCHEDULE

Participants must provide details of key personnel available to undertake legal assignments for the Roads Authority.

Name	Position / Role	Admission Date	Years Post-Admission	Right of Audience before Supreme Court	Relevant Expertise

FORM 5: PROPOSED FEE STRUCTURE

Participants must provide proposed hourly rates and disbursement arrangements. Fees must be reasonable, consistent with applicable legal fee guidelines and tariffs, and may be subject to review, negotiation or taxation where applicable.

Personnel / Cost Category	Name / Level	Hourly Rate (N\$) Excl. VAT	Hourly Rate (N\$) Incl. VAT	Remarks / Disbursement Policy
Lead / Senior Legal Practitioner				
Legal Practitioner / Associate				
Candidate Legal Practitioner				
Paralegal / Legal Assistant				
Administrative Support				
Court / Tribunal Filing Fees				
Disbursements / Travel / Correspondent Fees				

Name of Authorised Signatory	
Capacity / Position	
Signature	
Date	