



Office No 1, Ground Floor
South Port Building, Hosea Kutako Drive
Southern Industrial Area
Windhoek, Namibia
11974, Klein Windhoek
+26461-257211/2
Fax: +26461-257213
Email: info@namaf.org.na
Website: www.namaf.org.na

02 July 2026

TERMS OF REFERENCE

CONSULTANCY FOR CUSTOMER SATISFACTION SURVEY OF NAMIBIA ASSOCIATION OF MEDICAL AID FUNDS [Namaf]

1. About Namaf

Namaf is established under the Medical Aid Funds Act, 1995 (Act No. 23 of 1995). In terms of section 10(3) of the Act, 1995, Namaf's statutory objects are to '*control, promote, encourage and coordinate the establishment, development and functioning of funds in Namibia*'. To achieve this objective, section 12 of the Act, 1995 empowers Namaf to:

'consider any matter affecting medical aid funds or the members of such funds and make representations or take such action in connection therewith as the Association may deem advisable'.

and

generally, do anything that is conducive to the achievement of its objects and the exercise of its powers, whether or not it relates to any matter expressly mentioned in this section.

2. Objectives

The purpose of this Consultancy is to assess the customer's overall satisfaction and perception of Namaf's performance in fulfilling its statutory mandate.

A handwritten signature in black ink, consisting of a large, stylized 'S' shape followed by a smaller loop.

3. Survey Methodology

The Consultant shall recommend sound methodologies for conducting the survey.

4. Scope of Work (SoW) /template

Problem statement (What to do)

The successful Consultant must undertake, but not be limited to, the following:

- 4.1 Develop a composite measure of customer satisfaction and use it to determine the overall rating of the current level of satisfaction;
- 4.2 Determine the quality-of-service delivery as perceived by the customers;
- 4.3 Identify whether expectations are being met or otherwise;
- 4.4 Identify future intentions of participation by the stakeholders;
- 4.5 Identify gaps in service delivery;
- 4.6 Identify the sources of stakeholders' complaints/dissatisfaction regarding service delivery;
- 4.7 Incorporate in the analysis the results gathered from the internally conducted customer satisfaction survey from different service points, aligned to the service level charters (Addendum A – Namaf Service Level Charter);
- 4.8 Propose service improvement measures; and
- 4.9 Prepare and deliver a comprehensive report detailing the assessment methodology, findings, and recommendations.

Customers	Sample Size
Total	
Include the	

5. Deliverables / How to go about it/Technical

At the end of the Consultancy, the Consultant must produce and deliver:

- 5.1 A report sharing methodology and tools to be used. This should be presented within 15 calendar days after signing the contract;
- 5.2 Draft report on survey findings, recommendations, and suggestions on how to improve customer service in a manner that addresses customer concerns within the framework of Namaf's mandate; and
- 5.3 Final report on findings and recommendations taking into account Namaf's comments (aligned to the Service Level Charter) and/or value addition to the draft report in both hard and soft copy:
 - 5.3.1 Highlights of the result of the survey in PowerPoint format (soft copy only); and
 - 5.3.2 Detailed report in 3 hard copies as well as digital format

6. Time Span

This assignment is expected to be carried out over a period of four (4) months ending 31 October 2026.

7. Proposal

The research/survey Consultant will be expected to submit technical and financial proposals, which include:

- 7.1 A brief profile and description of the research/survey Consultant demonstrating their ability to achieve tight deadlines and flexibility in meeting Namaf's needs;
- 7.2 A brief profile of at least three personnel who will be assigned to the projects, showing areas of specialization;
- 7.3 Reference: list and evidence of relevant work experience with at least 3 references.



8. Consultancy Payment Intervals

Output/Milestone	% of Payment
Upon submission and approval of the survey methodology;	15%
Upon approval of the sample size and timeline	20%
Upon submission and acceptance of the first draft of the report on findings and recommendations	20%
Upon submission and acceptance of the comprehensive report, it is ready for presentation to the Management Committee	35%
Upon submission and acceptance of the final comprehensive report (hard copies and digital format)	10%
Total	100%

9. Qualifications of the Research/Survey Consultant

- 9.1 Has at least 3 years of experience in conducting customer satisfaction research and surveys, including the analysis and presentation;
- 9.2 Had provided similar services to corporate clients or statutory entities in the past years; Quantify that you have worked with the lead consultant;
- 9.3 Has its own proprietary research tool/s or methodology that is internationally accepted, which provides clients with comprehensive insights on customer satisfaction and perception; internationally best practices or standard (ISO 10004:2018); and
- 9.4 Should be able to provide a brief presentation of their credentials before presenting their research proposal.

10. Institutional Arrangement

10.1 Reporting

The Consultant will report directly to the Chief Executive Officer.

10.2 Background Information

Namaf will provide the following:

- (a) Medical Aid Funds Act, 1995 (Act No. 23 of 1995);
- (b) 2023-2026 Strategy;
- (c) Stakeholder Engagement Strategy
- (d) Brand Strategy;
- (e) Customer Service Level Charter; and

10.3 Liaison

The Stakeholder Relations and Corporate Communication Manager, Ms. Uatavi Mbai, shall coordinate meetings and other activities under the Consultancy.

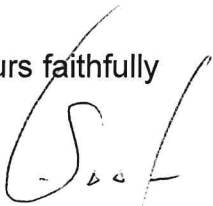
11. Application process

Interested and qualified candidates should submit their proposals and applications, which should include the following:

- 11.1 Detailed Curriculum Vitae of the Consultant, any that of any person to be fielded to the engagement;
- 11.2 Proposal for conducting the Consultancy, including survey methodology; and
- 11.3 Financial proposal aligned to the payment terms above.

Applications should be emailed to corporatecomm@namaf.org.na and reach us not later than **Monday, 20 July 2026**.

Yours faithfully



Stephen Tjiuoro
Chief Executive Officer