TENDER NO: SACU / 017 / 2019 / O

STUDY TO EXPLORE THE FEASIBILITY OF ESTABLISHING A REGIONAL FINANCING MECHANISM FOR SACU-WIDE INFRASTRUCTURE PROJECTS AND INDUSTRIALISATION

The SACU Secretariat wishes to appoint a suitably qualified, experienced and reputable Consultant(s) to undertake a Study to explore the Feasibility of Establishing a Regional Financing Mechanism for SACU-wide Infrastructure Projects and Industrialisation.

The detailed Terms of Reference (ToR) document can be obtained online at www.sacu.int OR directly from the SACU Secretariat Offices at Erf: 8531 Corner of Lazarett and Feld Street, Windhoek, Namibia.

For Commercial enquiries, please contact:
Mr. Hermanus L. Esterhuizen
Procurement Officer
Tel: +264 61 295 8000/37
Fax: +264 61 245 611
E-mail: Leon.Esterhuizen@sacu.int

For Technical Enquiries, please contact:
Mr. Donald Nd wandwe
Deputy Director: Revenue Management
Tel: (+264) 61 295 8000/21
Fax: (+264) 61 245 611
Email: Donald.Ndwandwe@sacu.int

Closing Date & Time: 17h00 (Namibian time) on Friday, 26 October 2018.

The SACU Secretariat reserves the right to accept or reject any proposal that fails to meet its requirements and will not, in any case, be responsible or liable for any costs associated with the preparation and submission of any proposal. Kindly note that only short-listed bidders will be contacted. Please note that this tender requires two offers, a technical and a financial offer, submitted in separate envelopes as stipulated in the ToR document.
TENDER NUMBER: SACU/017/2019/O

STUDY TO EXPLORE THE FEASIBILITY OF ESTABLISHING A REGIONAL FINANCING MECHANISM FOR SACU-WIDE INFRASTRUCTURE PROJECTS AND INDUSTRIALISATION

CLOSING DATE and TIME

26 October 2018 - 17H00 (Namibian Time)

POSTAL and PHYSICAL ADDRESS FOR TENDER SUBMISSION

Southern African Customs Union (SACU) - Secretariat
Private Bag 13285
Corner Lazarett and Feld Street
Windhoek, Namibia, 9000

COMMERCIAL ENQUIRIES

Mr. Hermanus L. Esterhuizen
Procurement Officer
Tel: +264 (61) 295-8000/37
Fax: +264 (61) 245 611
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TECHNICAL ENQUIRIES

Mr. Donald Ndwandwe
Deputy Director: Revenue Management
Tel: (+264) 61 295 8000/21
Fax: (+264) 61 245 611
Email: Donald.Ndwandwe@sacu.int

NO. OF TENDER COPIES REQUIRED

6 (1 original plus 5 copies of the original)
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1 INTRODUCTION

1.1 The Southern African Customs Union (SACU) consists of five Member States, namely Botswana, Eswatini, Lesotho, Namibia and South Africa. The SACU Secretariat was established in 2004 to administer and coordinate the activities of SACU. More information is available on SACU’s website (http://www.sacu.int).

1.2 Since the inception of SACU in 1910, Member States have collected and paid customs and excise revenue into a Common Revenue Pool (CRP) and distributed the revenue using a Revenue Sharing Formula (RSF). Article 32 of the SACU Agreement, 2002, makes provision for all customs, excise and additional duties collected in the Common Customs Area (CCA) to be paid into the CRP. Additional information on the SACU Revenue Arrangement and Human Development Index is attached as Appendix 2.

1.3 Two key objectives of SACU are to: (i) enhance the economic development, diversification, industrialisation and competitiveness of Member States; and (ii) promote the integration of Member States into the global economy through enhanced trade and investment. Cognisant of these objectives, the SACU Heads of State and Government agreed on industrialisation as an overarching objective of SACU’s integration agenda. To further operationalise this overarching objective, nine (9) priority sectors have been identified to promote regional and cross-border value chains.

1.4 Industrialisation has the potential to contribute to the structural transformation of the economies of the SACU Member States. In the 2018 African Economic outlook, the African Development Bank highlights that one of the key factors restraining industrialisation has been insufficient stock of productive infrastructure in power, water and transport services that would allow firms to thrive in industries with strong comparative advantages. Considering the size of the markets of the SACU countries, as well as their productive capacities, the prioritization of regional value chains (RVCs) is important because of the potential to lead to greater integration in Global Value Chains (GVCs) (Morris, Staritz, & Plank, 2014).

1.5 Factors that could contribute to the development of RVCs include: (i) intra-regional cooperation to harmonize technical standards and to reduce Non-Tariff Barriers; (ii) reducing transaction costs; and (iii) regional resource mobilization, especially of capital, (Slany, 2017).

1.6 Therefore, SACU has identified a need to engage Consultant(s) to undertake an assessment to determine the feasibility of establishing a Regional Financing Mechanism for SACU-wide infrastructure projects and industrialisation. This assessment will assist SACU in determining the nature and scope of a Regional Financing Mechanism that will be suitable to finance the SACU industrialisation Agenda.
1.7 These Terms of Reference provide the Background, Objectives, Scope of Services, expected Key Deliverables and Timelines within which the assignment will be undertaken.

2 BACKGROUND

2.1 In 2011, the 3rd SACU Summit, held on the 25th March 2011 in Pretoria, South Africa, endorsed and adopted regional industrialisation as an overarching objective in the SACU Work Programme. The other key priority areas of the SACU Work Programme are: (i) Review of the Revenue Sharing Arrangement; (ii) Trade Facilitation; (iii) Development of SACU Institutions; (iv) Unified Engagement in Trade Negotiations; (v) Trade in Services; and (vi) Strengthening the Capacity of the Secretariat. The aim of the regional industrialisation agenda is promoting balanced, equitable and sustainable regional economic growth, and development.

2.2 At a regional level, the Southern African Development Community (SADC) adopted the SADC Industrialisation Strategy and Roadmap 2015-2063. The Strategy and Roadmap has a key focus on developing targeted and selected industrial projects, with emphasis on the development of regional value chains.

2.3 Economic transformation and industrialisation remain top policy priorities. The African Union’s Action Plan for Accelerated Industrial Development of Africa (AIDA), the Agenda 2063, and the Sustainable Development goals all give prominence to sustainable industrialisation as a transmission channel to lift millions out of poverty.

2.4 In pursuing the attainment of this overarching objective, the SACU Member States agreed on the following priority sectors: (i) Agro-processing; (ii) Leather and leather products; (iii) Meat; (iv) Automotive; (v) Mineral beneficiation; (vi) Pharmaceuticals and chemicals; (vii) Textile and Clothing; (viii) Trade in Services; and (ix) Fisheries and Forestry.

2.5 To fast-track the regional industrial development initiative, the Council of Ministers directed that immediate projects for cross-border collaboration among the SACU Member States, be piloted in the area of agro-processing focusing on fruits and vegetables, leather, meat and dairy. Initial assessments were conducted by the Member States in these areas.

2.6 The SACU Council of Ministers reiterated the need for the development of criteria and principles to be agreed upon to underpin the development of cross-border value-chains in SACU. To further operationalise regional industrialisation as an overarching objective for SACU, the SACU Council of Ministers reiterated the need for the development of criteria and principles to be agreed upon to underpin the development of cross-border value-chains in SACU.

2.7 Furthermore, the Ministers emphasized the development of a practical work programme on RVCs, including the type of infrastructure to support the
development of the industrialisation work programme in SACU. The Ministers also reiterated the need to build on the technical work that was undertaken in this area.

2.8 The Work Programme for the Ministerial Task Teams adopted in June 2017 includes among others, the development of public policy interventions and tools to promote industrial development and regional value chains. The process to identify the public policy interventions and tools is ongoing, with Member States having submitted their initial proposed principles, interventions/tools and value chains to underpin the development of the SACU position.

2.9 SACU has also identified the need to establish a Regional Financing Mechanism to support SACU-wide Infrastructure Projects and Industrialisation. Projects from the productive sectors of the economy and establishment of value chains will be prioritized. At the 1st Meeting of the SACU Ministerial Task Team on Finance, the Ministers approved that a feasibility study for the Regional Financing Mechanism should be undertaken. The Member States agreed to undertake an assessment on the feasibility of establishing a Regional Financing Mechanism for SACU-wide cross-border value chains and infrastructure projects.

2.10 The Feasibility Study will assist the Member States to better understand how a Regional Financing Mechanism within SACU could be established and managed. The Study should also present options on the suitable structure and modalities to operationalise this Mechanism.

3 OBJECTIVES OF THE STUDY

3.1. The objectives of this Study are to:

(a) assess the feasibility to establish a Regional Financing Mechanism for SACU-wide infrastructure projects and industrialisation; and

(b) present options on the most suitable structure and modalities to implement the Regional Financing Mechanism.

4 SCOPE OF SERVICES

4.1. The following components should be covered by the Study:

4.1.1 Analysis, Review and Assessment of the Existing Regional Funding Mechanisms

4.1.1.1 The consultant will be expected to:

(a) establish the need/demand/viability for such a financing facility in SACU; by, among others, reviewing existing documents such as the SADC Project Preparation and Development Facility and SADC Regional Development Fund;

(b) review existing regional and international financing mechanisms or development funds;

(c) assess governance and operational structure, sources of funding, criteria for allocation of funds and legal framework; and
present lessons and possible options from these reviews and assessments which will inform the financing model(s) to be proposed from those lessons.

4.1.2 Needs Assessment for a Regional Funding Mechanism

4.1.2.1 The consultant will be expected to:

(a) analyse information on possible priority projects which seek to promote regional collaboration or development such as cross-border value chains, regional infrastructure and industrialisation, using the SADC Industrialisation Strategy and Roadmap (2015-2063) as a basis;

(b) analyse information on best practice in private sector involvement in value chains;

(c) consult Development Financial Institutions (DFIs) in the region who may have more information on the opportunities with RVCs and bankable infrastructure projects;

(d) identify and assess private sector projects that DFIs in the region have co-funded which have cross-border impact or regional development; and

(e) undertake an analysis, assessment and review of past initiatives and programmes in SACU that were proposed and implemented, with a view to promote cross border activities.

4.1.3 Feasibility of Establishing a Regional Financing Mechanism

4.1.3.1 The consultant will be expected to:

(a) provide expert advice on the viability and sustainability of establishing a Regional Financing Mechanism for SACU-wide infrastructure projects and RVCs;

(b) provide a comprehensive proposal on how the Regional Financing Mechanism in SACU could be established including governance, operational structure, possible sources of funding, monitoring and evaluation framework, criteria for access and allocation of funds and a legal framework;

(c) advise on seed/initial capital required to establish the Regional Financing Mechanism and how this seed/initial capital may be mobilised;

(d) advise on possible involvement of the private sector through Public Private Partnerships (PPPs) or otherwise, DFIs and cooperating partners; and

(e) advise on the relationships and linkages between the proposed SACU Regional Financing Mechanism and other existing financing mechanisms.

4.1.4 Draft Governance Document for the Regional Financing Mechanism

4.1.4.1 The consultant will be expected to:

(a) propose different options, benchmarked on international best practice, governance and operational structure for the Regional Financing Mechanism, from which Member States will consider one that is suitable for SACU;

(b) ensure that the governance document includes recommendations on the appropriate approach on the management of the Regional Financing
Mechanism. The options, among others, should include the possibility of outsourcing of the management of the Facility and being managed in-house by the Secretariat. On the option where it is managed in-house, staffing levels and qualifications should be specified; and

(c) outline the appropriate processes that will be followed in the assessment, evaluation, approval and implementation of the projects to be financed and develop relevant operational templates to be used.

5 APPROACH

5.1 A pre-implementation meeting will be held prior to the commencement of the Study, between the Consultant(s) and the SACU Secretariat to discuss the Technical Proposal, Terms of Reference and to agree on modalities for the implementation of the research work. The Meeting will also discuss information requirements for the completion of the Study and visits by the Consultants to the SACU Member States. The objective of the visits to the Member States is to undertake consultations, gather information and data required to inform the detailed analysis and completion of the Study.

5.2 The SACU Secretariat will designate an Officer to act as the liaison and contact for the Study, between the Consultant(s) and the Secretariat.

5.3 The work of the Consultant(s) will be overseen by the Joint Task Teams of Senior Finance and Trade and Industry Officials.

6 EXPECTED OUTCOMES/DELIVERABLES

(A) Inception Report

6.1 The Consultant(s) will produce an Inception Report within two (2) weeks following the commencement of the assignment. This Report should demonstrate a clear understanding of the Terms of Reference, the methodology that will be used and how information will be obtained from stakeholders. The stakeholders in this assignment include the SACU Member States, SACU Secretariat, regional/international organizations, private sector, DFIs etc.

6.2 The Inception Report should include an implementation schedule for all the activities in the Terms of Reference; a plan for the visits to the Member States and should follow precisely the timeframe set out in the Request for Tenders.

6.3 The Inception Report will be circulated to the Joint Task Teams of Senior Finance and Trade and Industry Officials for consideration and comments. Comments will be submitted to the Consultant(s) within two (2) weeks from the date of circulation. Technical Experts from the Member States will meet with the Consultant(s) to discuss the Inception Report.

(B) Intermediate Report

6.4 The Consultants will be required to produce an Intermediate Report after the Analysis, Review and Assessment of the Existing Regional Funding Mechanisms to be considered by the Joint Task Team of Senior Finance and Trade and Industry
Officials. The Consultant(s) will be expected to produce the Report within eight (8) weeks after the approval of the Inception Report.

(C) Draft Report

6.5 The Consultant(s) will be required to produce the Draft Report within eight (8) weeks following the approval of the Intermediate Report.

6.6 The Draft Report should contain all information as outlined in the Objectives of the Study (Section 3) and the Scope of Services (Section 4):

(a) the review of regional and international benchmarks and lessons for SACU;
(b) needs assessment for potential regional projects mainly in terms of funding;
(c) recommendations on how the SACU Regional Financing Mechanism can be established which includes, among others, governance and operational structure, sources of funding, criteria for allocation of funds and legal framework;
(d) draft governance document for the Regional Financing Mechanism;
(e) proposed Procedures on how the funds will be accessed;
(f) recommendations on how the seed/initial capital to establish the Regional Financing Mechanism could be mobilised;
(g) an outline on the role and possible participation of the private sector, DFIs and cooperating partners in the SACU Regional Financing Mechanism; and
(h) the relationship and linkages between the proposed SACU Regional Financing Mechanism and other similar existing Mechanisms and national development programmes.

6.7 Upon receipt of the draft Report, the Secretariat will circulate the Report to the Joint Task Teams of Senior Finance and Trade and Industry Officials within three (3) days for consideration and comments. The comments and inputs will be provided to the Consultant(s) through the Secretariat within three (3) weeks of receipt of the draft Report.

6.8 The Consultant(s) will address the comments and inputs within a further one (1) week from date of receipt, culminating in a draft Final Report.

(D) Draft Final Report

6.9 The Consultant(s) will be required to present the draft Final Report to a Joint Meeting of the Task Teams of Senior Finance and Trade and Industry Officials, at a Workshop to be arranged by the Secretariat, highlighting the findings, major outcomes and recommendations.

(E) Final Report

6.10 Should there be any additional comments and inputs made during the Workshop, these should be incorporated to produce the Final Report within two (2) weeks of the Workshop.
6.11 An electronic copy of all the Reports shall be supplied to the Secretariat for appropriate circulation to the Member States.

7 DURATION

7.1 The Study should be undertaken within 22 weeks from the approval of the Inception Report to completion.

7.2 This timeframe refers to the total time required to conduct the Study, including consultations with the Member States.

8 REQUIREMENTS

8.1 Qualifications:

8.1.1 The Consultant(s) should possess a minimum Masters’ Degree in Economics, Project and Infrastructure Finance, Development Finance or a related field.

8.2 Experience:

(a) development finance and must have a good understanding of the financial sector, especially the DFIs;

(b) operations of a Financing Mechanism for regional infrastructure projects;

(c) Public Private Partnerships (PPPs); and

(d) exceptional report writing and communication skills.

8.3 Supporting documents required:

8.3.1 Individual or Corporate Profile inclusive of previous relevant projects, and Curriculum Vitae’s of involved lead expert, other experts and staff. If the consultancy comprises of more than one expert, the Curriculum Vitae of the team should be provided in a matrix form and should indicate the lead Consultant; and

8.3.2 A list of verifiable references of previous relevant work executed.

9 SUBMISSION OF TENDER PROPOSALS

9.1 SACU implements a two-envelope tender process, meaning that the Technical and Financial Proposals must be submitted in separately sealed envelopes.

9.2 The Tender should be delivered or posted to the “Postal and Physical Address for Tender Submission” specified on the cover page.

9.3 All bidders must submit six (6) complete hard copies of the Technical Proposal and six (6) complete hard copies of the Financial Proposal. (Copies must include certified copies of all eligibility documentation).

9.4 The proposals should be neatly bound and presentable.

9.5 The technical proposals should be inserted in a separate envelope, clearly marked “Technical Proposal” and the financial proposals should be placed in their own separate envelope clearly marked “Financial Proposal”. All envelopes should be properly sealed and clearly marked as indicated below:
9.6 The deadline for the submission of tenders is 26 October 2018 (17h00 Namibian Time).

10 PRIME CONTRACTOR RELATIONSHIP
10.1 SACU will enter into a contract with only one successful bidder.
10.2 The selected bidder shall be solely responsible for the deliverables as specified in this document.

11 FINANCIAL ARRANGEMENTS
11.1 Bidders are solely responsible for their own costs in preparing the tender.
11.2 Payments for all services (professional fees and disbursement fees) covered by this tender shall be made within 30 (thirty) days subject to receipt of appropriate invoices, the satisfactory completion of work, and adherence to the SACU Secretariat’s Financial Policies and Procedures.
11.3 SACU shall not be liable for any losses, damages, costs, charges or expenses caused by injuries to the bidder’s personnel during the execution of their duties.

12 CONFIDENTIALITY
12.1 Tenders submitted will not be revealed to any other bidders and will be treated as contractually binding.
12.2 SACU reserves the right to seek clarification or verification of any information contained in the tenders.
12.3 SACU reserves the right to undertake a full background check on all references submitted prior to awarding the contract.
12.4 All information pertaining to SACU obtained by the bidder as a result of participation in this tender is confidential and must not be disclosed without written authorisation from the Executive Secretary of SACU.

13 OWNERSHIP OF DATA
13.1 All tenders, including any supporting documents with reference to this tender, submitted to the SACU Secretariat becomes the property of SACU.
13.2 Ownership of all data belonging to SACU whether under its control or the bidder’s control shall continue to vest in SACU. Any data of whatever nature resulting from the provision of the Services shall be the property of SACU and may be used by SACU
without restriction. All data or information that may be shared with the successful bidder during the provision of the services shall upon termination of the contract, be returned to the SACU Secretariat.

14 MODIFICATION OF TERMS

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

15 ELIGIBILITY CRITERIA

15.1 Tenders will be disqualified if one (1) original and five (5) copies of the Technical and Financial proposal, are not submitted in separate envelopes. Each copy of the Technical Proposal submitted must contain certified copies of the compliance documents indicated in section 15.2 and 15.3 below.

15.2 Tenders will be disqualified if the following documents have not been submitted:

   (a) A certified copy of a Certificate of Registration or Incorporation with the relevant national authorities for companies or corporations; and

   (b) A certified copy of a current Tax Clearance Certificate or exemption thereof from the relevant national authorities.

   (c) Where applicable, a certified copy of a legal agreement for partnerships, consortiums and joint ventures.

15.3 Tenders will be disqualified if the company is not majority (51%) owned by citizen(s) of a SACU Member State (with proof of shareholding) and registered within a SACU Member State.

15.4 Tenders will be disqualified if the company’s current or past shareholding or other interests may, in the SACU Secretariat’s opinion, give rise to a conflict of interest in connection with this tender.

16 AWARD CRITERIA

16.1 The contract will be awarded to eligible bidders on the basis of the most economically advantageous proposal by applying the following criteria:

   (a) Proposed Methodology and Understanding of the Assignment;

   (b) Similar Assignments and Experience of the Bidder; and

   (c) Technical Knowledge and Qualifications of the Bidder’s allocated Team Members.

17 CONTRACT ADMINISTRATION

17.1 The award will be subject to the successful conclusion of a Service Level Agreement (SLA) to confirm the Terms and Conditions of the Tender.
17.2 SACU reserves the right to negotiate the terms of the tender proposal and the value of any financial proposal submitted.

18 TECHNICAL PROPOSAL (1ST ENVELOPE)

Each Technical Proposal (1st Envelope) must contain the following information:

A - GENERAL INFORMATION

18.1 A letter of introduction identifying the company and signed by the person(s) authorised to bind the organisation to all the statements made in the proposal.

18.2 A Company Profile that describes the organisation, its history, its people, its experience, its market and its products and services.

18.3 Proof of qualifications and experience of key staff that will carry out the assignment, including the Team Leader.

18.4 A certified copy of a Certificate of Registration or Incorporation with the relevant national authorities for companies or corporations.

18.5 An original plus certified copies of a current Tax Clearance Certificate or exemption thereof from relevant national authorities.

18.6 A certified copy of the company’s current Audited Financial Statements.

18.7 Certified proof that the company or consortium is majority (51%) owned by citizen(s) of a SACU Member State (attach shareholding certificates and copies of shareholders’ IDs/Passports, etc.).

18.8 Where a consortium or a group of companies are jointly delivering a response, then the companies must:

(a) clearly state the name of the Primary Party with whom SACU will enter into an Agreement;

(b) provide full details of each of the legal entities involved in the bid;

(c) provide a certified copy of a legally binding partnership or consortium agreement;

(d) provide a detailed description of the role or element fulfilled by each legal entity involved in the bid; and

(e) provide the compliance documents for each of the Parties involved in the bid.

B - METHODOLOGY

18.9 A detailed proposal which indicates a clear understanding of the objectives of the assignment and clearly outlines how the proponent will go about developing the SACU Extranet Site. This must be accompanied by an outline project plan indicating the high-level activities involved in the project with their expected targets for completion as well as an outline conceptual architecture of the solution proposed.
C - SIMILAR ASSIGNMENTS AND REFERENCES

18.10 A schedule of five (5) or more recent and similar assignments undertaken by the company. This schedule must indicate the client, the assignment that was undertaken, the year, the client’s geographical location and the financial value.

For example:

<table>
<thead>
<tr>
<th>Client</th>
<th>Services Provided</th>
<th>Year</th>
<th>Location</th>
<th>Financial Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABC Corporation</td>
<td>Development of IT Governance Framework</td>
<td>2016</td>
<td>Windhoek</td>
<td>ZAR XXX,XXX.XX</td>
</tr>
</tbody>
</table>

18.11 A schedule of five (5) or more clients (contact names, physical addresses and telephone numbers) who may be contacted for references in connection with the proposed assignment.

For example:

<table>
<thead>
<tr>
<th>Client</th>
<th>Contact Name</th>
<th>Telephone</th>
<th>Physical Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABC Corporation</td>
<td>Mr J. Doe</td>
<td>061-999 9999</td>
<td>20 ABC Street, Windhoek</td>
</tr>
</tbody>
</table>

D - ADDITIONAL INFORMATION

18.12 Bidders may provide any other information which may support or be relevant to their tender proposal. This may include product brochures, manuals and other marketing paraphernalia.

19 FINANCIAL PROPOSAL (2ND ENVELOPE)

19.1 The Financial Proposal (2nd Envelope) must contain a schedule of costs in the following format:

   (a) All costs must be quoted in South African Rand (ZAR);
   (b) The total cost of the proposal (best and final offer);
   (c) An itemised breakdown of the cost of all options being proposed (if any);
   (d) The applicable rate of VAT in respect of each product and service being proposed; and
   (e) Details of any other costs, taxes or duties which may be incurred.

19.2 The Financial Proposal must contain a written confirmation that the proposed costs remain valid for 90 days from the tender closing date.
# 20 DOCUMENTATION CHECKLIST

<table>
<thead>
<tr>
<th>Have you submitted the following required information?</th>
<th>YES</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Signed Letter of Introduction</td>
<td></td>
</tr>
<tr>
<td>A Profile of the Company</td>
<td></td>
</tr>
<tr>
<td>Proof of qualifications and experience of key staff that will carry out the assignment</td>
<td></td>
</tr>
<tr>
<td>A <strong>Certified Copy</strong> of a Certificate of Company Registration or Incorporation</td>
<td></td>
</tr>
<tr>
<td>A <strong>Certified Copy</strong> of Certificate of a Tax Clearance Certificate</td>
<td></td>
</tr>
<tr>
<td>A <strong>Certified Copy</strong> of the Company’s Audited Financial Statements</td>
<td></td>
</tr>
<tr>
<td><strong>Certified Proof</strong> that the majority owner(s) &gt;= 51% of the company or consortium are citizens of a SACU Member State [Attach ID copies of Shareholders]</td>
<td></td>
</tr>
<tr>
<td>A schedule of five (5) or more similar assignments undertaken by the company</td>
<td></td>
</tr>
<tr>
<td>A schedule of 5 (five) or more contactable references</td>
<td></td>
</tr>
<tr>
<td>An itemised break down of the costs in a separate financial proposal</td>
<td></td>
</tr>
<tr>
<td>Written confirmation that the financial proposal remains valid for 90 days</td>
<td></td>
</tr>
<tr>
<td>One (1) original and five (5) copies of each proposal, Technical and Financial, in separate envelopes</td>
<td></td>
</tr>
</tbody>
</table>

**Additional documents required from Consortiums or Partnerships**

<table>
<thead>
<tr>
<th>YES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Written identification of the Primary Contracting Party</td>
</tr>
<tr>
<td>Full details of all legal entities involved in the bid</td>
</tr>
<tr>
<td>Certified copy of a legally binding partnership or consortium agreement</td>
</tr>
<tr>
<td>Description of the role or element fulfilled by each legal entity</td>
</tr>
</tbody>
</table>