

BID NUMBER: SACU/002/2026/PB

CONSULTANCY TO DEVELOP THE SACU INDUSTRIALISATION STRATEGY

CLOSING DATE & TIME

6 MAY 2025 @ 17h00

POSTAL & PHYSICAL ADDRESS FOR BID SUBMISSION

Southern African Customs Union (SACU) - Secretariat
Private Bag 13285
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Windhoek, Namibia, 9000

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TABLE OF CONTENTS

1.	INTRODUCTION/BACKGROUND	1
2.	PURPOSE AND OBJECTIVES OF THE STUDY	3
3.	SCOPE, APPROACH AND METHODOLOGY	3
4.	APPROACH	5
5.	DELIVERABLES	5
6.	EXPERTISE REQUIRED	7
7.	SUBMISSION OF BID PROPOSALS	8
8.	BID FORMAT: TECHNICAL AND FINANCIAL PROPOSAL	8
9.	EVALUATION OF BIDS	9
10.	PRIME CONTRACTOR RELATIONSHIP	13
11.	FINANCIAL ARRANGEMENT	14
12.	CONFIDENTIALITY.....	14
13.	OWNERSHIP OF BIDS.....	14
14.	MODIFICATION OF TERMS	14
15.	CONTRACT ADMINISTRATION	15
16.	DOCUMENTATION CHECKLIST	16
	APPENDIX A: LETTER OF INTRODUCTION TEMPLATE.....	18

1. INTRODUCTION/BACKGROUND

- 1.1 The 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 institutions. More information is available on SACU's website (<http://www.sacu.int>).
- 1.2 One of the main objectives of the SACU Agreement, 2002 is to enhance the economic development, diversification, industrialisation and competitiveness of the SACU Member States. Article 38(1) of the SACU Agreement specifically states that "Member States recognize the importance of balanced industrial development of the Common Customs Area as an important objective for economic development". Pursuant to the attainment of the afore-mentioned objective, Article 38(2) therefore requires Member States to develop common policies and strategies to support industrial development.
- 1.3 Efforts to build regional synergies on industrialisation as per the SACU Agreement, date as far back as 2006, when the Member States emphasised the importance of identifying common objectives and strategies for an industrial policy in SACU. In an effort to achieve this ambition, Member States agreed to develop Ambition Papers detailing each Member State's national and regional industrialisation aspirations and intentions in the development of a SACU-wide industrial development policy. This process was followed by the development of a High-level Principles paper in 2011 that outlined the vision, objectives, principles and strategies needed to underpin the development of a Regional Industrial Development Policy.
- 1.4 Subsequently, in 2012, the SACU Member States commissioned a Study to develop a SACU Industrial Development Policy. The objective of the Study was to provide a situational analysis of the industrial and economic landscape of the SACU Member States as input into the development of a regional industrial policy. This also included identification of priority sectors through which mutually beneficial industrial development can be supported and strengthened. To this end, the Study identified five sectors the region could leverage on to build regional value chains. These sectors included the following: (i) textiles and garment production; (ii) leather products (vehicle seats); (iii) agro-industrial processing (fruit processing); (iv) diamond beneficiation (cutting and polishing), and (v) solar energy products (water heaters).
- 1.5 In addition to the Study to develop the SACU Regional Industrial Development Policy, Member States embarked on a parallel process to identify projects that could be implemented for immediate cross-border collaboration. The work served to complement the Study with regard to sectors and projects for regional collaboration. The SACU Council at its 24th Meeting held in September 2011 in Maseru, Lesotho, agreed to prioritise the following eight (8) sectors as initial areas for cross-border collaboration to support SACU-wide industrialisation:
 - (a) Textiles, clothing and apparel;
 - (b) Agro-processing, including agricultural value-chains;
 - (c) Mining and quarrying, incl. mineral beneficiation & processing;

- (d) Leather and leather products;
- (e) Automotives, including automotive components;
- (f) Renewable/alternative energy;
- (g) Arts and crafts; and
- (h) Support Services (Information Communication Technology (ICT); financial; skills development; infrastructure, transport and logistics; and engineering).

SADC INDUSTRIALISATION STRATEGY

- 1.6 In advancing work on the development of regional value chains, SACU Member States have adopted the broad principle to use the SADC Industrialisation Strategy and Roadmap as a basis to inform work on industrialization at SACU level. In this regard, the SACU Council has directed that the SADC Industrialisation Strategy and Roadmap for 2015-2063 be analysed to inform work on regional industrialisation in SACU and to add value to the process. Within SADC, sector-specific analysis, including value chains analysis, were conducted with a view to inform the development of sector specific strategies.
- 1.7 The SADC Industrialisation Strategy and Roadmap is therefore an overarching framework for economic, industrial and trade related activities in the region. The key focus of the Strategy is using the abundant and diverse regional resources (especially in agriculture and mining) to accelerate industrialisation through beneficiation and value addition.
- 1.8 In 2020, the Council re-purposed the Work Programme focusing on industrialisation, investment attraction and export promotion as well as on Trade Facilitation and Logistics to leverage on the opportunities created by the African Continental Free Trade Area (AfCFTA). This is entrenched in the SACU Strategic Plan of 2022/27 under Pillar 1 on Industrialisation, Export and Investment Promotion. The Programme entails outlining a systematic approach and practical steps to deepen the region's industrial base; adopt a common vision and approach towards industrialising the SACU region; the development of Regional Value Chains (RVCs) through the selection of priority sectors with greatest opportunity for cross-border trade; positioning SACU as a manufacturing hub and leveraging on the opportunities created by the AfCFTA by focusing on export and investment promotion to support industrialisation.
- 1.9 As per the SACU Agreement, the Region aims to, among others, substantially increase investment opportunities in the Common Customs Area and promote the integration of Member States into the global economy through enhanced trade and investment. In addition, export-oriented manufacturing enables small markets to attain the economies of scale and the specialisation necessary to become regionally and globally competitive.
- 1.10 Subsequently, the 7th Summit of the SACU Heads of States or Government held in Gaborone, Botswana on the 30th of June 2022, endorsed the Work Programme: (i) Industrialisation through the development of regional value chains, investment attraction and export promotion; (ii) Regional Financing Mechanism; (iii) Trade

Facilitation and Logistics; as well as the (iv)

implementation of the African Continental Free Trade Area (AfCFTA). The Summit also endorsed the following priority sectors Agro-processing specifically Leather and Leather Products, Meat and Meat Products, and Fruits and Vegetables; Textiles and Clothing, Pharmaceuticals, Cosmetics and Essential Oils, Automotives and Mineral beneficiation including a common vision for industrialisation.

- 1.11 The region concluded the value chain mapping exercise and convened the Sectoral Roundtables on the five priority sectors. These Roundtable were followed by a Ministerial Investment Conference held in April 2022. This work is expected to culminate in the development of a long-term industrialisation Strategy for SACU. In addition to the prioritised sectors/sub-sectors, the Summit directed the Council to prioritise Fertilizers, Agro-Chemicals and Seed Production, as part of the ongoing work on Agro-processing to deal with the existential challenges the region is facing with regard to food security.
- 1.12 Against this background, the SACU Secretariat requires consultancy services to develop the Industrialisation Strategy for the SACU region which is expected to define practical milestones and expected outcomes including a strategic framework to support cross-border value chains, and to map the way forward on re-prioritisation of the sectors to ensure industrial development.
- 1.13 These Terms of Reference provide the background, objectives, scope and responsibilities for developing the SACU Industrialisation Strategy. Following identification of priority sectors in the region, this strategy aims to foster economic growth and enhance competitiveness for the SACU region with an aim to harness benefits engendered by the AfCFTA and beyond.

2. PURPOSE AND OBJECTIVES OF THE STUDY

- 2.1 The Industrialisation Strategy is a comprehensive roadmap for achieving sustainable economic growth in the region through industrial development. The objective of the assignment is to develop the Industrialisation Strategy for the SACU region. The primary objective of the Strategy is to identify practical, specific and viable regional industrialisation projects for cross-border value chain. Consequently, and upon implementation, contribute to mutually beneficial stimulation of economic growth and diversification through industrial development, enhancing competitiveness of the SACU identified sectors. In addition, broaden the industrial base, ensure employment creation across SACU Member States, innovation and technological advancement and ultimately ensure sustainable and inclusive growth for the SACU region, while ensuring advancement of regional integration.

3. SCOPE, APPROACH AND METHODOLOGY

- 3.1 This The work is expected to be undertaken with the support of information provided by Member States. In this regard, this will entail use of primary and

secondary sources of information. The following

components are to be covered by the Assignment:

3.2 The following components are to be covered by the Assignment:

- (a) Develop a strategic framework that outlines the vision, mission, goals and objectives of the SACU industrialisation strategy;
- (b) Formulate a detailed action plan with specific initiatives, timelines and responsibilities to achieve the strategic objectives;
- (c) Draw on experiences and lessons of past efforts and work aimed at supporting industrial development, reasons for past failures and lack of progress, and recommend remedies to avoid committing past errors;
- (d) Identify and advise on mobilizing financial, technical and human resources required for the implementation of the strategy;
- (e) Draw synergies and complementarities with work undertaken at SADC level through the SADC Industrialization Strategy and Roadmap to avoid duplications and overlaps in developing own strategy, including successes and failures within the implementation of the SADC Strategy and Roadmap;
- (f) Review of existing reports, identify current efforts programmes and instruments to support industrial development in the SACU Member States, work undertaken to date in the identified SACU priority sectors including issues relating to cross-cutting policies, trade, investment and infrastructure related plans, as well as highlight reasons for lack of progress or failure of past efforts”
- (g) Identify comparative advantages of SACU Members State, including agricultural and natural resource endowments that can be developed and beneficiated and build SACU cross boarder value chains, cross border industrial development zones, and SACU’s industrial competitive advantage.
- (h) Undertake situational analysis, including external factors and developments, internal institutional capacities and constraints, existing production capacity and constraints, trade, logistical bottlenecks, and technologies at hand;
- (i) Develop regional sectoral cooperation frameworks to support industrial growth looking at the priority sectors and beyond;
- (j) Develop a comprehensive report outlining the sector-specific growth plans detailing the development pathways in the identified sectors;
- (k) Suggest regional sectoral cooperation interventions and recommendations to support industrial development and growth in SACU;
- (l) Ensure that commitments towards green industrial transition and incorporation of environmental, social and governance commitments have

been taken into account in the

development of the SACU Industrialisation Strategy;

- (m) Clearly identify and indicate the roles, responsibilities of the Member States, Secretariat, private sector and other relevant stakeholders;
- (n) Undertake consultations with governments, private sector, academia and industry associations to validate findings and gather additional inputs;
- (o) Propose ways, functions and roles in establishing a SACU Business/Industrialisation Council;
- (p) Development and presentation of an Implementation Plan with timelines, specific activities and milestones to a SACU Workshop of relevant stakeholders;
- (q) Develop a robust monitoring and evaluation framework to track progress, measure impact and ensure accountability; and
- (r) Submission of a Final Report to the Secretariat.

4. APPROACH

- 4.1 This A pre-implementation Meeting will be held prior to the commencement of the Assignment between the contracted Consultant(s) and the SACU Secretariat to discuss and agree on modalities for the implementation of the work to be undertaken. The Meeting will also discuss information requirements for the completion of the Assignment. The pre-implementation Meeting may be physical or virtual.
- 4.2 The Consultant(s) will be expected to undertake engagements with Member States during the development of the SACU Industrialisation Strategy. The engagements may include consultations with Member States and all the relevant stakeholders.
- 4.3 The work of the Consultants will be overseen by the Secretariat's Executive Committee. The SACU Secretariat will designate Officers to act as the liaison and contact persons for the Assignment, between the Consultant(s) and the Secretariat.
- 4.4 After conclusion of the Assignment, the Secretariat will organise a Validation workshop for SACU Member States, where the Consultant(s) will present their findings and ultimately the final Industrialisation Strategy and the Implementation Plan.

5. DELIVERABLES

- 5.1 The Consultant(s) will be expected to produce the following:
 - (a) The final project deliverable shall be the development of a comprehensive Strategy with inclusion of the identified elements, Implementation Plan, Monitoring, Evaluation and learning plan covering the elements outlined in section 3 above;

(b) Proposed projects, in particular, cross

border value chains and options for financing; and required capacity building plan to support proposed projects

Inception Report

- 5.1.1 The Consultant(s) will produce an Inception Report within **three (3) weeks** following the commencement of the Assignment. This Report should demonstrate a clear understanding of the Terms of Reference with a clear methodology that will be used.
- 5.1.2 The Inception Report should also indicate the implementation time for each activity in the Terms of Reference; a detailed project plan for undertaking this work and should follow precisely the timeframe set out in the Request for Tenders.
- 5.1.3 The Secretariat will arrange a Meeting where the Inception Report will be discussed and the way forward in implementing this work will be agreed upon.
- 5.1.4 The Inception Report will be shared with the SACU Secretariat for consideration and comments. Comments will be submitted back to the Consultant(s) within **two (2) weeks** after receipt of the Inception Report.

Draft Report

- 5.1.5 The Consultant(s) will be required to produce a draft Report, as per the scope of services outlined in section 3 within **four (4) weeks** of the Inception Report covering all aspects of the Terms of Reference;
- 5.1.6 The Consultant(s) will be required to present the Draft Report to a SACU Workshop of relevant stakeholders. The Workshop will be arranged by the SACU Secretariat.
- 5.1.7 Upon receipt of the Draft Report, the Secretariat will circulate it to the Member States for their consideration and comment. Comments and inputs will be provided to the Consultants through the Secretariat after **two (2) weeks** of receiving the Draft Report; and
- 5.1.8 The Consultants will address the comments and inputs within a further **one (1) week**, culminating in a draft Final Report.

Draft Final Report

- 5.1.9 The Consultants will be requested to present the draft Final Report to SACU Member States at a workshop to be arranged by the Secretariat, highlighting the findings, major outcomes, and recommendations.

Final Report

- 5.1.10 Based on the outcomes of the presentation, the Consultant will produce a Final Report within **two (2) weeks** of the presentation. The Consultant(s) will be required to present the Final Report to the Secretariat within **two**

(2) weeks or otherwise as agreed after

submission of the Final Report, clearly showing how the comments from the Workshop have been addressed.

5.1.11 An electronic copy of the Final Report/Strategy including all the reports shall be submitted to the Secretariat for circulation to the Member States.

5.1.12 Please include required meetings or consultations, including proposed dates and itineraries. This will include proposed Meetings or presentations to SACU Institutions and/or Technical Committees as may be required.

5.2 All project deliverables shall be written in English Language.

DURATION

5.3 The Assignment shall be undertaken within **14 weeks** from commencement to completion, including consultations with the Member States.

6. EXPERTISE REQUIRED

6.1 Qualifications and Experience:

6.1.1 The Lead Consultant should possess:

- (a) a minimum of Master's Degree in Economics, with demonstrated experience in industrial development. A PhD in Economics or related fields may be an added advantage.
- (b) At least 5 years of experience in consultancy on the areas of industrial development and development of regional value chains; and
- (c) Should have produced similar studies in the areas of industrial development and development of regional value chains.

6.1.2 The Consulting Team should be composed of a minimum of Bachelor's Degree in Economics or related fields (preference in Industrial economics).

- (a) The bidders shall demonstrate competence in the following areas:
- (b) industrial economics and development of industrialisation strategies, international trade and policies;
- (c) knowledge of the regional and continental industrial landscape;
- (d) a good understanding and knowledge of the structure of the SACU economies and the data required in the agricultural sector; and
- (e) excellent report writing and presentation skills.

6.2 Supporting documents required:

- (a) Individual or Corporate Profile inclusive of previous relevant projects;
- (b) Curriculum Vitae 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
- (c) a list of verifiable references of previous relevant work executed.

7. SUBMISSION OF BID PROPOSALS

- 7.1 All bidding proposals must be submitted electronically to: procurement@sacu.int.
- 7.2 The SACU Secretariat requires one (1) electronic copy of the bidding proposal, comprising of a Technical and Financial Proposal in PDF format, to be attached separately to the submission.
- 7.3 The deadline for submission of bids is xx am/pm, Namibian time, on day, date.
- 7.4 The SACU Secretariat will schedule a pre-bid meeting to clarify the requirements of the bid submission. Bidders should submit their email contact details electronically to: procurement@sacu.int for the SACU Secretariat to make the arrangements.

8. BID FORMAT: TECHNICAL AND FINANCIAL PROPOSAL

- 8.1 The Technical Proposal should be arranged and referenced in a format as per the following categories:
 - (a) Title (Cover) Page;
 - (b) Letter of Introduction (See Appendix A);
 - (c) Compliance Documents (e.g., Good Standing Certificate, Registration, etc);
 - (d) Audited Annual Financial Statements, where applicable;
 - (e) Legal agreement for partnerships, consortiums and joint ventures, where applicable; and
 - (f) Profile of bidder;
 - (g) Technical Proposal for the assignment; and
 - (h) References of similar work previously undertaken.
- 8.2 The Financial Proposal should contain all costs and must be quoted in **South African Rands (ZAR)**. The schedule must take the following format:

- (a) The total cost of the proposal;
- (b) A full breakdown of the cost/price and any assumptions made, where necessary;
- (c) An itemised breakdown of the cost of any options being proposed beyond that specified Request for Bid;
- (d) The applicable rate of VAT in respect of each product and service being proposed;
- (e) Details of any other costs or reimbursables, taxes or duties which may be incurred; and
- (f) Confirmation that the Financial Proposal remains valid for 90 (ninety) days from the Bid Closing date.

9. EVALUATION OF BIDS

9.1 The evaluation of the bidding proposal shall comprise three sequential parts where the following specific criteria must be met:

- (a) Eligibility - all the required documents, as listed in Section 9.2 below must be submitted. This will ensure a consistent standard and comparable basis for evaluation;
- (b) Qualification - the compliance documents are assessed to ensure that the bidder is legally registered within one of the SACU Member States, majority owned by SACU citizens, compliant with the relevant regulatory authorities, free of any conflict of interest, financially stable and adequately capacitated to undertake the assignment; and
- (c) Award - the technical aspects of the bid demonstrate an understanding of the scope of works and the proposed resources have the necessary technical specifications or skills and competence to deliver the work on time. In this regard, the bidder's profile and reputation, as well as similar work previously undertaken, will be considered. The latter will be verified through references.

9.2 Eligibility Criteria

- (a) The Technical and Financial Proposals should be submitted digitally as an email attachment or a link to a cloud storage or file-sharing service, in PDF format (or as a zip archive containing the PDF file).
- (b) The Technical Proposal should contain a:
 - (i) Title (Cover) Page listing the Bid Number, Bid Description, Bid Closing Date, Bidding Organisation Name, Postal Address, Physical Address, Telephone No., Fax No., Mobile No., Email Address, Website and Full Names of two Contact Persons;

(ii) One page Letter of Introduction that

identifies the bidder with a corporate letterhead. This Letter of Introduction (See Appendix A) should also contain:

- aa. A signature by the person(s) authorised to bind the organisation to statements made in the proposal;
 - bb. Confirmation of the name of the bidder and acceptance by the bidder and any third parties of the conditions of the Request for Bid;
 - cc. Written declaration that the bidder's current or past corporate or other interests does not give rise to a conflict of interest in connection with this Request for Bid;
 - dd. Full Contact Details of any third-party involved in the proposal; and
 - ee. Description of the role or element of proposal to be fulfilled by any third-party;
- (iii) Profile of the bidder or consortium;
- (iv) Certified copy of the Certificate of Registration or Incorporation with the relevant national authorities;
- (v) Certified copy of identity cards/documents or passports showing that the majority owner(s) or shareholders of the organisation or consortium are citizens of a SACU Member State. If the shareholder is not a natural person, then an official letter from the external auditors or duly appointed company secretary confirming that the ultimate holding company is majority (51%) owned by SACU citizens;
- (vi) Certified copy of a current Good Standing Certificate or Tax Clearance Certificate from the relevant national authorities, or exemption thereof;
- (vii) Certified copy of a current Good Standing Certificate with Social Security (Namibia), registration with Unemployment Insurance (South Africa only), where applicable, or exemption thereof;
- (viii) Certified copy of the latest audited Annual Financial Statements in the case of private or public companies, or for close corporations the latest Annual Financial Statements. In either case, the reporting date is within 20 months from the Bid Closing Date. The audit report on the Annual Financial Statements should be issued by a current member of the applicable regulatory authority in any SACU Member State and quote the membership number. For close corporations, the latest

Annual Financial Statements should

be submitted and prepared by a current member of the applicable regulatory authority in any SACU Member State and quote the membership number;

- (ix) Certified copy of a legal agreement for partnerships, consortiums and joint ventures, where applicable; and
- (c) In the case of partnerships, consortiums and joint ventures, all documents required in Section 9.2 above, for each party in the arrangement and legal entities, must be submitted.
- (d) The Technical Proposal should provide a schedule of:
 - (i) Three (3) or more clients (contact names, physical addresses and telephone numbers) who may be contacted for references in connection with the proposed assignment; and

For example:

CLIENT	CONTACT NAME	TELEPHONE	PHYSICAL ADDRESS
ABC Corporation	Mr J. Doe	061-999 9999	20 ABC Street, Windhoek

- (ii) Three (3) or more clients where similar assignments were recently

CLIENT	SERVICES PROVIDED	YEAR	LOCATION	FINANCIAL VALUE
ABC Corporation	Development of BCP	2011	Windhoek	R49,950

undertaken by the bidder. This schedule must indicate the client, the assignment that was undertaken, the year, the client's geographical location and the financial value.

For example:

9.3 Qualifying Criteria

- (a) The Technical Proposal will then be assessed and disqualified if any of the eligibility criteria are not complied with, such as:
 - (i) The Proposal is not emailed or submitted in PDF format;
 - (ii) Any document requested above is omitted from the bid submission;

(iii) Any Eligibility Criteria content in the

one-page Letter of Introduction is omitted;

- (iv) Any document under 9.2 above ((iv) to (ix) is not certified within six (6) months of the Bid Closing Date;
- (v) Less than three (3) references are provided to be contacted;
- (vi) Less than three (3) clients where similar assignments were recently undertaken by the bidder were provided;
- (vii) The Good Standing Certificate or Tax Clearance Certificate from the relevant national authorities, is not valid at the Bid Closing Date;
- (viii) The Good Standing Certificate with Social Security (Namibia), registration with Unemployment Insurance (South Africa), where applicable, or exemption thereof, is not valid at the Bid Closing Date;
- (ix) The bidder, or third party if a consortium, is not majority (51%) owned by citizen(s) of a SACU Member State (with proof of shareholding) and registered within a SACU Member State. Proof of majority SACU Citizen ownership may be proven by any of the following methods:
 - aa. A certified copy of each shareholding certificate currently in issue (the total shareholding certificates must aggregate 100% of all issued share capital); and proof of SACU citizenship by providing a certified copy of shareholders national identity card document or valid passport; or
 - bb. A certified copy of the shareholder register issued by the duly appointed Company Secretary or external auditors; and proof of SACU citizenship by providing a certified copy of shareholders national identity card/document or valid passport; or
 - cc. An official letter from the external auditors or company secretary, describing the group structure and confirming that the ultimate holding company is majority (51%) owned by SACU citizens. This is only required where any shareholder is not a natural person;
- (x) The latest audited Annual Financial Statements, or for close corporations the latest Annual Financial Statements has a:
 - aa. reporting date that exceeds 20 months from the Bid Closing Date; or
 - bb. qualified audit opinion (related to the audited Annual Financial Statements);

(xi) The latest audited Annual Financial

Statements, or for close corporations the latest Annual Financial Statements also demonstrates that the organisation may be:

- aa. a going concern risk (the organisation may not be able to operate in the foreseeable future) through reducing revenue or incurring operating losses; or
- bb. factually insolvent where the liabilities exceed the assets, and it is not able to settle debts; or
- cc. commercially insolvent and unable to pay debts or liabilities as they arise in the ordinary course of business; or
- dd. limited with the financial capacity to complete the assignment due to the size of the organisation; or

(xii) The latest audited Annual Financial Statements or for close corporations the latest Annual Financial Statements was not prepared by a current member of the applicable regulatory authority in any SACU Member State. In this regard, the membership number will validate the status of the practitioner with the applicable regulatory authority in the relevant SACU Member State.

9.4 Award Criteria

- (a) After the bidder has met the eligibility and qualifying criteria, the technical evaluation is undertaken and awarded on the basis of the most economically advantageous proposal applying the following award criteria, listed in order of priority:
 - (i) Proof of understanding the scope, approach and methodology to undertake the assignment;
 - (ii) Proof of qualifications, technical knowledge, relevant previous experience and the skills composition of the team who will undertake the assignment;
 - (iii) Project Plan demonstrating how the deliverables and targets will be met; and
 - (iv) Company Profile and Reputation of the bidder.
- (b) The allocation and weighting of the award criteria is pre-determined by the Bid Leader when drafting the Request for Bid.

10. PRIME CONTRACTOR RELATIONSHIP

10.1 The SACU Secretariat 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 ARRANGEMENT

- 11.1 Bidders are solely responsible for their own costs in preparing the Bid.
- 11.2 Payments for all services covered by this bid 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 Guidelines.
- 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 Bids submitted will not be revealed to any other bidders and will be treated as contractually binding.
- 12.2 The SACU Secretariat reserves the right to seek clarification or verification of any information in the Bids.
- 12.3 All information pertaining to the SACU Secretariat obtained by the bidder as a result of participation in this Request for Bid is confidential and must not be disclosed without written authorisation from the Executive Secretary of the SACU.
- 12.4 The SACU Secretariat reserves the right to undertake a full background check on all references submitted prior to awarding the contract.

13. OWNERSHIP OF BIDS

- 13.1 All Bids, including supporting documents, submitted to the SACU Secretariat become the property of the SACU Secretariat.
- 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 Products and 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 Products and 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 Bids' scope at any time at its sole discretion. This includes the right to cancel this Request for Bid at any time prior to entering into a contract with the successful bidder.

15. CONTRACT ADMINISTRATION

- 15.1 The award will be subject to the successful conclusion of a Service Level Agreement (SLA).
- 15.2 The SACU Secretariat reserves the right to negotiate the terms of the proposal and the value of any financial proposal submitted.

16. DOCUMENTATION CHECKLIST

Have you submitted the following required information?	YES	NO
The Technical and Financial Proposals are emailed as one PDF file.		
Title (Cover) Page listing the Bid Number, Bid Description, Bid Closing Date, Bidding Organisation Name, Postal Address, Physical Address, Telephone No., Fax No., Mobile No., Email Address, Website and Full Names of two Contact Persons.		
One page Letter of Introduction identifying the bidder with a corporate letterhead. It is signed by the person(s) authorised to bind the organisation to statements made in the proposal. This Letter should also contain a confirmation of acceptance by the bidder and any third parties of the conditions of the Request for Bid; written declaration that the bidder's current or past corporate or other interests does not give rise to a conflict of interest in connection with this Request for Bid; full contact details of any third-party involved in the proposal and a description of the role or element of proposal to be fulfilled by any third-party.		
Profile of the bidder or consortium.		
Certified copy of the Certificate of Registration or Incorporation with the relevant national authorities.		
Certified copy of identity cards/documents or passports showing that the majority owner(s) or shareholders of the organisation or consortium are citizens of a SACU Member State. If the shareholder is not a natural person, then an official letter from the external auditors or company secretary confirming that the ultimate holding company is majority (51%) owned by SACU citizens.		
Certified copy of a current Good Standing Certificate or Tax Clearance Certificate from the relevant national authorities, or exemption thereof.		
Certified copy of a current Good Standing Certificate with Social Security (Namibia), registration with Unemployment Insurance (South Africa), where applicable, or exemption thereof.		
Certified copy of the latest audited Annual Financial Statements in the case of private or public companies, or for close corporations the latest Annual Financial Statements.		
Certified copy of a legal agreement for partnerships, consortiums and joint ventures, where applicable; and all documents of each party in the arrangement and legal entities, must be submitted.		

Have you submitted the following required information?	YES	NO
Technical Proposal to complete the assignment with: <ul style="list-style-type: none"> • Proof of qualifications and experience of the team that will carry out the assignment. • A detailed methodology that will be used to complete the assignment. • Project Plan demonstrating how the deliverables and targets will be met. 		
A schedule of three (3) references that are contactable.		
A schedule of three (3) clients where similar assignments were recently undertaken by the bidder.		
The Financial Proposal is quoted in South African Rand (ZAR).		
Written confirmation that the Financial Proposal remains valid for 90 days.		

Additional documents required from Consortiums or Partnerships	YES	NO
Written identification of the Primary Contracting Party.		
Full details and eligibility criteria documents of all legal entities involved in the bid.		
Certified copy of a legally binding partnership or consortium agreement.		
Certified Proof that the majority owner(s) of the company or consortium are citizens of a SACU Member State (copy of ID's or Passports will suffice).		
Description of the role or element fulfilled by each legal entity.		

APPENDIX A: LETTER OF INTRODUCTION TEMPLATE

Private and confidential

TITLE OF THE ASSIGNMENT | BID NUMBER: SACU/001/20XX/PB

Name of Bidder (and Partner, if applicable) is pleased to submit this proposal. We believe we are uniquely equipped to assist the Southern African Customs Union (SACU) Secretariat with the provision of xxx.

Provide a brief motivation or summary of the assignment and the Bidder's skills, experience and track record.

Name of Bidder (and Partner, if applicable) hereby:

1. confirms acceptance of the terms and conditions of this Request for Bid.
2. declares that our current or past corporate or other interests do not give rise to a conflict of interest on this assignment.

The contact details, role and any work to be undertaken by any third party involved in the proposal are as follows¹:

1. xxx
2. xxx
3. xxx

I hereby declare that I am authorised to bind the organisation to statements made in this proposal.

Should you wish to discuss any aspect of this proposal or require any clarification, you are most welcome to contact me directly.

Yours sincerely,

(Name and Position)

¹ Delete this section if not applicable.