

**BID NUMBER: SACU/011/2025/PB**

**CONSULTANCY TO DEVELOP THE VALUE CHAIN MAPPING ON FERTILIZERS,  
AGRO-CHEMICALS AND SEED PRODUCTION FOR SUSTAINABLE  
AGRICULTURAL PRODUCTION, IMPROVE FOOD SECURITY AND DEVELOP  
STRATEGIC CROSS BORDER COLLABORATIONS IN THE SACU REGION**

**CLOSING DATE & TIME**

**18 FEBRUARY 2025 @ 17H00**

**POSTAL & PHYSICAL ADDRESS FOR BID SUBMISSION**

Southern African Customs Union (SACU) - Secretariat

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Submit one (1) Electronic Bid to: [procurement@sacu.int](mailto:procurement@sacu.int)

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## 1. INTRODUCTION/BACKGROUND

- 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 institutions. More information is available on SACU's website (<http://www.sacu.int>).
- 1.2 SACU is currently implementing a 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.
- 1.3 Considering that industrialisation spans across several policy domains, the Work Programme includes a focus on investment attraction and promotion as well as export promotion. 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.
- 1.4 As directed by the Ministers, SACU Technical Committee of Senior Officials on Industrialisation, Export and Investment Promotion (SO-IEIP) was established to advance this work. The mandate of the Technical Committee is, *inter alia*, to undertake an analysis of strategic priority sectors for SACU and map out practical steps to be undertaken in SACU to advance its industrialisation vision both within the region and at the continental level. Furthermore, the Ministers endorsed the establishment of Sub-Committees on Industrialisation, Export Promotion and Investment Promotion, as well as Financing for Industrialisation, Infrastructure and Exports, to assist in facilitating the work of the Technical Committee of Senior Officials on Industrialisation, Export and Investment Promotion.
- 1.5 Subsequently, the 7<sup>th</sup> Summit of the SACU Heads of States or Government held in Gaborone, Botswana on the 30<sup>th</sup> of June 2022, endorsed the following 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.
- 1.6 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.

- 1.7 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. The effects of the war in Ukraine, COVID-19-related supply chain disruptions, devastating floods and droughts caused by climate change have triggered a global food crisis and the SACU region has not been immune to this challenge. This development calls for the region to put in concerted efforts to promote sustainable agricultural production and increase food security. Pursuant to the Summit decision/directive, a SACU Task Team on Fertilisers, Agro-Chemicals and Seed Production is established to drive implementation of this work.
- 1.8 Against this background, the SACU Secretariat requires consultancy services to develop the study emphasising the value chain mapping on Fertilizers, Agro-chemicals and Seed Production for sustainable agricultural production, improve food security and develop strategic cross border collaborations in the SACU region.
- 1.9 These Terms of Reference provide the background, objectives, scope of services, expected key deliverables and timelines within which the assignment will be undertaken.

## **2. PURPOSE AND OBJECTIVES OF THE STUDY**

- 2.1 The objective of the assignment is to develop a focused Study on Fertilizers, Agro-Chemicals and Seed Production for the SACU region highlighting the opportunities, challenges and their mitigation, value chain mapping and propose projects. There is also a need to develop capacity in the region to ensure sustainable agricultural production and thereby addresses food insecurity challenges.

## **3. SCOPE, APPROACH AND METHODOLOGY**

- 3.1 The following components are to be covered by the Assignment:
  - (a) to have an assessment on Fertilizer, Agro-chemicals and Seed Production of what is being produced regionally and based on this base, how can we improve the capacity of these for the SACU region as well as the rest of Africa (linked to AfCFTA); and what are the opportunities for new products to be manufactured regionally;
  - (b) identification of the areas (particularly on fertilizers) that SACU can put more focus on given the wide scope of fertilizers;
  - (c) review of existing reports or work undertaken to date in the area of Agro-Chemicals, Fertilisers and Seed Production related to regional value chains within SACU, as well as at regional and continental level;
  - (d) undertaking situational analysis on the existing production capacity, trade, logistical bottlenecks, and technologies at hand in the region on Fertilizers, Agro-Chemicals and Seed Production;

- (e) identification of growth points in SACU around which to build and strengthen regional value chains for Fertilizers, Agro-chemicals and Seed Production amongst the SACU Member States and between SACU and other African countries;
- (f) development of value chain mapping on fertilizers, agro-chemicals and seed production;
- (g) development of a comprehensive implementation plan, with respect to the development of strategic regional value chains and industries in these priority areas;
  - (i) identification of policy interventions and tools to be undertaken to capitalise on those opportunities in order to promote regional integration, growth and development, supported by expanding regional value chains;
  - (ii) identification of key factors driving demand for different categories of agricultural inputs; understanding the marketing systems and options for addressing systematic constraints;
  - (iii) identification of key challenges and emerging issues affecting implementation of the regional initiatives and priority programs/projects;
- (h) benchmarking and identification of complementarities and synergies to inform how SACU could advance its own Programme; Undertake assessment of any similar or related work in the Continent. In particular the SADC work in relation to the three areas. Where possible, identify and suggest project proposals that will be developed from this study;
- (i) presentation of the proposed Implementation Plan to a SACU Workshop of relevant stakeholders. This could include the Joint Sub-Committees and the SACU Technical Committee of Senior Officials on Industrialisation, Export and Investment Promotion and other relevant stakeholders; and
- (j) Submission of a Final Report to the Secretariat.

#### 4. APPROACH

- 4.1 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 Study. 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 two (2) 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 workshop for SACU Member States, where the Consultant(s) will present their findings and ultimately the final Study, Implementation Plan and the proposed projects.

## 5. EXPECTED OUTCOMES/DELIVERABLES

- 5.1 The Consultant(s) will be expected to produce the following:

- (a) The final project deliverable shall be development of a comprehensive Study with inclusion of the identified elements, Implementation Plan, Monitoring and Evaluation Strategy covering the elements outlined in section 3 above;
- (b) Proposed projects, in particular, cross border value chains and options for financing; and
- (c) Required Capacity building plan to support proposed projects as indicated in (b) above.

### Inception Report

- 5.1.1 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 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 the study and should follow precisely the timeframe set out in the Request for Tenders.
- 5.1.3 The Secretariat will arrange an Inception Meeting where the Inception Report will be discussed and the way forward in implementing the Study 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 **2 (two) 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 **eight (8) 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 **four (4) weeks** of receiving the Draft Report; and

- 5.1.8 The Consultants will address the comments and inputs within a further **2 (two) weeks**, 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 this presentation, the Consultant will produce a Final Report within **2 (two) 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 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.

**6. DURATION**

- 6.1 The Assignment shall be undertaken within **22 weeks** (starting 1<sup>st</sup> April 2025) from commencement to completion, including consultations with the Member States.

**7. EXPERTISE REQUIRED**

**7.1 Qualifications and Experience:**

- 7.1.1 The Lead Consultant should possess:

- (a) a minimum of Master's Degree in Economics with preference on Agricultural Economics and Industrial economics, with demonstrated experience in the areas of agriculture, particularly on work on fertilizers, agro-chemicals and seed production. 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 agriculture and development of regional value chains; and
- (c) Should have produced similar studies in the areas of agriculture and development of regional value chains.

- 7.1.2 The Consulting Team should be composed of:

- (a) a minimum of Bachelor's Degree in Economics or related fields (preference in Agricultural Economics and Industrial economics), with demonstrated experience in the areas of agriculture, particularly on work on fertilizers, agro-chemicals and seed production.



- (b) Consultants with experience in agriculture and development of regional value chains;
- (c) knowledge of areas of international trade;
- (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.

## **7.2 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.

## **8. SUBMISSION OF BID PROPOSALS**

- 8.1 The SACU Secretariat has introduced new bid guidelines due to the COVID-19 pandemic and therefore all bidding proposals must be submitted electronically to: [procurement@sacu.int](mailto:procurement@sacu.int).
- 8.2 Proposals submitted must be clearly marked with the name, description, and closing date on the cover page.
- 8.3 The SACU Secretariat is implementing a two-envelope bid for this study, meaning that the technical and financial proposals must be submitted separately. One (1) copy of the Technical and Financial proposal must be attached separately to the email submission in PDF format.
- 8.4 The deadline for submission of bids is 17h00 pm, Namibian time, on Tuesday, 18 February 2025.

## **9. PRIME CONTRACTOR RELATIONSHIP**

- 9.1 The SACU Secretariat will enter into a contract with only one successful bidder.
- 9.2 The selected bidder shall be solely responsible for the deliverables as specified in this document.

## **10. FINANCIAL ARRANGEMENT**

- 10.1 Bidders are solely responsible for their own costs in preparing the Bid.
- 10.2 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 Procedures.
- 10.3 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.

## **11. CONFIDENTIALITY**



- 11.1 Bids submitted will not be revealed to any other bidders and will be treated as contractually binding.
- 11.2 The SACU Secretariat reserves the right to seek clarification or verification of any information in the Bids.
- 11.3 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.
- 11.4 The SACU Secretariat reserves the right to undertake a full background check on all references submitted prior to awarding the contract.

## **12. OWNERSHIP OF BIDS**

- 12.1 All Bids, including supporting documents, submitted to the SACU Secretariat become the property of the SACU Secretariat.
- 12.2 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.

## **13. MODIFICATION OF TERMS**

- 13.1 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.

## **14. BID FORMAT**

- 14.1 Bidders are requested to address the issues and requirements in Appendix A and B to ensure that each Bid receives full consideration.

## **15. EVALUATION OF BIDS & AWARD CRITERIA**

### **15.1 Eligibility**

- (a) Only Bids received as specified in section 8 (Submission of Bid Proposals) above will be considered.
- (b) Bids will be disqualified, if the Technical and Financial Proposals are not submitted via email as separate PDF files.
- (c) Bids will be disqualified if the following documents have not been submitted:
  - (i) A certified copy of a Certificate of Registration or Incorporation with the relevant national authorities for companies or close corporations;
  - (ii) Proof of majority SACU Citizen ownership may be proven by any of the following methods:
    - i. 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
- ii. 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
  - iii. 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.
- (iii) A certified copy of a current (valid as at bid closing date) Good Standing Certificate or Tax Clearance Certificate from the relevant national authorities, or exemption thereof;
  - (iv) A certified copy of the latest audited Annual Financial Statements in the case of private or public companies. The audit report should be issued by a current member of the applicable regulatory authority in any SACU Member State. For close corporations, the latest Annual Financial Statements should be submitted prepared by a current member of the applicable regulatory authority in any SACU Member State;
  - (v) A certified copy of a legal agreement for partnerships, consortiums, and joint ventures, where applicable; and
  - (vi) A 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.
- (d) Bids will also be disqualified if the bidder is not majority (51%) owned by citizen(s) of a SACU Member State (with proof of shareholding) and registered within a SACU Member State.
  - (e) In the case of partnerships, consortiums and joint ventures, all documents required in Section (c) above, for all legal entities, must be submitted.

## 15.2 Qualification Criteria

- (a) Bidders will only qualify for evaluation provided that all bid documentation, as specified in Appendix A of this document, have been included.

## 15.3 Award Criteria

- (a) The contract will be awarded from the qualifying bids, 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) Proof that the deliverables schedule targets will be met; and
  - (iv) Company Profile and Reputation of the bidder.
- (b) Weighting for the award criteria should be determined by the Bid Leader when drafting the Request for Bid.

**16. CONTRACT ADMINISTRATION**

- 16.1 The award will be subject to the successful conclusion of a Service Level Agreement (SLA) to confirm the Terms and Conditions of the Bid.
- 16.2 The SACU Secretariat reserves the right to negotiate the terms of the bid proposal and the value of any financial proposal submitted.

**17. DOCUMENTATION CHECKLIST**

Have you submitted the following required information?	YES	NO
A Signed Letter of Introduction		
A Profile of the Bidder/Company		
Proof of qualifications and experience of the team that will carry out the assignment		
A Certified Copy of the Certificate of Company Registration or Incorporation		
A Certified Copy of a current Good Standing Certificate or Tax Clearance Certificate, or exemption thereof		
A Certified Copy of the bidder’s latest audited Annual Financial Statements in the case of private or public companies or the latest Annual Financial Statements for close corporations		
A Certified Copy of a legal agreement for partnerships, consortiums, and joint ventures, where applicable		
Certified Proof that the majority owner(s) of the company or corporation are citizens of a SACU Member State, which includes share certificates or share register and national identity cards/documents or valid passports. If the shareholder is not a natural person, then an official letter from the external auditors or company secretary confirming the group structure and that the ultimate holding company is majority (51%) owned by SACU citizens.		
A written declaration that the bidder’s current or past corporate or other interests does not give rise to a conflict of interest on this assignment		
A detailed methodology that will be used to complete the assignment		
A schedule of five (5) or more similar assignments undertaken by the bidder		

A schedule of 5 (five) or more contactable references		
An itemised breakdown of the costs in a separate Financial Proposal		
Written confirmation that the Financial Proposal remains valid for 90 days		

<b>Additional documents required from Consortiums or Partnerships</b>	<b>YES</b>	<b>NO</b>
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		

## **18. APPENDIX A - FORMAT OF THE TECHNICAL PROPOSAL**

18.1 Bidders should address all the issues and requirements in the sequence in which they appear in this Appendix.

### **18.2 General Information**

- (a) One page letter of introduction identifying the bidder and signed by the person(s) authorised to bind the organisation to statements made in the proposal.
- (b) Title Page listing the Bid Number, Organisation Name, Postal Address, Physical Address, Telephone No., Fax No., Mobile No., Email Address, Website and Full Names of two Contact Persons.
- (c) Profile of the Consultancy Firm or consortium.
- (d) A record of previous similar consulting assignments undertaken by the firm or consortium.
- (e) Proof of qualifications and experience of the team that will carry out the assignment, including the team leader.
- (f) Full Contact Details of any third-parties involved in the proposal.
- (g) Description of role or element of proposal to be fulfilled by any third-party.

- (h) Confirmation of acceptance by the bidder and any third parties of the conditions of proposal.
- (i) Certified copy of the Certificate of Registration or Incorporation with the relevant national authorities.
- (j) Certified copy of identity cards/documents or passports showing that the majority owner(s) of the company 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.
- (k) Certified copy of a current (valid as at bid closing date) Good Standing Certificate or Tax Clearance Certificate from the relevant national authorities, or exemption thereof.
- (l) Where a consortium or a group of companies are jointly delivering a response, then the companies must:
  - (i) Clearly state the name of the Primary Party with whom the SACU Secretariat will enter into an Agreement;
  - (ii) Provide full details of each of the legal entities involved in the bid;
  - (iii) Provide a certified copy of a legally binding partnership or consortium agreement; and
  - (iv) Provide a detailed description of the role or element fulfilled by each legal entity involved in the bid.

**18.3 Technical Proposal**

18.3.1A detailed technical proposal indicating a clear understanding of the scope, approach and methodology, as well as the deliverables schedule and expertise required, as per this Request for Bid, should be submitted.

**18.4 Reference Sites**

18.4.1 Bidders must provide 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:*

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

18.4.2 Bidders must also provide a schedule of five (5) or more recent and similar assignments 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:*

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

18.4.3 The SACU Secretariat reserves the right to undertake a full background check on all references submitted prior to awarding the contract.

## 18.5 Additional Information

18.5.1 Bidders may provide any other information which may be relevant to this proposal.

## 19. APPENDIX B - FORMAT OF THE FINANCIAL PROPOSAL

19.1 Bidders must address all the issues and requirements which appear in this Appendix B.

### 19.2 Schedule of Costs/Financial Proposal

19.2.1 All costs must be quoted in South African Rands (ZAR). The schedule must take the following format:

- (a) The total cost of the proposal (best and final offer).
- (b) A full breakdown of the cost/price.
- (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, taxes or duties which may be incurred.
- (f) Confirmation that the Financial Proposal remains valid for 90 (ninety) days from the bid closing date.