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TENDER DOCUMENT

RETIREMENT FUND TRANSITION CONSULTANCY SERVICES

Tender Name: PODCPF – RETIREMENT FUND TRANSITION CONSULTANCY SERVICES

Tender No.: PODCPF/TENDER/TCS/03/2025

CLOSING DATE: 08 MAY 2025 @12H00

This document serves as guideline to the submission and requirements of the bid.

NB: No submissions will be received after stipulated date and time. The Fund reserves the right to withdraw, change or cancel this tender at any time; and to accept or reject any or all bids without assigning any reasons thereof.

1. INTRODUCTION

The Public Officers' Defined Contribution Pension Fund (the Fund) invites Request For Proposals (RFP) from qualified consulting firms to assist in transitioning the organisation from its current structure of seventeen (17) employees to a newly board-approved structure of approximately forty-three (43) employees. This transition is a key strategic initiative aimed at enhancing operational efficiency and capacity of the Fund.

2. BACKGROUND

The Fund is established by the Public Officers' Defined Contribution Pension Fund Act of 2008, as amended (the Act) to provide pension benefits to contributing Members in the Public Service of the Government of Lesotho. The Fund provides for retirement benefits and related matters to permanent and pensionable Public Officers. As of 31st March 2024, there were 37,515 active members and 268 pensioners, with assets under management of around M12 billion.

The Fund is managed by the Board of Trustees (the Board) as the governing body, supported by five (5) Board Committees, viz: Governance Committee (GC), Investment Committee (IC), Audit and Risk Committee (ARC), Human Resources and Remuneration Committee (HRRC) and Benefits and Administration Committee (BAC). The Secretariat, which is the Fund's executing, and operational arm currently has 17 staff members comprising: the Principal Officer (PO), four (4) Heads of Divisions, six (6) Professionals, and six (6) Support staff.

In alignment with its Strategic Plan for 2022/23 to 2026/27, the Fund has reviewed its current organisational structure to address the emerging needs of the Members and the industry. Consequently, the Board has approved a new organisational structure that is considered fit for purpose to deliver of the Fund's mandate.

The Fund thus invites RFP from eligible and suitable independent service providers to oversee a timely and orderly transition from the old organisational structure to the newly approved.

CONTENTS OF THE TENDER DOCUMENT

The tender document comprises the documents listed below and addenda issued in accordance with these instructions to bidders:

- i) Section I Special Conditions of Contract;
- ii) Section II Instructions to Tenderers;
- iii) Section III General Conditions of Contract;
- iv) Annexure A Form of Tender;
- v) Annexure B Confidential Business Questionnaire Form; and
- vi) Annexure C Financial Proposal Template.

SECTION I – SPECIAL CONDITIONS OF CONTRACT

1. TERMS OF REFERENCE

The Fund wishes to invite tenders from qualified and eligible consultancy firms in Lesotho and abroad to undertake organisational structure transition consultancy service. The following is the intended scope of services among other services that may become necessary:

- A) Undertaking pre-transition Situational Analysis to inform the transition management approach;
- B) Development of a Transition Master Plan to guide transition implementation;
- C) Development of Transition Budget of all activities for provision of the required financial resources;
- D) Review of laws and policies relevant to the transition for risk management;
- E) Undertaking engagements to incorporate stakeholder contributions and communicate transitional developments thereof;
- F) Review of Terms of Reference in respect of a Transitional Recruitment Manager for alignment with the Fund's restructuring objectives;
- G) Overseeing implementation of the Transition Plan to track progress and performance;
- H) Development of Monitoring and Evaluation tool for reporting progress to relevant structures of the Fund;
- Conducting post transition assessment to report on success factors and identify areas of improvement for future endeavours;

2. CONDITIONS TO BE MET BY THE BIDDER

2.1. The Bidder must enclose the following in the Technical Proposal:

- (a) Shall provide five (5) reference letters from reputable clients,
- (b) Shall submit copies of **three (3) sets** of Annual Financial Statements for financial years, (year ended 2021, 2022 and 2023. 2024 if applicable),
- (c) Shall attach CV's of key management and technical staff,
- (d) Shall provide proof of valid professional Indemnity Insurance cover,
- (e) Shall submit copies of the following documents to provide evidence that they have been registered:
 - Proof of legal Registration/Incorporation
 - Valid proof of Tax Compliance by the Firm.
 - Company Profile
- (f) Shall complete and sign the Form of Tender under **Annexure A**.
- (g) Shall complete and sign the Confidential Business Questionnaire Form under **Annexure B.**

2.2. The Bidder must enclose the following in the Financial Proposal:

Shall provide the financial proposal in the format provided under **Annexure C.**

SECTION II – INSTRUCTIONS TO BIDDERS

3. Eligible Bidders

- 3.1. This Invitation for Tenders is open to all eligible Bidders. Successful Bidders shall provide the services specified in this tender document.
- 3.2. The Fund's employees, Committee Members, Board Members and their close relatives (spouse and children) are not eligible to participate in the tender.
- 3.3. Bidders involved in corrupt or fraudulent practices or debarred from participating in public procurement shall not be eligible to participate.
- 3.4. Bidders that are already involved in providing services that will present a conflict of interest in regard to objectivity in performing the envisaged duties per this tender, are not eligible to participate.
- 3.5. The Fund reserves its right to appoint a preferred bidder subject to verification of such preferred bidder. Verification includes references from past clients, track record of the entity with regard to good corporate governance and confirmation that the bidder is in good standing with regulatory bodies. It must be noted that any history of adverse legal rulings against a bidder or adverse media articles will count significantly against their rating. Bidders are requested to disclose details of any such adverse rulings or media articles and provide a high-level summary of the nature of the problem and how this has subsequently been addressed by the bidder in question.
- 3.6. No lobbying with either the Trustees or the Secretariat is allowed during the period of tender. The period of tender is defined as from the start of the advertisements of the specific tender until the announcement of the appointed service provider. Any bidder found to be lobbying in any form during this period will be automatically disqualified from the tender.
- 3.7. Bidders are expected to examine all instructions, forms, terms and specifications in the tender document.
- 3.8. If a bidder fails to provide any of the Mandatory documentation, such a tender shall be regarded as non-responsive and shall therefore be disqualified.

3.9. Mandatory documentation consists of:

- a) A technical proposal demonstrating the bidder's ability to perform the required functions together with the requirements as set out in Section
 2 (Conditions to be met by the Bidder) above; and
- b) A financial proposal, as per the template under Annexure C.

4. Clarification of Tender Documents (before submission of bids)

- 4.1. A Bidder making inquiries of the tender document may contact the Fund through the email address indicated in the tender document. The Fund will respond in writing to any request for clarification of the tender documents, which it receives not later than seven (7) days prior to the deadline for the submission of the bids. The Fund's response (including an explanation of the query but without identifying the source of inquiry) will be posted on the Fund's website.
- 4.2. The Fund shall reply to any clarifications sought by the bidders within three (3) business days of receiving the request to enable the bidder to make timely submission of its bid.

5. Amendment of Tender Documents (before submission of bids)

- 5.1. At any time prior to the deadline for submission of tenders, the Fund, for any reason, whether at its own initiative or in response to a clarification requested by prospective Bidders, may modify the tender documents by issuing an addendum.
- 5.2. Pursuant to 5.1 above, the Fund may, at its discretion, extend the deadline for the submission of tenders. In which case all rights and obligations of the Fund and bidders previously subjected to the deadline will thereafter be subject to the deadline as extended.
- 5.3. All addenda or amendments related to the tender shall be posted on the Fund's website.

6. Language of Tenders

The tender prepared by the Bidder, as well as all correspondence and documents relating to the tender shall be written in English Language.

7. Financial Proposal

- 7.1. The financial proposal shall indicate the cost of the services, showing all taxes payable separately as per the template under **Annexure C**.
- 7.2. Prices quoted by the bidder for each year shall remain fixed during the term of the contract unless otherwise agreed by the parties. A tender submitted with an adjustable price quotation will be treated as non-responsive and will be rejected.

8. Tender Currencies

Prices shall be quoted in Lesotho Loti Currency.

9. Cost of Tendering

The Bidder shall bear all the costs associated with the preparation and submission of its tender, and the Fund will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the tendering process.

10. Validity of Tenders

- 10.1. Tenders shall remain valid for at least ninety (90) days after the date of tender opening. A tender valid for a shorter period shall be rejected by the Fund as non-responsive.
- 10.2. The technical proposal shall not include any financial information (price/quote/financial bid). A proposal with financial information included in the technical proposal shall be rejected by the Fund as non-responsive.

11. Sealing, Format and Signing of Tenders

Proposals may be submitted either physically or electronically.

For Physical Submissions:

11.1. The Bidder shall prepare an original and 5 copies of a tender, clearly marking each "Original Tender" and "Copy of Tender"; as appropriate. In the event of any discrepancy between them, the Original Tender shall govern.

- 11.2. The original and all copies of the tender shall be typed or written in indelible ink and shall be signed by the Bidder or a person or persona dulyauthorized to bind the Bidder to the contract.
- 11.3. The Proposals should consist of two (2) parts, Technical and Financial. The Technical and Financial Proposals should be in two (2) separate sealed envelopes, indicating the name and address of the Bidder to enable the tender to be returned unopened in case it is declared non-responsive, then sealed in one outer envelope and clearly marked:

"Tender Name: PODCPF – RETIREMENT FUND TRANSITION CONSULTANCY SERVICES

Tender No.: PODCPF/TENDER/TCS/03/2025"

With the words: "DO NOT OPEN BEFORE 8TH MAY 2025 AT 12:00 NOON".

The outer envelope shall bear no identification of the Bidder.

- 11.4. If the outer envelope is not sealed and marked as required, the Fund shall assume no responsibility for the Tender's misplacement or premature opening.
- 11.5. If the outer envelope bears the name of the bidder, such a tender shall be regarded as non-responsive and shall therefore be disqualified.

For Electronic Submissions:

- 11.6. Tenders may be submitted electronically to tenders@pensionfund.org.ls
- 11.7. Separate emails should be send as follows:
 - a) For the Technical Proposal, the subject line should read:

Technical Proposal – PODCPF/TENDER/TCS/03/2025

b) For the Financial Proposal, the subject line should read:

Financial Proposal – PODCPF/TENDER/TCS/03/2025

11.8. All submissions must reach the allocated email address on or before the closing time.

11.9. It remains the responsibility of the respondents to ensure that their proposals reach the Fund before the closing date and time. No late submissions on the basis of electronic delays or malfunctions will be accepted after the stipulated time and date.

12. Deadline for submission of Tenders

Tenders must be received by the Fund at the address specified not later than 8th May 2025 at 12:00 Noon.

13. Modification and Withdrawal of Tenders

- 13.1. The bidder may modify or withdraw its tender after the tender's submission, provided that written notice of the modification, including substitution or withdrawal of the tenders, is received by the Fund prior to the deadline prescribed for submission of tenders.
- 13.2. The bidder's modification or withdrawal shall be prepared, sealed, marked and dispatched. A withdrawal notice may also be sent by post or email but followed by a signed confirmation copy, postmarked no later than the deadline for submission of tenders.
- 13.3. No tender may be modified after the deadline for submission of tenders.
- 13.4. No tender may be withdrawn in the interval between the deadline for submission of tenders and the expiration of the period of tender validity.

14. Opening of Tenders

- 14.1. The Fund will open all tenders in the presence of bidders' representative who choose to attend, at 12h00 on 8th May 2025 and in the location specified in the tender document. The bidders' representatives who are present shall sign a register evidencing their attendance.
- 14.2. The bidders' name, tender modifications or withdrawals, and the presence or absence of requisite tender security (where applicable) and such other details as the Fund, at its discretion, may consider appropriate, will be announced at the opening.

15. Clarification of Tender Submissions

To assist in the examination, evaluation and comparison of tenders, the Fund may,

at its discretion, request the bidder for clarification of its tender. The request for clarification and the response shall be in writing.

16. Preliminary Examination and Responsiveness

- 16.1. The Fund will examine the tenders to determine whether:
 - a) they are complete,
 - b) any computational errors have been made,
 - c) required sureties have been furnished (where applicable),
 - d) the documents have been properly signed, and
 - e) the tenders are generally in order.
- 16.2. Arithmetical errors will be rectified on the following basis. If there is a discrepancy between the unit price and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail, and the total price shall be corrected. If the candidate does not accept the correction of the errors, its tender will be rejected. If there is a discrepancy between words and figures, the amount in words will prevail.
- 16.3. Prior to the detailed evaluation, the Fund will determine the substantial responsiveness of each tender to the tender documents. For purposes of this paragraph, a substantially responsive tender is one which conforms to all the terms and conditions of the tender documents without material deviations.
- 16.4. If a tender is not substantially responsive, it will be rejected by the Fund and may not subsequently be made responsive by the Bidder by correction of the non-conformity.

17. Evaluation and Comparison of Tenders

- 17.1. The Fund will evaluate and compare the tenders which have been determined to be substantially responsive.
- 17.2. The Fund's evaluation of a tender will take into account, in addition to the technical proposal, the financial proposal.

18. Contacting the Fund

18.1. No bidder shall contact the Fund on any matter relating to its tender, from

- the time of tender advertisements, opening through to the time the contract is awarded.
- 18.2. Any effort by a bidder to influence the Fund in its decisions on tender evaluation, tender comparison, or contract award may result in the rejection of the bidder's tender. This covers any form of lobbying.

19. Post-qualification

- 19.1. The Fund will verify and determine to its satisfaction whether the bidder that is selected as having submitted the lowest evaluated responsive tender is qualified to perform the contract satisfactorily.
- 19.2. The determination will take into account the bidder's financial and technical capabilities. It will be based upon an examination of the documentary evidence of the bidder's qualifications submitted by the bidder, as well as such other information as the Fund deems necessary and appropriate.
- 19.3. An affirmative determination will be a pre-requisite for award of the contract to the bidder. A negative determination will result in rejection of the bidder's tender, in which event the Fund will proceed to the next lowest evaluated tender to make a similar determination of that tender's capabilities to perform satisfactorily.

20. Award Criteria

- 20.1. The Fund will award the contract to the successful bidder whose tender has been determined to be substantially responsive, provided further that the bidder is determined to be qualified to perform the contract satisfactorily.
- 20.2. To qualify for contract awards, the bidder shall have the following:
 - a) Necessary qualifications, capability, experience, services, equipment and facilities to provide what is being procured.
 - b) Legal capacity to enter into a contract.
 - c) Not be insolvent, in receivership, bankrupt or in the process of being wound up and is not the subject of legal proceedings relating to the foregoing.
 - d) Shall not be debarred from participating in Funds' procurement.

20.3. A bidder who gives false information in the tender document about its qualification or who refuses to enter into a contract after notification of contract award shall be considered for debarment from participating in future Funds' procurement.

21. Notification of Award

- 21.1. Prior to the expiration of the period of tender validity, The Fund will notify the successful Bidder in writing that its tender has been accepted.
- 21.2. The notification of award will signify the formation of the contract subject to the signing of the contract between the Bidder and the Fund. Simultaneously the other Bidders shall be notified that their tenders were not successful.
- 21.3. Upon the successful Bidder furnishing the Fund with performance security, the Fund will promptly notify each unsuccessful Bidder and will discharge its tender security (if applicable).

22. Signing of Contract

- 22.1. The contract will be definitive upon its signature by the two parties.
- 22.2. The parties to the contract shall have it signed within thirty (30) days from the date of notification of contract award unless there is an administrative review request.

23. Corrupt and/or Fraudulent Practices

- 23.1. The Fund requires that bidders observe the highest standard of ethics during the procurement process and execution of contracts. A Bidder shall sign a declaration that he has not and will not be involved in corrupt or fraudulent practices.
- 23.2. The Fund will reject a proposal for award if it determines that the bidder recommended for award has engaged in corrupt or fraudulent practices in competing for the contract in question.
- 23.3. Further a bidder who is found to have indulged in corrupt or fraudulent practices risks being debarred from participating in Funds' Procurement.

24. Evaluation Criteria

Technical proposals will be opened first and evaluated. This will be followed by the evaluation of Financial Proposals of qualifying bidders. The Fund reserves the right for a pitch evaluation, if deemed necessary.

EVALUATION CRITERIA

1. TECHNICAL PROPOSAL

After preliminary evaluation of tenders, the following criteria and scores will be applied:

a) Firm's Profile (25 points)

- Professional reputation of the company (including references)....... (5 points)
- Knowledge of the project environment (5 points)

b) Solution Construction/Work Plan Approach and Methodology (45 points)

- Understanding and responsiveness to the Terms of Reference (ToR).....(15 points)
- Overall quality of the proposal: quality of the work plan and the methodology and/or method statement proposed as contained in the ToR(30 points)

c) Qualification and Experience of key Personnel (15 points)

- Qualifications of key personnel (6 points)
- Skill and experience in the field of assignment (6 points)
- Staff Compliment in the field of assignment (3 points)

d) Implementation Strategy (15 points)

Clear implementation plan including time frames and key deliverables............
 (15 points)

Note:

The above add up to 100 points. Only companies scoring a minimum total weighted score of 70 points on the Technical Proposal will be considered further. For those firms qualifying for the next round, the score out of 100 will be converted to a score out of 70 points.

2. FINANCIAL PROPOSAL		
The weighted score of the Financial Proposal is 30 points		
3. COMBINED SCORING		
Technical Proposal Score @100%	70 points	
Financial Proposal Score @100%	30 points	

4. POST QUALIFICATION

The post qualification of tenders will be undertaken on the basis of the customer reference checks based on information provided by the qualifying bidder(s).

SECTION II – GENERAL CONDITIONS OF CONTRACT

25. Definitions

In this contract, the following terms shall be interpreted as indicated below:

- a) "The Contract" means the agreement entered into between the Fund and the Bidder, as recorded in the contract form signed by the parties, including all attachment and appendices thereto and all documents incorporated by reference therein.
- b) "The Contract Price" means the price payable to the Bidder under the Contract for the full and proper performance of the contractual obligations.
- c) "The Services" means services to be provided by the Bidders including any documents, which the Bidder is required to provide to the Fund under contract.
- d) "The Fund" means the Public Officers' Defined Contribution Pension Fund, procuring the services under this contract.
- e) "The Contractor" means the organization or firm providing the services under this contract.
- f) "GCC" means the General Conditions of Contract contained in this section.
- g) "SCC" means the Special Conditions of Contract contained in this section.
- h) "Day" means calendar day.

26. Application

These General Conditions shall apply to the extent that they are not superseded by provisions of other part of contract.

27. Standards

The services provided under this Contract shall conform to the standards mentioned in schedule of requirements.

28. Use of Contract Documents and Information

- 28.1. The Contractor shall not, without the Fund's prior written consent, disclose the Contract, or any provision thereof, or any specification, plan, drawing, pattern, sample, or information furnished by or on behalf of the Fund in connection therewith, to any person other than a person employed by the contractor in the performance of the contract.
- 28.2. The contractor shall not, without the Fund's prior written consent, make use of any document or information enumerated above.
- 28.3. Any document, other than the Contract itself, enumerated herein shall remain the property of the Fund and shall be returned (all copies) to the Fund on completion of the Contract or performance under the Contract if so required the Fund.

29. Patent Rights

The Contractor shall indemnify the Fund against all third-party claims of infringement of patent, trademark, or industrial design rights arising from use of the services under the contract or any part thereof.

30. Delivery of Services and Documents

Delivery of the services shall be made by the Contractor in accordance with the terms specified by the Fund in the schedule of requirements and the special conditions of contract.

31. Payment

- 31.1. The method and conditions of payment to be made to the contractor under this Contract shall be specified in the contract.
- 31.2. Payment shall be made promptly by the Fund, but in no case later than thirty (30) days after submission of an invoice or claim by the contractor.

32. Prices

Prices charged by the Contractor for services performed under the contract shall not vary from the prices quoted by the bidder or in the Fund's request for tender validity extension as the case may be. No variation in or modification to the terms of the contract shall be made except by written amendments signed by the

parties.

33. Assignment

The contractor shall not assign, in whole or in part, its obligations to perform under this contract, except with the Fund's prior written consent.

34. Termination for Default

- 34.1. The Fund may, without prejudice to any other remedy for breach of Contract, by written notice of default sent to the Contractor terminate this Contract in whole or in part:
 - a) If the Contractor fails to provide any of all of the services within the period(s) specified in the Contract, or within any extension thereof granted by the Fund.
 - b) If the Contractor fails to perform any other obligation(s) under the Contract.
 - c) If the Contract in the judgment of the Fund has engaged in corrupt or fraudulent practices in competing for or in executing the contract.
- 34.2. In the event the Fund terminates the contract in whole or in part, it may procure, upon such terms and in such manner as it deems appropriate, services similar to those un-delivered and the Contractor shall be liable to the Fund for any excess costs for such similar services. However, the contractor shall continue performance of the contract to extent not terminated.

35. Termination for Insolvency

The Fund may at any time terminate the contract by giving written notice to the Contract or if the contractor becomes bankrupt or otherwise insolvent. In this event, termination will be without compensation to the contractor, provided that such terminations will no prejudice or affect any right of action or remedy, which has accrued or will accrue thereafter to the Fund.

36. Termination for Convenience

36.1. The Fund by written notice sent to the contractor, may terminate the contract in whole or in part, at any time for its convenience. The notice of termination shall specify that the termination is for the procuring entities convenience, the extent to which performance of the contractor of the contract is terminated and the date on which such termination becomes

effective.

36.2. For the remaining part of the contract after termination the Fund may elect to cancel the services and pay to the contractor an agreed amount for partially completed services.

37. Resolution of Disputes

- 37.1. The Fund and the contractor shall make every effort to resolve amicably by direct informal negotiations and disagreement or disputes arising between them under or in connection with the contract.
- 37.2. If after thirty (30) days from the commencement of such informal negotiations both parties have been unable to resolve amicably a contract disputes either party may require that the dispute be referred for resolution to the formal mechanisms specified in the contract.

38. Governing Language

The contract shall be written in the English language. All correspondence and other documents pertaining to the contract, which are exchanged by the parties, shall be written in the same language.

39. Applicable Law

The contract shall be interpreted in accordance with the laws of Lesotho.

40. Force Majeure

The Contractor shall not be liable for forfeiture of its performance security, or termination for default if and to the extent that its delay in performance or other failure to perform its obligations under the Contract is the result of an event of Force Majeure.

41. Notices

- 41.1. Any notices given by one party to the other pursuant to this contract shall be sent to the other party as specified in the contract.
- 41.2. A notice shall be effective when delivered or on the effective date of the notice, whichever is later.

ANNEXURE A - FORM OF TENDER

To:	Date:				
(Nai	(Name and address of the Fund)				
Ten	der No				
Ten	der Name				
Sir/I 1.	Madam:- Having examined the tender document (including Addenda), the receipt of which is hereby duly acknowledged, we the undersigned, offer to Retirement Fund Transition Consultancy Services under this tender in conformity with the said tender document.				
2.	We undertake, if our tender is accepted, to provide the Retirement Fund Transition Consultancy Services in accordance with the conditions of tender.				
3.	We agree to abide by this tender for a period of ninety (90) days for the date fixed for tender opening of the instructions to Bidders, and it shall remain binding upon us and may be accepted at any time before the expiration of that period.				
4.	This tender, together with your written acceptable thereof and your notification of award, shall constitute a contract between us subject to the signing of the contract by both parties.				
5.	We understand that you are not bound to accept the lowest or any tender you may receive.				
Date	Dated thisday of				
Sign	rature (in the capacity of)				
Duly authorized to sign tender for and on behalf of					

ANNEXURE B - CONFIDENTIAL BUSINESS QUESTIONNAIRE

You are requested to provide particulars indicated in Part 1 and either Part 2(a), 2(b) or 2(c) which ever applies to your type of business.

You are advised that it is a serious offence to give false information on this form.

Part 1 - General
Business Name
Location of business premises
Plot No
Street/Road
Postal AddressTel. NoTel. No
Fax Email
Nature of business
Registration/Certificate No
Maximum value of business which you can handle at any one time
Name of your bankers Branch Branch
Part (2) a – Sole Proprietor
Your name in full age age
NationalityCountry of Origin
Citizenship details

Part (2) b – Partnership

Give details of partners as follows:

Name	Nationality	Citizenship Details*	Shares (%)
1.			
2.			
3.			
4.			
5.			
6.			
7.			

Details* (%) 1. 2. 3. 4. 5. 6. 7.						
State the nominal and issued capital of the company Nominal Maloti	Part (2) c – Registered Company					
Nominal Maloti	Private or public					
Name	State the nominal and issued	d capital of the company				
Name Nationality Citizenship Details* Share (%) 1. <td< td=""><td></td><td></td><td></td><td></td></td<>						
Details* (%) 1. 2. 3. 4. 5. 6. 7.	Give details of all directors a	s follows				
1. 2. 3. 4. 5. 6. 7. Date	Name	Nationality		Shares (%)		
3. 4. 5. 6. 7. Date	1.					
3. 4. 5. 6. 7. Date	2.					
5. 6. 7. Date	3.					
6. 7. Date	4.					
7. Date	5.					
Date	6.					
	7.					
Signature of Bidder						

*If a citizen, indicate under "Citizenship Detail" whether by Birth, Naturalisationa Registration.

ANNEXURE C - FINANCIAL PROPOSAL - TEMPLATE

NAME OF BIDDER (FIRM):	
TENDER NAME:	
TENDER NO:	
This financial proposal shall be binding	upon us and remains valid for days
after the date of tender opening. The pr	rices quoted shall remain fixed during the term of
the contract unless otherwise agreed by	the parties.
BREAKDOWN OF COST OF SERVICE	
COSTS	
	(LSL)
FEES	
VAT (15%)	
OTHER TAXES (WHT, ETC)	
TOTAL COST PAYABLE	
Authorised Signatory	
Name: Title:	
Date:	