

**THE NATIONAL CREDIT REGULATOR**

**JANUARY 2021**

**TERMS OF REFERENCE FOR THE APPOINTMENT OF  
A SERVICE PROVIDER TO CONDUCT RESEARCH  
INTO DIFFERENT VEHICLE FINANCE OPTIONS IN  
SOUTH AFRICA PRE, DURING AND POST THE COVID-  
19 PANDEMIC**

**RFP NUMBER: NCR732.12.2020**

**DUE DATE: 22 FEBRUARY 2021 AT 11H00  
CAT  
HAND DELIVERY TO NCR OFFICES**

## **SECTION 1**

### **GENERAL TERMS OF CONDITIONS**

#### **1. General Information for Bidders**

The National Credit Regulator (NCR) was established in terms of Section 12 (1) of the National Credit Act (Act 34 of 2005) and came into being on 1 June 2006.

The NCR will determine which bidding organisation (“bid participant”), if any, is appointed in response to this request for submission as stipulated in section 2 of this document.

##### **1.1. General Terms**

This tender is issued in terms of the Public Finance Management Act 1 of 1999 (PFMA), the Preferential Procurement Policy Framework Act 5 of 2000 (PPPFA), the Preferential Procurement Regulations, 2017 (PPR), Supply Chain Management Regulations issued by the National Treasury and BBBEE Act.

Parties that wish to submit proposals are required to indicate that they are willing to accept the General Conditions and Procedures of the NCR (see Section 4 below and Annexure B.1). Please read this document carefully prior to submitting your proposal.

##### **1.2. The Proposal Format**

###### **1.2.1. Economy of proposal preparation**

The proposal should be prepared simply and economically, providing a straightforward and concise description of the bid participant’s ability to meet the requirements of the proposal request.

Clear factual responses are required. The content of the proposals shall determine the merit of each participant, not brochures or other marketing material. To facilitate the review of proposals, participants are required to organise their responses according to the format presented below. Should a participant wish to provide additional information, that information should be referred to, and provided for, in a file of Annexures.

###### **1.2.2. Validity of proposals**

The proposals must include a statement as to the period for which the proposal remains valid. The proposal must be valid for at least ninety (90) days from the due date for the submission of all bids. Refer to the quarters in the terms of reference (TOR).

###### **1.2.3. Number of proposals**

Each bid participant must provide **three (3) hard copies and 1 CD/Stick** of their entire proposal,

including all the documentation referred to in 4 below, in the format specified in that section. All submitted proposals will become the property of the NCR, and will not be returned. Receipt of all proposals will be recorded in a register at the point of receipt. One copy of the proposal must be signed and dated in black ink by the bidder or authorized representative of the bidder and initialled on each page.

## **2. Submission of proposals**

**2.1.** Proposals must reach the offices of the NCR before **11:00 on 22 February 2021, @11H00am** and must be enclosed in a sealed envelope which must be clearly labelled/addressed on the outside:

**(a) RFP No: NCR 732.12.2020**

**(b) TERMS OF REFERENCE (TOR) FOR APPOINTMENT OF A SERVICE PROVIDER TO PROVIDE RESEARCH INTO DIFFERENT VEHICLE FINANCE OPTIONS IN SOUTH AFRICA PRE, DURING AND POST THE COVID-19 PANDEMIC**

**(c) CLOSING DATE: 22 February 2021 AT 11H00 SHARP**

**2.2.** Proposals are to be submitted in the marked tender box, in the reception area, National Credit Regulator, 127-15<sup>th</sup> Road, Randjiespark, Halfway House, Midrand. The tender box will only be available for the depositing of proposals between 08h00 and 16h30 on weekdays (excluding public holidays).

**2.3.** Please note that this RFP closes punctually at 11h00 on **22 February 2021**. No late submissions will be considered under any circumstances.

**2.4.** All the documentation referred to in Section 4 below must be submitted. Failure to submit all the documentation referred to in this section may result in a submission being discarded, and not considered for evaluation.

**2.5.** If responses are not delivered as stipulated in this Section 2.1, such responses will be considered “late”, and will not be considered for evaluation.

**2.6.** The NCR shall not disclose any details pertaining to the responses received, to any other participant, as this is regarded as confidential information.

**2.7.** Envelopes must not contain documents relating to any RFP other than the one referred to in this RFP.

**2.8.** The responses to the RFP will be opened as soon as is practical after the expiry of the time advertised for receiving them.

- 2.9.** Only the participants that are short-listed after the evaluation process will be informed of the results of the submission adjudication process.
- 2.10.** After the evaluation process is completed, the Evaluation Committee may, prior to making a final selection, draw up a shortlist of participants and require them to make a detailed presentation to the Adjudication Committee. A minimum of 2 days' notice will be given to relevant participants in advance of the presentation date.

### 3. Timetable

Date	Activity
<b>29/01/2021</b>	Advertisement of the RFP
<b>22/02/2021</b>	Closing date @ 11h00
<b>22/02/2021</b>	Preliminary evaluation
<b>01/03/2021</b>	Evaluations by the Evaluation Committee
<b>08/03/2021</b>	Adjudication Committee meeting
<b>11/03/2021</b>	Appointment

The National Credit Regulator reserves the right to determine the structure of the process, the right to determine the number of short-listed participants, the right to withdraw from the proposal process, and the right to change this timetable at any time without notice.

### 4. Documentation to be submitted

Please Note

All of the documentation described below must be submitted, with no omissions whatsoever. Where a particular form or format of documentation is stipulated, this is the only form or format in which these documents must be submitted. Failure to adhere to these requirements may result in the rejection of the entire submission.

All of the documentation referred to below (in Parts One – Twelve) must be acknowledged and submitted. For ease of reference and to facilitate the evaluation process, you are requested to clearly mark each part of the submitted documentation as it is referred to below.

#### 4.1. Table of content

**Introductory letter** by the bidder with authorized contact person and details for this specific tender

#### 4.2. SBD 1 – should be the completed and inserted after the introductory letter

### **One – Proposal drafted in response to Terms of Reference**

Section 2 of this document below, contains the terms of reference (TOR) for the above mentioned tender. Bid participants are required to draft a proposal that will clearly indicate to the Evaluation Committee how they will fulfil the requirements as set out in the TOR.

Bid participants should include the following information when drafting their proposals:

- Proposals should make clear the relevant skills, experience and capacity of the participant, in respect of this particular TOR. This is an important evaluation criterion. Bid participants should ensure that their proposals focus on how they will address the requirements of this TOR, rather than on achievements.
- Proposals must contain the details of the proposed approach to be adopted in order to deliver the service in accordance with the TOR.
- Proposals should clearly indicate whether or not bid participants have the internal capacity to meet the requirements of the TOR.

### **4.3. Two – Pricing Proposal- SEPERATE ENVELOPE**

**SBD 3.3** Pricing Schedule together with signed off detailed pricing on the company's letter head. They must be completed on the original and signed, all in black ink. Forms with photocopies and/or other reproductions of signatures may be rejected. Additional information may be added on a separate page if necessary.

The total price that the participant will charge to deliver services in accordance with the TOR must be clearly indicated. The pricing proposal should contain sufficient information to allow the Evaluation Committee to estimate the cost of the service, to a high degree of accuracy.

Please note that a financial proposal must be submitted in a separate sealed envelope together with your submission. The financial Proposal will be opened once all technical proposals have been evaluated. This appointment will be made in line with QBS. All prices provided must be inclusive of Value-Added Tax (VAT).

Please note that the prices contained in the pricing proposal are the only charges that may be levied if the participant's proposal is successful, unless explicitly agreed to in writing by the National Credit Regulator, and in terms of the General Conditions of Contract, no additional cost will be accepted after the bidding documents have been submitted and the tender closing date has expired. Any cost for additional parts and peripherals needed for the successful implementation of the project shall remain and form part of the bidding price.

### **4.4. Three – General Conditions and Procedures of the NCR**

Annexure B and B1 - General Conditions and Procedures of the NCR. Bid participants must indicate clearly that they have read this document, and have no objections to being bound by its

contents. In cases where any provisions of the General Conditions and Procedures conflict with this General Information for Bidders and/or Terms of Reference, the latter will take precedence over the General Conditions of Contract.

#### **4.5. Four – Contract Form: Rendering of Services**

**Annexure C** - Contract Form: Rendering of Services. This will only be completed by the successful bidder once a selection has been made by NCR. Participants do not, therefore, need to complete this form at the bidding stage but their proposals must clearly indicate that they have read this form, and have no objections to signing it as is, if selected as the successful participant.

#### **4.6. Five – Tax status**

Annexure D - Please attach CSD showing Tax status

*A CSD print out must also be attached.*

#### **4.7. Six – Preference Points Claim Form**

Annexure E – form SBD 6.1. Bid participants must complete Sections 8 and 9 in full. DO NOT RETYPE THESE FORMS. They must be completed on the original and signed, all in black ink. Forms with photocopies and/or other reproductions of signatures may be rejected. *## Please note that a **BBEE certificate/ sworn affidavit** must also be attached to the bid documents. None submission will result in zero scoring in this competitive bidding process*

#### **4.8. Seven – Declaration of Interest**

Annexure F – form SBD 4. DO NOT RETYPE THESE FORMS. They must be completed on the original and signed, all in black ink. Forms with photocopies and/or other reproductions of signatures may be rejected.

#### **4.9. Eight – Declaration of past Supply Chain Management Practices**

Annexure G – form SBD 8. DO NOT RETYPE THESE FORMS. They must be completed on the original and signed, all in black ink. Forms with photocopies and/or other reproductions of signatures may be rejected.

#### **4.10. Nine – Non-Disclosure Agreement**

Annexure H – Non-Disclosure Agreement. Participants must indicate clearly that they have read this agreement, and have no objections to signing it, as is.

#### **4.11. Ten – Certificate of Independent Bid Determination**

Annexure I – Certificate of Independent Bid Determination Participants. They must be completed on the original and signed, all in black ink. Forms with photocopies and/or other reproductions of signatures may be rejected.

#### 4.12. Eleven – SLA draft version for supplier review

Annexure K – SLA draft version for supplier review. The participants must indicate clearly that they have read this agreement, and have no objections to signing it, as is. If not objections should be outlined separately in a letter. NB: all the SBD documents can be downloaded from our website - <https://www.ncr.org.za/tenders-download/current-tenders>

#### 5. Evaluation Criteria

Proposals will be evaluated on the 80/20 preference points scoring system: that is, 80% of the points awarded will be based on price, as indicated in the table below; and 20% of the points awarded will be based on B-BBEE codes system, allocated as indicated in the table below:

B-BBEE status level of contributor	Number of points	Price
Total maximum points	20	80

Functionality will be evaluated in terms of Section 2 point 10

#### 6. Conflict of interest

Service providers are required to provide services that are professional, objective and impartial. Service providers must ensure that there is no conflict of interest between existing assignments, obligations and responsibilities to other clients and the services set out in the TOR. In the event of any uncertainty in this regard, full disclosure in the submitted proposal should be considered. Non-disclosure of a conflict of interest may be grounds for termination of any contract.

#### 7. Confidentiality agreement

The successful service provider may have access to confidential data or information. The appointment of a successful bidder is subject to that bidder agreeing to the contents of, and signing, the NCR's standard Non-Disclosure Agreement.

#### 8. Contact details

This no-contact policy does not apply to any information deemed to be in the public domain, or which is readily available from organs of State, which are repositories of such information. All communications and enquiries/requests for clarification relating to this proposal should be directed to [procurement@ncr.org.za](mailto:procurement@ncr.org.za).

## **SECTION 2**

### **TERMS OF REFERENCE**

#### **RESEARCH INTO DIFFERENT VEHICLE FINANCE OPTIONS IN SOUTH AFRICA PRE, DURING AND POST THE COVID-19 PANDEMIC**

##### **1. Introduction**

The National Credit Regulator (NCR) was established under the National Credit Act (NCA) No. 34 of 2005 and is responsible for the regulation of the South African consumer credit industry. The NCR is mandated to undertake research on the nature and dynamics of the consumer credit market; to provide guidance on the credit market and to monitor socio-economic patterns of consumer credit activity in South Africa.

##### **2. Background**

The National Credit Regulator (NCR) was established under the National Credit Act (NCA) No. 34 of 2005 and is responsible for the regulation of the South African consumer credit industry. The NCR is mandated to amongst others undertake research on the nature and dynamics of the consumer credit market; to provide guidance on the credit market and to monitor socio-economic patterns of consumer credit activity in South Africa.

The NCR publishes the Consumer Credit Market Report (CCMR) on a quarterly basis. The data on the CCMR is classified according to credit types, namely; mortgages, secured credit (dominated by vehicle finance), unsecured credit, development credit, and short-term credit. The NCR has noted that secured credit had the biggest share of new credit granted when compared to other credit types. In the second quarter of 2020, secured credit percentage share of new credit granted was higher at 37.51% compared to the percentage share of mortgages (23.75%), credit facilities (17.38%) and unsecured credit (18.69%). The current trend is showing that a secured credit share, of new credit granted is growing faster than the other credit types. It could, therefore, be beneficial that the observable growth in secured credit be investigated, with a specific focus on vehicle finance, as secured credit is mainly dominated by vehicle finance.

Vehicle financiers use different finance options in order to achieve their business objectives. Consumers are, therefore, advised to choose between different financial options that emanate from some of these credit agreements such as instalment sale agreements, lease agreements, rental agreements, etc. (Campbell & Logan, 2008). Campbell & Logan (2008) further indicated that consumers often hold inadequate information and are not well informed, resulting in poor



decision-making. Consumers also lack the ability to assess the quality and viability of various finance options, as most financial options are technical in nature. The need for research in the vehicle finance sector is exacerbated by this perceived lack of knowledge by some consumers. The research will also assist the NCR to have a more in-depth understanding of the vehicle sector and how these different vehicle finance options affected consumers during the Covid-19 pandemic.

Having a thorough understanding of the vehicle finance sector is very important, especially taking into account the importance of the automotive industry in the economy. The industry contributes around 6.9% to the country's Gross Domestic Product (GDP). The industry also employed around 110 000 people in the vehicle and component production in 2018 (Econometrix, 2018). With roughly fifty percent of all vehicles bought in South Africa being financed, it is then clear why the vehicle finance industry plays a pivotal role in the country's economy. Given the economic importance of the vehicle finance sector, it becomes important to understand how the recent Covid-19 pandemic impacted the sector. Thus, an investigation into the impact of Covid-19 in the automotive industry, is important. As it is assumed that the direct measures that most Governments implemented to curb the spread of the virus will have dire impact for the vehicle finance industry. It then, becomes important to prove whether lockdown measures had a negative impact on the sector.

### 3. Objectives

The study aims to explore the following objectives:

- **The first** objective of the research study is to understand the different vehicle finance options (such as balloon payment, residual value, buy back guarantee, buy now payback 3 or 6 months later, etc.) for all vehicle finance agreements instituted by credit providers in South Africa. The aim of this objective is for the NCR to understand factors that influence the demand and the supply for vehicle finance agreements with such financial options.

**The second** objective will allow the NCR to evidently prove how these different financing options affected consumers pre covid-19, during the Covid-19 and post level 4 lockdown and how lockdown measures impacted the vehicle finance sector. The objective aims to identify the socio-economic implications if any, to consumers who have utilised one of these vehicle finance options.

- **The third** objective will afford the NCR an opportunity to identify if the use of different vehicle finance options does not contravene the requirements of the NCA and its Regulations, e.g. Affordability Assessment Regulations.

#### 4. Scope of work

In order to attain the objectives of the research, the following scope of work will have to be achieved.

The scope of research will thus include the following:

- Identify and clearly define all finance options that are used in the vehicle finance industry;
- Identifying the current observed growth in the vehicle credit (secured credit) in-comparison to the other credit types and the prevailing market conditions that lead vehicle financiers to grant credit with different types of finance options. The aim is to evaluate key statistical data trends from 2018 to 2020 outlined below:
  - The demographic and economic profile of consumers who have/had credit agreements entrenched with different vehicle finance options, consumer income levels, debtors book, credit supply dynamics with regards to different income categories (using the Socio-economic measure/ Living Standard Measure as a base), etc.
- Indicate and assess the total cost of credit for credit agreements with one of the vehicle finance options. Also, indicate the total cost of credit if the consumer applies for refinancing when the final payment becomes due;
- Assess how the Affordability Assessment is conducted when a consumer is granted credit using one of the vehicle finance options, e.g. balloon payment option.
- Is the Affordability Assessment calculated on the entire credit granted or only a certain portion of the credit?
- Is the interest amount calculated on the total amount deferred or only the portion without balloon payment for example?
- If the interest amount calculated on the total amount deferred and what happens if the client is refinancing the balloon portion?
- Elaborate the possibility of some consumers not being aware that they have credit agreements with one of the vehicle finance options;
- Determine and assess the reasons for the demand of vehicle finance with different options;
- Assess and demonstrate the socio economic impact for consumers who have utilised one of the vehicle finance options, for an instance identify how these different vehicle finance options assisted and benefited consumers to attain vehicle credit;

- Identify and assess whether the utilisation of the different vehicle finance options is not contravening the requirements of the NCA, e.g. The Affordability Assessment Regulations, etc.;
- Identify and discuss the Debt Review process for customers who are/were financed with one of the vehicle finance options according to the below-listed elements:
  - Discuss and identify the process of how Debt Counsellors treat consumers who apply for debt review whilst having one of the vehicle finance options;
  - If a consumer, who was financed with one of the vehicle finance options, was accepted for debt review, how are the different vehicle financing options treated, for an instance how will the balloon portion be treated?
- Determine and assess if there were any new vehicle finance options introduced after the government announced the re-opening of vehicle dealerships during level 4 lockdown and;
- Recommend **any** possible policy or legislative amendment, if **any**.

## 5. Research Methodology

It is expected that the research methodology for proposals submitted will include amongst others but not limited to:

- A comprehensive literature review;
- Collection and collation of data specific to the issues alluded to in the scope of work on page 3. Moreover, data and information can be used from various sources that provide consumer credit related information;
- Analyses of the data; and
- Conduct interviews with **key credit providers**:
  - A sample of **14** credit providers who offer Vehicle Finance;
  - The **sample period** for the statistical data to be requested as per the scope of work on page 3, must be from 2018-2020; and
  - Interviews should be conducted at the discretion of the appointed service provider.
- Conduct interviews with three **(4) industry bodies (e.g. NAAMSA, Debt Counsellors etc.)** chosen specifically, for their insight and knowledge into the Vehicle Finance Industry;
- Conduct interviews with relevant **consumers** from the list that will be provided by credit providers:
  - Interviews conducted with consumers should cover all vehicle finance options in the market.
  - **Two (2)** consumers should be interviewed for each vehicle finance option in all the 9 Provinces.

- The sample of consumers to be interviewed will be sourced as follows:
  - The sample of individuals in each province to be interviewed will comprise of individuals who have /had credit agreements with one of the different vehicle finance options e.g. balloon payment; residual value, buy back guarantee; etc.
  - Consumers to be interviewed will be sourced from each of the **14** credit providers who offer vehicle finance credit.
- The interviewer should take into account demographics and economic profiles of the interviewed consumers; and
- The method of conducting interviews should be at the discretion of the service provider. However, once the method has been chosen, the NCR should be in agreement with the chosen method, before it is utilised.
- Other research methods may also be considered.

## 6. Project Outputs

Outputs from the project include:

- A project plan detailing key milestones to be delivered;
- An inception report, that covers:
  - Literature review;
  - An overview of key issues that the study should tackle and;
  - Detailed work plan and proposed methodology.
- A draft and the final report, which includes, among others:
  - An executive summary of the report;
  - A section addressing methodologies;
  - Sections addressing all the research objectives and;
  - Concluding remarks and recommended interventions.
- A presentation, which includes:
  - A brief and accessible overview of the findings of the final report and;
  - Representation of key data.

## 7. Duration

It is expected that the duration of this project will be **20 weeks** from the time the contract is awarded. The supplier will be required to provide a project plan at inception that will be approved by the NCR.

### 8. Functionality Evaluation

Bids will be evaluated strictly according to the technical bid evaluation criteria stipulated in the table below:

The bid/proposal will be evaluated for functionality and be rated as follows:

Values: 1= Poor; 2= Does not meet the requirements; 3= partially meets the requirements; 4= Meets the requirements; 5= Exceeds the requirements

#### The Bidder’s capacity will be evaluated according to the following evaluation criteria

No	Evaluation Criteria	Weight
1.	<p><b>Company’s practical experience in the vehicle financial sector or credit industry in general in South Africa.</b></p> <p>The proposal should include:</p> <ul style="list-style-type: none"> <li>• The number of years for each project conducted in either <b>vehicle financial sector or credit industry in South Africa.</b></li> </ul> <p><b>5=&gt; 5 years</b>  <b>4= 3- 5 years</b>  <b>3= 2-3 years</b>  <b>2= 1-2 years</b>  <b>1= &lt; 1 year</b></p>	<b>40%</b>
2.	<p><b>Experience of the team</b></p> <p>The proposal should <b>include capacity statement</b> and it must clearly indicate:</p> <ul style="list-style-type: none"> <li>• The team leader’s competency levels: <ul style="list-style-type: none"> <li>➢ The <b>team leader</b> must have a minimum of 3 years’ experience related to research services in the <b>vehicle financial sector or credit industry in South Africa;</b></li> <li>➢ The proposal should include a detailed CV of the team leader responsible for overseeing and undertaking the work;</li> <li>➢ A minimum of a degree and;</li> <li>➢ Experience in operating at a strategic level.</li> </ul> </li> </ul>	<b>30%</b>

	<ul style="list-style-type: none"> <li>The <b>team member’s competency</b> levels should also be clearly summarised.</li> </ul> <p><b>5=Excellent</b> (If the provided capacity statement indicates that the team leader and team members’ have extensive practical research experience in both <b>vehicle financial sector or credit industry in South Africa</b> and their experience is more than 3 years).</p> <p><b>4=Very Good</b> (If the provided capacity statement shows that the team leader has 3 years’ research experience in the <b>credit industry in South Africa</b>, but has no <b>vehicle financial sector</b> research experience).</p> <p><b>3=Good</b> (If the provided capacity statement does not clearly demonstrate the practical experience of the team leader or the experience included does not exceed three years. Moreover, if the team members do not have the required work experience in research related to the project).</p> <p><b>2=Average</b> (The team leader does not have the required experience in the <b>vehicle financial sector or credit industry in South Africa</b>).</p> <p><b>1=Poor</b> (Unacceptable , does not meet set criteria)</p>	
3.	<p><b>Methodology</b></p> <p>The proposal should include the following aspects:</p> <ul style="list-style-type: none"> <li>➤ Project objectives;</li> <li>➤ Work plan (in line with scope of work on page 3 and research methodology on page 4 to enable delivery of the project timeously);</li> <li>➤ Risk Matrix and;</li> <li>➤ Stakeholder Management Plan</li> </ul> <p><b>5=Excellent</b> (Provided a work plan indicating expansion on the proposed methodology on page 4 and key issues for consideration in the project as stated on the scope of work on page 3.)</p> <p><b>4=Very Good</b> (Demonstrated familiarity with the subject matter by providing a detailed project plan, with clear timelines on the scope of work stated on page 3 and research</p>	<b>20%</b>

	<p>methodology stated on page 4)</p> <p><b>3=Good</b> (No clear timeless and proper plan on the proposed approach in relation to the scope of work stated on page 3 and the research methodology stated on page 4)</p> <p><b>2=Average</b> (Proposed approach is not aligned to the scope of work and the project outputs stated on page 3 and 4.)</p> <p><b>1=Poor</b> (Unacceptable , does not meet set criteria)</p>	
4.	<p><b>References</b></p> <p>At least three reference letters from <b>vehicle financial sector or credit industry in South Africa</b> that contain the following information:</p> <ul style="list-style-type: none"> <li>➤ Clearly indicate similar work conducted in South Africa in the last 24 months;</li> <li>➤ Must include telephone numbers, mobile numbers and email addresses (reference letters without contactable details will not be considered);</li> <li>➤ Reference letters Should not be from the same company or person;</li> <li>➤ Most importantly, the reference letters will be evaluated against the scope, relevance, complexity, value and time span of similar projects. Letters must therefore contain the relevant information.</li> </ul> <p><b>4= 3 Reference letters (Excellent)</b></p> <p><b>1= &lt;3 Reference letters (Poor)</b></p>	<b>10%</b>
	<b>TOTAL SCORE</b>	<b>100%</b>

Bidders must achieve a score of 70 points in order to be considered for price and BBBEE evaluations.

1. **Additional information/documents to be submitted**

- Brief company profile, as relevant to the above mentioned terms of reference.
- Experience in the relevant areas and Clientele
- All sub-contractor information (if applicable) needs to be disclosed in the proposal by the bidder for e.g. BEE certificate, SARS Tax Clearance etc.
- **NB: The BEE level of the sub-contractor (if applicable) needs to be equivalent to that of the bidder.**
- CV/Resumes of key members
- Financial proposal- full and detailed pricing must be on the company's letter head and signed off by the delegated and authorised person, the total cost must link to SBD 3.3 attached.

-----End-----