



**BOTSWANA
EXAMINATIONS
COUNCIL**

**DIRECTORATE OF EXAMINATIONS ADMINISTRATION AND
CERTIFICATION**

INVITATION TO TENDER FOR

**THE TRANSPORTATION OF EXAMINATION MATERIALS FOR
BEC FOR THE THREE YEARS OF 2020, 2021 and 2022**

Tender No. BEC EAC 012/19-20

Issue Date: Monday, 24 February 2020

Closing Date: Friday, 20 March 2020

PROCURING ORGANISATION	AGENT
Botswana Examinations Council, Private Bag 0070, Gaborone, Botswana	The Secretary to the Tender Committee, Private Bag 0070, Gaborone, Botswana Tel: +267 365 0700 Fax: +267 393 3872 Email: procurement@bec.co.bw

Tender No. BEC EAC 012/19-20

INVITATION TO TENDER FOR TRANSPORTATION OF EXAMINATION MATERIALS FOR BEC FOR THE THREE YEARS OF 2020, 2021 and 2022.

Transportation companies are invited to submit bids for the Transportation of Examination Materials for BEC for the years 2020, 2021 and 2022.

The Procuring Organisation is Botswana Examinations Council (BEC) and this is an Open Domestic tender.

Only 100% Citizen Owned Companies are invited to tender.

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- Bidders must, in order to be considered for the award of the contract, be registered with PPADB under Code 129 Sub-Code 02 or any other relevant Codes and sub- Codes, and be in possession of a valid Tax Clearance Certificate or an exemption thereof.
 - Tender documents will be available with effect from **Monday, 24 February 2020** and can be obtained from the procurement office of the Botswana Examinations Council at a non-refundable and non-transferable fee of **P500.00** payable at BEC prior to tender collection. Tender documents are also available on the BEC website shown below for information purposes only. The contact information for BEC is as follows:

Postal Address

Botswana Examinations Council
Private Bag 0070
Gaborone.

Tel: (+267) 365 0700
Fax: (+267) 393 3872
Email: procurement@bec.co.bw

Physical Address

Botswana Examinations Council
Plot 54864, KT Motsete Road
Gaborone.

Tender documents can also be accessed on BEC Website: www.bec.co.bw for *information purposes only*.

Bids must be submitted using the **two envelope system**; one original and four (4) copies **plus a soft copy in a Re-writable DVD**, respectively for the **financial** and **technical** bids must be submitted in two separate envelopes, one containing the Technical Bids, and the other containing the Financial Bids and both envelopes accordingly labelled with the tender number and title. The two envelopes should be sealed and placed in a third outer and larger envelope. This envelope should be sealed and labelled as follows;

Tender No. BEC EAC 012/19-20: Invitation To Tender For The Transportation of Examination Material for BEC for the three years of 2020, 2021 and 2022.

Bids must arrive **not** later than **10:00am** (local time) on **Friday, 20 March 2020**. Bids received after the closing date and time will **NOT** be accepted. Telephonic, telegraphic, telex or facsimile bids will **NOT** be accepted.

Sealed bids should be delivered to the following address:

The Secretary, Tender Committee
Botswana Examinations Council
Plot 54864, KT Motsete Road, Gaborone.

NB. Non-compliance to the separation of the **technical** and **financial** bids is subject to outright disqualification. Bidders' responses that do not have the required number of envelopes (original plus 4 copies) for the technical and financial bids will also be disqualified.

The tender document may be viewed from BEC website: www.bec.co.bw. Bidders are advised that this document is for viewing purposes only. Bid responses will only be accepted from bidders who bought and collected the document from BEC.

Responses that do not have the required number of envelopes will be disqualified. Re-writable DVDs should be separate for the technical and financial proposal. The DVD for the technical proposal should be included in the technical proposal envelope while the DVD for the financial proposal should be included in the financial proposal envelope.

Bidders who are awarded the tender should by no means pass it to other parties to undertake the project, i.e. sub-contracting will **not** be allowed.

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- Queries and questions relating to the issue of these documents will be accepted up to **5 working days** before tender closing date. The queries or questions should be in writing and should be addressed to:

The Secretary, Tender Committee
Botswana Examinations Council
Private Bag 0070, Gaborone, Botswana.

Contact Name: Ms T. Chifani
Telephone Number: 365 0700
Fax: (+267) 393 3872
Email: procurement@bec.co.bw

Bids must arrive **not** later than **10:00 am** (local time) on **Friday, 20 March 2020**. The tenders will be opened in the presence of bidders wishing to attend. Bids received after the closing date and time will not be accepted. Telephonic, Telegraphic, Telex, Email or Facsimile bids will not be accepted.

Botswana Examinations Council is **not** bound to accept the lowest or any bid, or bear any expense in the preparation thereof. The Botswana Examinations Council also reserves the right to award the tender in full or in parts.

Important Date:

Tender Collection: From Monday, 24 February 2020

Tender Closing: Friday, 20 March 2020 at 10.00hrs

Botswana Examinations Council is **NOT** bound to accept the lowest or any bid, or bear any expense in the preparation thereof. The Botswana Examinations Council also reserves the right to award the tender in full or in parts.

The Secretary
Tender Committee
Botswana Examinations Council
Private Bag 0070
Gaborone

BEC EAC 012/19-20: TENDER FOR TRANSPORTATION OF EXAMINATION MATERIALS FOR BEC FOR THE THREE YEARS OF 2020, 2021 and 2022

The conditions of tender are contained in this document.

1.1 The Procuring Organisation is the Botswana Examinations Council.

1.2 The tender documents issued by the Procuring Organisation comprise:

Three volume approach:

VOLUME 1: TENDERING PROCEDURES

Tender Notice & Invitation to Tender
Tender Data

VOLUME 2: RETURNABLE DOCUMENTS

VOLUME 3: THE CONTRACT

Part 1 Agreements & Contract Data

Forms of Securities

Part 2 Pricing Data

Pricing Instructions

Part 3 Scope of Work

1.3 All bidders are required to submit the following:

- One (1) original plus four (4) copies
- Proof of payment of the tender fee of **P500.00**.
- Valid copy of Tax Clearance Certificate (registration will be verified on-line)
- PPADB Registration Certificate under Code 129: Sub-Code 02 or any other relevant Codes and sub- Codes (registration will be verified on-line),
- Valid copy of trading licence or permit (where applicable)
- A completed Form of Declaration for Tendering Purposes
- Submission of Extract from Companies and Intellectual Properties Authority (CIPA) showing company Shareholders and Directors Certificates;

- Publicly listed companies may submit certificates of their controlling shareholders only;

NB: Where the shareholder is a company, the individual shareholders of the company in question must be submitted. E.g. if ABC (Pty) Ltd submits a tender and one of its shareholders is EFG (Pty) Ltd, the shareholders in EFG should be submitted and so on until the shareholders submitted bears the names of individuals.

- Completed and Signed Form of Offer and Acceptance

- 1.4** All bidders are required to provide the pricing schedule in the format provided in CONTRACT PART 2, Pricing Data. Bidders must also provide a detailed breakdown of the cost covering all components of the project as stated in CONTRACT PART 3, Scope of Work. Bidders should note that the total cost of the project should not include any variable components based on exchange rates, inflation, etc. Where disbursements are based on actual expenditure, bidders should estimate the maximum expected costs, which will be reimbursed based on actual expenditure incurred.

Bidders should quote in Botswana Pula only.

All the quoted prices must include VAT for VAT registered companies. The validity period of the tender must be at least 120 days from the closing date of the tender.

BACKGROUND

The Botswana Examinations Council is a semi-autonomous institution that is mandated by the Botswana Examination Act no. 11 of 2002, among others, to design, develop and administer school examinations. The Council is charged with the responsibility to distribute examinations papers and stationery to schools. It also collects written scripts, completed entry forms and other related material from schools. It is in pursuance of such mandate, that the Council wishes to engage a company to transport the following examination materials for the years of 2020, 2021 and 2022.

- Standard Four Attainment Test,
- Primary School Leaving Examinations (PSLE),
- Junior Certificate Examinations (JCE) and
- Botswana General Certificate and Secondary Education (BGCSE)

Note:

- 1. BGCSE will be transported for 2021 and 2022 only.**
- 2. Standard Four and PSLE may be phased out before the end of the 3 year contract therefore will be awarded for one year of 2020 and the contract renewed yearly for 2 years of 2021 and 2022 should the need arise. Bidders are, however, required to quote for all the three (3) years.**

Prospective bidders should have the capacity to handle large-scale transportation of bulky and highly confidential material. Both quality and security is emphasised

in this undertaking, hence both the technical and financial proposals will be assessed before the award of the tender.

Please note that a bidder could be offered to provide the service in a level, two levels or all levels; Standard Four Attainment Test and Primary School Leaving Examinations (PSLE), Junior Certificate Examinations (JCE) and Botswana General Certificate of Secondary Education (BGCSE).

GENERAL TRANSPORT REQUIREMENTS

Lists of Centres

A list of Centres (and location) is provided in CD to determine the amount of work involved in delivering and collecting examination materials to and from Centres. In total there are currently 842 Primary Examinations Centres, 245 Junior Secondary Examinations Centres and 75 Senior Secondary Examinations Centres. These numbers are likely to increase slightly within the three years period as centres continue to register with BEC.

Delivery Dates

- Early materials delivery dates for the two levels of Junior Secondary and Senior Secondary are as follows:
 - JCE July/August 2020, 2021, 2022
 - BGCSE July/August 2021,2022**Dates will be communicated at least four (04) weeks in advance.**

- Question papers and stationery delivery dates for the three levels of Primary, Junior Secondary and Senior Secondary are as follows:
 - Standard Four and PSLE 02 – 08 September 2020, 2021, 2022
 - JCE 21 – 26 September 2020, 2021, 2022
 - BGCSE 14 – 18 September 2021, 2022

NB:

- **The dates are being used as a guide and the correct dates will be confirmed with the company that has won the tender before the signing of the contract.**

- **The dates for 2021 and 2022 will be communicated and they will be around the same time.**

Collection dates

- Please note for 2020, PSLE will be collected from 12 - 16 October. JCE and BGCSE will be collected weekly from October to November. However, specific dates will be shared. Whilst for 2021 and 2022 collection dates will be determined yearly based on the timetable.

- The **approximate mass** as required to assist in the pricing schedule as shown in (Contract Part 2) are as follows:

Level	Level of Examination	Approximate mass	
I (a)	Standard 4 Attainment Test	45 kg x 842 Centres	37,890 kg
I (b)	Primary School Leaving Examinations	Question Papers	
		100 kg x 842 Centres	84,200 kg
		OMR Forms	10,000 kg
		Stationery	2,000 kg
		Collection of scripts	40,000 kg
		Total	136,200 kg
II	Junior Certificate Examinations	Question papers	
		140 kg x 245 Centres	34,300 kg
		Collection of scripts	20,000 kg
		Stationery	15,000 kg
		Early materials	7,000 kg
		Stationery	0,260 kg
		Projects	10,000 kg
		Total	86,560 kg
III	Botswana General Certificate of Secondary Education	Question Papers	
		350 kg x 35 Gov. Centres	12,250 kg
		250 kg x 40 Private Centres	10,000 kg
		Collection of scripts	15,250 kg
		Stationery	9,000 kg
		Early materials	0,140 kg
		Stationery	1,250 kg
		Projects	5,000 kg
		Total	52,890 kg
<p>N.B. In-case of new Centres added in the duration of the Contract, excess weight will be added to address the invoice difference. The Unit Price for the excess weight shall be the same as the one agreed in the contract.</p>			

NB: The tender will be awarded in unit prices as masses given above are estimates where actuals could be more or less.

The successful bidder will be required to provide a Botswana of Bureau Standards (BOBS) calibrated scale of less than three (3) Months from the date of usage, which will be used by both parties.

Technical information needed to assess the tender will include the following:

Organisation

- Experienced drivers (with at least 2 years driving experience); and with clean drivers licences
- Relevant qualifications and skills (at least one senior person with certificate in logistics or any relevant qualifications)
- Experience in large-scale haulage of bulky material over long distances

(at least three years); other track records in previous contracts; at least two references from previous work

- Overall capability and commitment including mechanisms or systems in place for updating BEC and the Centres about deliveries and collection.

Methodology

- Number of vehicles that are in good condition (to cover Centres in a particular level in specified time: 5 days for PSLE, 5 days for BGCSE and 7 days for JCE) and are roadworthy.
- Kinds of vehicles capable of handling all types of Botswana roads like sandy, gravel, muddy and tarred.
- Secure transport using bonded vehicles with tracking device.
- Strategic management plan (operational overall project approach, methodology and strategy).
- Risk management plan (ability to identify any risks during transportation of examinations and the methodology to address them).
- Security plan (during transportation of examinations; security personnel, Seal technology to use at each delivery station).
- Management transportation standards or adherence to quality management system.
- Understanding of requirements and adherence to scope of work.

SCOPE

The purpose of this tender is to solicit services for the Transportation of Examination Materials to and from Examination Centres throughout the country. Examination materials among other things include stationery, question papers and scripts (script here refers to written scripts, hard drives, artefacts and folios). The materials will be delivered to and collected from Examination Centres. Distance between places and mass of materials are important factors in costing the project. The element of timing is also important since BEC's work schedules are controlled by deadlines. Attributes such as quality, effectiveness and promptness cannot be overemphasised. Adherence to delivery schedule is paramount. Strict security precautions should be taken at all times to ensure that the reliability, validity and credibility of examinations are maintained. The tender is divided into four levels:

- Level I (a) Standard Four Attainment Tests;
- Level I (b) Primary School Leaving Examination (PSLE);
- Level II Junior Certificate Examination (JCE);
- Level III Botswana General Certificate of Secondary Education (BGCSE).

NB: Level I (a) and Level I (b), are to be delivered together. JCE and BGCSE include delivery and collection of Early Material.

Standard Four and PSLE may be phased out before the end of the 3 year contract therefore will be awarded for one (1) year of 2020 and the contract renewed yearly for 2 years of 2021 and 2022 should the need arise.

Botswana Examinations Council is **not** bound to accept the lowest or any bid, or bear any expense in the preparation thereof.

Price Adjustment

Price adjustment may be sanctioned after the twelve (12) months period from contract signatures subject to provision of supporting documents on the increased prices.

Spot Checks

BEC personnel will conduct spot checks during transportation of examination material to ascertain adherence to transportation and security standards during delivery and collection of examinations material.

- 1.5 The Procuring Organisation's address for delivery of tender offers, tender and other identification details to be shown on each tender offer package are:

TRANSPORTATION OF EXAMINATION MATERIALS FOR BEC FOR THE YEARS 2020, 2021 and 2022.

Tender Secretary
Botswana Examinations Council
Plot 54864, KT Motsete Road, Gaborone.

- 1.6 A two-envelope procedure will be followed.

Bids should be submitted according to the Instructions to Bidders. Important points are repeated as follows.

- The financial bid will only be examined if the respondent's technical bid meets the requirements of BEC.
- The technical bid **should not** include any figures relating to cost but must include a statement stipulating the validity period of the tender bid. **The Form of Offer and Acceptance included in the Technical Proposal must not include the prices, but must be completed in all other areas.**
- The bid document must be prepared in indelible ink. It shall contain no interlineations or overwriting, except as necessary to correct errors made by the bidder. Any such corrections must be initialled by the person or persons who sign the bid.
- All copies must be signed in ink by an authorised employee, agent or representative of the bidder.
- For each bid, the bidders shall prepare the number of copies indicated in the Instructions to Bidders. The original of the technical bid and the financial bid should be marked **ORIGINAL**; all other copies should be marked **COPY**. If there are discrepancies between the original and any of the copies, the original will be assumed to be correct.

Bids must arrive no later than **10:00 am** (local time) on **Friday, 20 March 2020**. The outer envelope should have one (1) original and four (4) copies of the technical and financial bids respectively. These shall be placed in one large sealed envelope clearly marked – **TENDER NO. BEC 012/19-20, INVITATION TO TENDER FOR TRANSPORTATION OF EXAMINATION MATERIALS FOR BEC FOR THE THREE YEARS OF 2020, 2021 and 2022.**

Bids will be opened immediately, in the presence of bidders willing to attend. Bids received after the closing date and time will not be accepted. Email or Facsimile bids will not be accepted.

- 1.7** The closing time for submission of tender offers is: **10.00 am on Friday, 20 March 2020.**
- 1.8** Telephonic, telegraphic, telex, email or facsimile tender offers will not be accepted.
- 1.9** The tender validity period is at least 120 days from the closing date of the tender.
- 1.10** The time and location for opening of the tender offers is:
Time: 10.00 am on the **Friday, 20 March 2020**
Location: Botswana Examinations Council
Plot 54864, KT Motsete Road, Gaborone
- 1.11** The procedure for evaluation of the responsive tender offers is the Quality and Cost Based Selection method

The Evaluation Process

Tender Evaluation Committee (TEC) will be constituted to evaluate the bids. The evaluation to be adopted by the Evaluation Committee will be as follows:

- 1 In Stage 1 of the evaluation process the bids will be scrutinized against the Disqualification clause given in 1.12.
- 2 The qualifying bids after Stage 1 will go through to Stage 2 of the evaluation process as described in 1.13.
- 3 The technical bids of the short listed bidders after Stage 2 of the evaluation process will be evaluated as stated in Stage 3 of the evaluation process. (See 1.14).
- 4 The project will be provisionally awarded to the bidder with highest combined score of Stage 2 and Stage 3 and of the evaluation process subject to successful negotiation of the contract as in 1.15.
- 5 The maximum scores allocated to Stage 2: Technical and Stage 3: Financial are as follows:

Stage 2: Technical Evaluation	80
Stage 3: Financial Evaluation	<u>20</u>
Total	<u>100</u>

Notes

- Subject to authorisation by BEC Tender Committee, further information may be requested from the bidders during evaluation. Any such request will be made in writing to the bidder's nominated representative as declared in the Form of Response. Any such correspondence will be for purposes of clarification only and will in no way be indicative of any preference towards any bidder or bid.
- All important information required for the project shall be included in the bid, so that at contract negotiation stage there are no major issues that could call for the change of award.

NB. Site inspection of the facilities and logistics that would be availed to execute and complete the project is a necessity that should not be overlooked.

- 6 The successful bidder will sign the agreed contract document with BEC prior to commencement of the project.

1.12 Disqualification at Stage 1

A bidder whose technical bid does not meet the following requirements will be disqualified during the first scrutiny at Stage1.

- a) PPADB Registration Certificate under Code 129; Sub-Code 02 or any other relevant Codes and sub- Codes (Registration will be verified online); ,
- b) Valid copy of Tax Clearance Certificate (Provide Certificate Number & Pin Number for online verification);
- c) A completed Form of Declaration for Tendering Purposes;
- d) Submission of Company Extract from Companies and Intellectual Properties Authority (CIPA) showing company Shareholders and Directors accompanied by certified copies of the Shareholders and Directors' Identity Documents; (publicly listed companies may submit documents of their controlling shareholders only);
 - NB: Where the shareholder is a company, the individual shareholders of the company in question must be submitted. E.g. if ABC (Pty) Ltd submits a tender and one of its shareholders is EFG (Pty) Ltd, the shareholders in EFG should be submitted and so on until the shareholders submitted bears the names of individuals.
- e) Completed Certificate of Authority of Signatory;
- f) Completed Form of Offer and Acceptance.

Should a bidder fail to submit items a) to e) on the first instance, they will be requested to resubmit the missing item(s) through email and they will be given a minimum of 2 days or a maximum of 5 days to submit. Should the bidder fail to submit within the required time, they will be disqualified from further evaluation.

Failure to submit the Completed and Signed Form of Offer and Acceptance, (f) above, will lead to outright disqualification.

1.13 Evaluation of Bids at Stage 2

The following table shows the criteria which will be used. The criteria has been elaborated under General Transport Requirements and Scope. The criteria will be rated on scores as shown in the table below. In the case of a consortium or joint venture, the bids will be evaluated on the combined strength of the constituent companies involved. Each level will be evaluated based on this criteria. A site visit where applicable, will be considered as part of the evaluation process at this stage. This would help to confirm what is submitted in the bid.

AREA	CRITERIA	SCORES	
Organisation	Past relevant experience (at least three (3) years) in transportation of bulk material over long distances. At least two references from previous contracts.	5	25
	Relevant qualifications and skills of personnel (at least one senior person with certificate in transport logistics or any relevant qualifications)	5	
	Mechanism/systems in place for updating BEC and Centres about delivery and collection, proposed distribution plan	10	
Methodology	Capacity and Capability to implement the project		25
	<ul style="list-style-type: none"> Sufficient vehicles (to cover Centres in a particular level as per time frame provided, the bidder should propose how they are going to meet the transportation needs at each examination level by providing a solution based on the number of schools per level, vehicles involved and proposed turnaround times. A distribution plan detailing all these should be attached. 	10	
	<ul style="list-style-type: none"> Secure, bonded and rain sealed vehicles with tracking device (type and number of vehicles, should have a minimum of 15 vehicles and attach copies of bluebooks). 	5	
	<ul style="list-style-type: none"> Roadworthy vehicles, for use in all types of Botswana roads, specify the types of vehicles and provide evidence that vehicles are roadworthy. 	5	
	<ul style="list-style-type: none"> Provide copies of valid drivers' license with PRDP, 2 years' driving experience or more, identity documents or evidence where drivers will be sourced. Samples of identification (name tags) that will be used by drivers during delivery at centres should be provided. 	5	

	Quality Management Plan Provide clear plans on the following; <ul style="list-style-type: none"> • Management of transportation Standards or adherence to Quality Management system; • Strategic/Operational Management Plan (overall project approach, methodology and strategy) • Risk Management Plan • Security plan during transportation of examinations and management of seals at each station during delivery and collection. • Understanding of requirements and adherence to scope of work 	5	30
		5	
		5	
		5	
		10	
Total			80

The cut-off for progression to Stage 3 is a minimum score of 60 points out of the possible 80 points and only bidders who score 60 and above will have their financial proposals opened and evaluated. Botswana Examinations Council reserves the right to terminate any further evaluation of this tender at this stage.

1.14 Evaluation of Financial Bids – Stage 3

NB: Financial bids should be submitted in a separate sealed envelope. The qualifying bids will be evaluated based on the following factors: The following formula will be used to rate the quoted prices:

$$FS = 20 \times \frac{LP}{P}$$

Where:

FS = financial score of a given bidder

LP = lowest price

P = the price quoted by the bidder

The lowest financial bid (LP) will be given a financial score (FS) of 20 points. The financial scores (FS) of the other financial bids will be computed using the formula above.

Citizen Economic Empowerment Schemes will be applied to the prices prior to applying the formula, thus EDD and the Local Preference Schemes. Bidders must sign the Local Procurement Registration Certificate attached.

1.15 Basis of Award

The bidder with the highest combined score (Technical and Financial) from stages 2, and 3 will be recommended for the award to BEC Tender Committee subject to an agreed signed contract. If the contract negotiations fail, then the next best evaluated bidder will be considered for the award.

The award will be on unit prices as the masses / weights given are estimates and may go up or down.

Botswana Examinations Council is not bound to accept the lowest or any bid, or bear any expense in the preparation thereof. The Botswana Examinations Council also reserves the right to award the tender in full or in parts.

TENDER RETURNABLE DOCUMENTS	LIST OF RETURNABLE DOCUMENTS Volume ...
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TENDER NO. BEC 012/19-20, INVITATION TO TENDER FOR TRANSPORTATION OF EXAMINATION MATERIALS FOR BEC FOR THE THREE YEARS OF 2020, 2021 and 2022.

The tenderer must complete the following returnable documents:

1. Returnable Documents required for tender evaluation purposes

- Certificate for authority of signatory
- Record of addenda to tender documents
- Detailed Response to Requirements specified in the CONTRACT PART 3
- Form of Offer and Acceptance
- Form of Declaration For Tendering Purposes
- Response form
- Quality plan
- Experience of the bidder
- Risk management plan

2. Returnable Documents that will be incorporated into the contract

- Response form
- Quality plan
- Detailed Response to all other Requirements specified in the Contract Part 3
- Form of Offer and Acceptance

Parts of each tender offer communicated on paper shall be submitted as an original, four (4) duplicate copies plus a rewritable DVD of both the technical and financial proposal. Each copy must contain the following **RESPONSE FORM**.

Bidder's Name	
Company Registration Number	
Vat Number (if applicable)	
Country of Registration	
Year of Establishment	
Physical Address	
Postal Address (if different)	
Telephone Number	
Mobile Number	

Fax Number	
Email and URL	
Contact Address in Botswana (If applicable)	
Project Title	
Tender No.	
Designated Authorised Representative for this Project	Name: Position: Qualifications: Tel: Fax: Email:
Project Referees (see CONTRACT PART 3, Scope of Work, 8.1.5)	1 2 3
Signed: Bidder's Authorised Representative	

Republic of Botswana	TENDER RETURNABLE DOCUMENT	DECLARATION FORM FOR TENDERING PURPOSES
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Declaration to establish that Directors, shareholders, partners, members have not participated through any other bid for the same tender

TENDER NO. BEC 012/19-20, INVITATION TO TENDER FOR TRANSPORTATION OF EXAMINATION MATERIALS FOR BEC FOR THE THREE YEARS OF 2020, 2021 and 2022.

PART A

I, _____ (full name), in my capacity as..... (state position in Entity)

hereby declare that on my behalf, and on behalf of the owners, partners / directors/ shareholders /administrators and/or Other (Please specify)

of:
..... (name of Entity)

of:
.....

..... (Postal/physical address)

that, in connection with the enclosed tender,

All information contained herein is true and not misleading, and it is to the best of my knowledge factual and binding on the Entity and/or its Representatives. I state that the (State Name of Entity) and/or its representatives confirm that they have not, through other entities, participated in the same tender and offer the same products in response to the same items.

NOTE THAT: In the case of competing franchises, the franchises may bid for the same item but with different products. Item means the commodity required by the procuring entity indicated in the ITT. Product means the commodity offered by the bidder.

I declare and confirm that the Entity and/or its Representatives have in fact not participated in the same tender and offered the same products in response to the same items, through any other registered company or other entity. I hereby provide a current list of Directors/ Administrators/ Partners/ Members and/or Shareholders for the Company/Partnership/ Society/Joint Venture/ Private Foundation/Statutory Body and/or other (Please specify).....

	DIRECTORS/MEMBERS/ PARTNERS NAME and /OR Other (Please Specify)	CAPACITY IN ENTITY	NATIONALITY	PERCENTAGE OF SHAREHOLDING
1				
2				
3				
4				
5				
6				
7				

	SHAREHOLDERS NAME	NATIONALITY	PERCENTAGE OF SHAREHOLDING
1			
2			
3			
4			
5			
6			
7			

If more space is required attach additional sheet. Note that Public companies should state which stock exchange the company is listed under.

I further acknowledge that should any of the directors, partners, and shareholders, members/administrators */(others please specify)* be found to be associated in a similar or other manner in another company/entity, participating in this tender and offering the same products in response to the same items, this shall disqualify this Company/Partnership/ Society/Joint Venture/ Private Foundation/Statutory Body, and whichever company or other entity the said director/partner/shareholder/member and/or administrator is consequently involved in.

I further acknowledge that should the Company /Partnership/ Society/Joint Venture/ Private Foundation/ Statutory Body or any of its affiliates or subsidiaries be found to have participated in the same tender and offered the same products in response to the same items, the said Company/Partnership/ Society/Joint Venture/ Private Foundation/Statutory Body/*(others please specify)* and its affiliates and/or subsidiaries shall be disqualified.

The Company/Partnership/ Society/Joint Venture/ Private Foundation/ Statutory Body/*(others please specify)*, through its agents, employees or directors has not illegally communicated with any member of the procuring department or the Public Procurement and Asset Disposal Board, except as may be permitted in the relevant “instructions to tenderers” or by law.

The Company/Partnership/ Society/Joint Venture/ Private Foundation/Statutory Body/*(others please specify)*, through its agents, employees, partners, members, administrators and/or directors has not paid or offered to pay any consideration, favour or promise to any member of the procuring department or any person employed by or associated with Public Procurement and Asset Disposal Board (PPADB) or its Committees.

I declare that this tender is submitted by us in our own right and we have not colluded in any way with any other /potential tenderer in the production and submission of this tender other than in the establishment of a joint venture or sub-contractor arrangement as fully and correctly declared in the tender.

I acknowledge that if after the award of this tender any of these declarations are found to be false then any contract(s) between ourselves and the procuring department and/or PPADB shall be terminated forthwith and we may be barred from future tendering for government services and liable to possible prosecution.

I confirm that our entity has undertaken not to collude to withdraw from a tender award, only for the reason that an unsuccessful bidder be awarded the tender. I confirm further that the entity has undertaken not to engage in frivolous complaints and litigation that frustrates project implementation.

SIGNED: NAME:

DATED:.....

.....
Entity

Stamp

PART B

1. Declaration to establish Eligibility for Reservation and Price Preferences for 100% Citizen Owned Contractor / Companies and other Entities.
2. The declaration shall be signed by all Businesses tendering for reserved contracts and contracts subject to preferences, as a condition of each tender.
3. The 100% citizenship requirements for shareholders, etc contained therein shall not withstand any previous consents and practice, be pre-condition for the award of any reserved tender.

Definition

4. The following definitions shall apply to this declaration:

100% Citizen Owned Contractor / Company: a natural person or an incorporated company wholly owned and controlled by persons who are citizens of Botswana.

Control: the possession and exercise of legal authority and power to manage the assets, goodwill and daily operations of a business and the active and continuous exercise of managerial and financial authority and power in determining the policies and directing the operations of the business.

Net Amount: the financial value of the Contract at the time of the award of the Contract, exclusive of sales tax which the law requires the Employer to pay to the Contractor.

Owned: Having all the customary incidents of ownership, including the right of disposition, and sharing in all the risks and profits commensurate with the degree of ownership interest or shareholding as demonstrated by an examination of the substance as well as the form of ownership arrangements

5. The company operates banking and savings accounts, the only authorised signatories are:

- | | |
|-----------------------------------|-----------------------|
| i. | |
| (Bank Name and Name of signatory) | (Omang No. /Passport) |
| ii. | |
| (Bank Name and Name of signatory) | (Omang No. /Passport) |
| ii. | |
| (Bank Name and Name of signatory) | (Omang No. /Passport) |
| iv. | |
| (Bank Name and Name of signatory) | (Omang No. /Passport) |

6. Undertakings

The Tenderer confirms that it is a 100% Citizen owned contractor/company and undertakes to remain a Citizen Contractor for the duration of the Contract. The Tenderer further undertakes not to subcontract more than 25% of the Net Amount to non-Citizen Contractors in the performance of the Contract.

7. Sanctions relating to reserved treatment

Any changes in Ownership or Control which violate the definition of a Citizen Contractor or the subcontracting of more than 25% of the Net Amount of the Contract to non-Citizen Contractors shall be sufficient reason for the Procuring Department to terminate the Contract.

8. All the shareholders of(Name of company) have read this declaration and agree to its contents.

- a) All the shareholders hereby give consent verification of the information provided above and understand that this may include but not limited to the verification of assets, liabilities, accounts, bonds and undertake to notify the competent authorities of any change to the information provided in this Declaration within seven days of such occurrence.
- b) I understand and declare that each matter here deposed to is essential for the tender validity of (Name of company)'s

NB: The Procuring Entity reserves the right to confirm the authenticity of the information provided above.

THUS SIGNED AND SWORN TO BEFORE ME COMMISSIONER OF OATHS AT _____ ON THIS _____ DAY OF _____ 20____, AT ____AM / PM, THE DEPONENT HAVING ACKNOWLEDGED THAT HE KNOWS AND UNDERSTANDS THE CONTENTS OF THIS DECLARATION AND THAT IT IS BINDING ON HIS CONSCIENCE.

COMMISSIONER OF OATHS
CAPACITY:

TENDER NO. BEC 012/19-20, INVITATION TO TENDER FOR TRANSPORTATION OF EXAMINATION MATERIALS FOR BEC FOR THE THREE YEARS OF 2020, 2021 and 2022.

Indicate the status of the bidder by ticking the appropriate box hereunder. The bidder must complete the certificate set out below for the relevant category.

A COMPANY	B PARTNERSHIP	C JOINT VENTURE	D SOLE PROPRIETOR

A. Certificate for company

I, _____, chairperson of the board of directors of _____ hereby confirm that by resolution of the board taken on _____ 20_____, Mr/Ms _____, acting in the capacity of _____ was authorised to sign all documents in connection with this tender offer and any contract resulting from it on behalf of the company.

As witnesses:-

1. _____	_____
	Chairman
2. _____	_____
	Date

B. Certificate for partnership

We, the undersigned, being the key partners in the business trading as _____
_____ hereby authorise Mr/ Ms _____ acting in
the capacity of _____ to sign all documents in
connection with the tender offer for Contract _____
and any contract resulting from it on our behalf.

NAME	ADDRESS	SIGNATURE	DATE

NOTE: This certificate is to be completed and signed by all of the partners. Attach additional pages if more space is required.

C. Certificate for Joint Venture

We, the undersigned, are submitting this tender offer in Joint Venture and hereby authorise Mr/Ms _____ an authorised signatory of the company _____, acting in the capacity of lead partner, to sign all documents in connection with the tender offer for Contract _____ and any contract resulting from it on our behalf.

This authorisation is evidenced by the attached power of attorney signed by legally authorised signatories of all the partners to the Joint Venture. Furthermore we attach to this Schedule a copy of the joint venture agreement which incorporates a statement that all partners are liable jointly and severally for the execution of the contract and that the lead partner is authorised to incur liabilities, receive instructions and payments and be responsible for the entire execution of the contract for and on behalf of any and all the partners.

NAME OF FIRM	ADDRESS	AUTHORISING SIGNATURE, NAME & CAPACITY
<i>Lead partner</i>		

D. Certificate for Sole Proprietor.

I, _____, hereby confirm that I am the sole owner of the business trading as _____.

As witnesses:-

1. _____

Signature: Sole owner

2. _____

Date

TENDER RETURNABLE DOCUMENTS BEC EAC 012/19-20	TENDER SCHEDULES RECORD OF ADDENDA TO TENDER DOCUMENTS
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TENDER NO. BEC 012/19-20, INVITATION TO TENDER FOR TRANSPORTATION OF EXAMINATION MATERIALS FOR BEC FOR THE THREE YEARS OF 2020, 2021 and 2022.

We confirm that the following communications received from the Procuring Organisation before the submission of this tender offer, amending the tender documents, have been taken into account in this tender offer:

	Date	Title or Details
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

Attach additional pages if more space is required.

Signed

Date

Name

Position

Bidder

TENDER RETURNABLE DOCUMENTS BEC EAC 012/19-20	TENDER SCHEDULES QUALITY PLAN
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TENDER NO. BEC 012/19-20, INVITATION TO TENDER FOR TRANSPORTATION OF EXAMINATION MATERIALS FOR BEC FOR THE THREE YEARS OF 2020, 2021 and 2022.

Note to tenderers: Please provide details of your quality plan here. Alternatively, you may attach a copy of your quality plan. Please describe the management arrangements for the work in this contract. You are requested to include:

1. An organisation chart showing on-site and off-site management personnel
2. Details of the location (and functions) of offices from which the work will be managed.
3. An explanation of how you propose to allocate adequate resources for the duration of the project.

Botswana Examinations
Council

TENDER RETURNABLE DOCUMENTS	TENDER SCHEDULES EXPERIENCE OF TENDERER
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TENDER NO. BEC 012/19-20, INVITATION TO TENDER FOR TRANSPORTATION OF EXAMINATION MATERIALS FOR BEC FOR THE THREE YEARS OF 2020, 2021 and 2022.

The following is a statement of similar works successfully executed by myself/ ourselves:

Employer, contact person and telephone number.	Description of contract	Value of work	Date completed

Signed

Date

.....
Name

.....
Position

.....
Bidder

TENDER NO. BEC 012/19-20, INVITATION TO TENDER FOR TRANSPORTATION OF EXAMINATION MATERIALS FOR BEC FOR THE THREE YEARS OF 2020, 2021 AND 2022.

CONTRACT

PART 1: AGREEMENTS AND CONTRACT DATA

Form of Offer and Acceptance
Contract Data

PART 2: PRICING DATA

Pricing Instructions

PART 3: SCOPE OF WORK

Scope of work

CONTRACT PART 1 AGREEMENTS & CONTRACT DATA BEC EAC 012/19-20	FORM OF OFFER AND ACCEPTANCE
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TENDER NO. BEC 012/19-20, INVITATION TO TENDER FOR TRANSPORTATION OF EXAMINATION MATERIALS FOR BEC FOR THE THREE YEARS OF 2020, 2021 and 2022.

OFFER

The Botswana Examinations Council, P/Bag 0070, Gaborone, has solicited offers to enter into a contract for the procurement of:

To Provide Transportation of Examination Materials for BEC for the Three Years of 2020, 2021 and 2022.

The bidder, identified in the signature block below, has examined the documents listed in the Tender Data and addenda thereto as listed in the Tender Schedules, and by submitting this offer has accepted the conditions of tender.

By attaching the signature of a duly authorised representative to this part of this Form of Offer and Acceptance, the bidder offers to perform all of the obligations and liabilities of the Contractor (or the Consultant or the Supplier as the case may be) under the Contract including compliance with all its terms and conditions according to their true intent and meaning for an amount to be determined in accordance with the Conditions of Contract identified in the Contract Data.

This Offer, of which the bidder has signed one original, may be accepted by the Procuring Organisation by signing the form of Acceptance overleaf and returning one fully executed original of this document including the Schedule of Deviations (if any) to the bidder before the end of the period of validity stated in the Tender Data, whereupon the bidder becomes the party named as the Contractor, (or the Consultant, Professional Service Provider, Service Provider or the Supplier as the case may be) in the Conditions of Contract identified in the Contract Data.

The total of the amount tendered is _____

Pula, (in words);
P_____ (in figures). (Not applicable for rate only contracts)

(Do not include the amount for the Form included in the Technical Proposal)
(Include the amount for the Form included in the Financial Proposal)

For the tenderer:

Signature(s)

Name(s)

Capacity

(Insert name and address of organisation)

Name &
signature of
witness

Date

ACCEPTANCE

By attaching the signature of a duly authorised representative to this part of this Form of Offer and Acceptance, the Procuring Organisation accepts the bidder's Offer. In consideration thereof, the Procuring Organisation shall pay the Contractor, (or the Consultant or the Supplier as the case may be) the amount due in accordance with the Conditions of Contract identified in the Contract Data. Acceptance of the bidder's Offer shall form an Agreement between the Procuring Organisation and the bidder upon the terms and conditions contained in this Agreement and in the Contract that is the subject of this Agreement.

The terms of the Contract, are contained in:

- Part 1 Agreements and Contract Data, (which includes this Form of Offer and Acceptance)
- Part 2 Pricing Data
- Part 3 Scope of Work

and drawings and documents (or parts thereof), which may be incorporated by reference into the above listed Parts.

Deviations from and amendments to the documents listed in the Tender Data and any addenda thereto listed in the Tender Schedules as well as any changes to the terms of the Offer agreed by the bidder and the Procuring Organisation during this process of Offer and Acceptance, are contained in the Schedule of Deviations attached to and forming part of this Form of Offer and Acceptance. No amendments to or deviations from said documents are valid unless contained in this Schedule, which must be signed by the duly authorised representative(s) for both parties.

The bidder shall within one week of receiving a fully executed original of this Agreement, including the Schedule of Deviations (if any), contact the Procuring Organisation's agent (whose details are given in the Contract Data) to arrange the delivery of any securities, bonds, guarantees, proof of insurance and any other documentation to be provided in terms of the Conditions of Contract identified in the Contract Data at, or just after, the date this Agreement comes into effect. Failure to fulfil any of these obligations in accordance with those terms shall constitute a repudiation of this Agreement.

Notwithstanding anything contained herein, this Agreement comes into effect on the date when the bidder receives one fully executed original of this document, including the Schedule of Deviations (if any). Unless the bidder (now Contractor, Consultant or Supplier) within five days of the date of such receipt notifies the Procuring Organisation in writing of any reason why he cannot accept the contents of this Form of Offer and Acceptance, this Agreement shall constitute a binding contract between the Parties.

For the Botswana Examinations Council

Signature(s)

Name(s)

Capacity

.....
(Insert name and address of organisation)

Name & signature of witness Date

NB:

- a) This form must be included in both the Technical and Financial Proposals.**
- b) The Form in the Technical Proposal should be written “Refer to Financial Proposal” where there is provision for the total amount tendered.**
- c) The Form in Financial Proposal should reflect the total amount which shall be read at the financial bid opening.**

LOCAL PROCUREMENT REGISTRATION CERTIFICATE

Indicate the status of the tenderer by ticking the appropriate box hereunder. The tenderer must complete the certificate set out below for the relevant category.

A WOMAN	B YOUTH	C PEOPLE WITH DISABILITY	D RURAL SETTING	E EMPLOYMENT

A. B. C. Certificate for businesses owned by WOMAN/ YOUTH/ PEOPLE WITH DISABILITY

I, _____, being a duly authorised representative and acting on my capacity as _____ of _____, hereby confirm that the above

mentioned business is 100% owned by women/ youth/ people with disability.

As witnesses: -

1. _____

Authorised Signatory

2. _____

Date

D. Certificate for RURAL SETTING

I, _____, being a duly authorised representative and acting on my capacity as _____ of _____, hereby confirm that the above

mentioned business has been established and operates from a rural area.

LOCATION OF BUSINESS

WARD	VILLAGE

As witnesses: -

1. _____

Authorised Signatory

2. _____

Date _____

E. Certificate for EMPLOYMENT

I, _____, being a duly authorised representative and acting on my capacity as _____ of _____, hereby confirm that the above

mentioned business has employed majority of any of the following categories- women/ youth/ people with disability.

Total no employees _____

No of Women (W) _____ **Youth (Y)** _____ **People with disability (PWD)** _____

% ratio of (W+ Y+ PWD) to Total no of employees _____ **(Cut-off point will be 60%)**

As witnesses: -

1. _____

Authorised Signatory

2. _____

Date

NB: Youth in this regard will people within the age of 18-35 years.

TENDER NO. BEC 012/19-20, INVITATION TO TENDER FOR TRANSPORTATION OF EXAMINATION MATERIALS FOR BEC FOR THE THREE YEARS OF 2020, 2021 and 2022.

Bidders should provide costing for each event they wish to tender for as specified in the Technical Bid. The phases in the table below are intended as a guideline, and bidders are free to specify phases which are consistent with their Technical Bid. The mass estimates below are for one examination series/ one year only. These are subject to fluctuation hence the costing will be per kilogram for the years; 3 years for Standard Four & PSLE, 3 years for JCE and 2 years for BGCSE.

SUMMARY PRICING SCHEDULE

(Pricing schedule should indicate cost per kg for the years 2020, 2021 & 2022 for Standard Four, PSLE & JCE while for BGCSE the pricing schedule should be for 2021 & 2022 only. These should be placed inside the financial proposal envelope)

Part I (a) – Standard Four

Item No	Type of material transported	Estimated Mass in kg	Cost per kg	Sub total	12% VAT	Total
1	Question Papers	37,890				
Unit Price						
					Grand Total	

Part I (b) - PSLE

Item No	Type of material transported	Estimated Mass in kg	Cost per kg	Sub total	12% VAT	Total
1	Question Papers to centres	84,200				
2	OMR Forms to centres	10, 000				
3	Examination stationery to centres	2, 000				
4	Mark sheets and Scripts from Centres	40,000				
Unit Price						
Estimated Total		136,200				
					Grand Total	

Part II – JCE

Item No	Type of material transported	Estimated Mass in kg	Cost per kg	Sub total	12% VAT	Total
1	Question papers to centres	34,300				
2	Examination Stationery to centres	15,000				
3	Scripts from Centres	20,000				
4	Early material to centres	7,260				
5	Projects from centres	10, 000				
Unit Price						
Estimated Total		86,560				
					Grand Total	

Part III – BGCSE

Item No	Type of material transported	Estimated mass in kg	Cost per kg	Sub total	12% VAT	Total
1	Question papers to centres	22,250				
2	Examination Stationery to centres	9,000				
3	Scripts from Centres	15,250				
4	Early material to centres	1,390				
5	Projects from centres	5, 000				
Unit Price						
Estimated Total		52,890				
					Grand Total	

NB: The tender will be awarded in unit prices as masses given above are estimates where actuals could be more or less. Both parties will weigh the examination material together to verify the actual masses.

The winning bidder must provide a weighing scale that has been calibrated by BOBS within 3 months from its usage for use by both parties.

NB: Botswana Examinations Council will award the tender in parts, only under exceptional circumstances will a bidder be awarded two levels and this can only be PSLE and BGCSE.

1. All costs must include VAT for VAT registered companies, withholding Tax and all applicable taxes. The tax laws of Botswana will apply where applicable.
2. All prices should be fixed where possible. Where a variable cost is included it should be estimated as the maximum to be charged.
3. Payments will be made based on actual cost incurred up to the amount stipulated in the pricing schedules.
4. The tender shall be valid for a period of at least 120 days.
5. Payments will be made in accordance with agreed payments schedules to be agreed at the date of signing the contract.

1 **BEC's objectives**

The purpose of this Invitation to Tender is to invite potential bidders to supply secure delivery and distribution services for examinations material for the three years of 2020, 2021 and 2022. The winning bidder would provide such service for the years mentioned.

The job would involve the delivery and collection of Examination Material to and from Examination Centres countrywide. In some cases it could involve handling and packaging to ensure security and prevention from damage during distribution. The schedule of delivery will be agreed upon between the two parties prior to the execution of the project. Charges made should include VAT for VAT registered companies. The service should include a vehicle tracking facility which shall allow the winning bidder to update BEC about particular deliveries being made at a given period of time.

The job is generally regular and stretches throughout the year. Examination materials among other things include stationery, question papers and scripts (script here refers to written scripts, hard drives, artefacts and folios). The materials will be delivered to and collected from Examination Centres. Distance between places and mass of materials are important factors in costing the project. The element of timing is also important since BEC's work schedules are controlled by deadlines. Attributes such as quality, effectiveness and promptness cannot be overemphasised. Adherence to delivery schedule is paramount. Strict security precautions should be taken at all times to ensure that the reliability, validity and credibility of examinations are maintained.

NB: Standard Four and PSLE may be phased out before the end of the 3 year contract therefore will be awarded for one year and the contract renewed yearly for 2 years should the need arise. Standard Four and PSLE should be delivery together.

2 **Specific Requirement List and Specifications**

a) Security

These include lockable and secure vehicles that can travel long distances without experiencing mechanical problems. Vehicles should have tracking device. Load bin should be sealed.

b) Technical requirements for transportation of examinations material:

- Number of bonded vehicles;
- Vehicles that are in good condition;
- Experienced and licenced drivers with clean drivers licences;
- Secure transport (bonded vehicles); with tracking device;
- Mechanism of updating BEC and Centres about deliveries and collection;
- Experience in large-scale haulage of bulky material over long distances;
- References from previous similar work
- Relevant qualifications of senior personnel
- Plan and strategy to undertake the project;
- Management transportation standards;
- Overall capability and commitment;
- Risk management plan;
- Security plan.

Relevant Experience: Years spent in the transportation of bulk material.

Quality: Quality check list:

- Delivery plan and schedule
- Delivery process
- Turnaround time
- Capacity and readiness
- Security logistics
- Secure record keeping
- Personnel accountability
- Secure storage in-transit (in case of emergency)
- Tracking of deliveries and giving feedback to BEC

Project Cost: Provide the total cost including all expenses separate for each year for each level. Sufficient breakdown of each element and unit cost should be indicated.

NB: This should be included in the Financial Proposal envelope.

- Transportation of Standard Four Attainment Test material in 2020- 2022
- Transportation of PSLE examination materials in 2020- 2022
- Transportation of JCE examination materials in 2020 – 2022 (inclusive of delivery and collection of JCE Early Material)
- Transportation of BGCSE examination materials in 2021 – 2022 (inclusive of delivery and collection of BGCSE Early Material)
- Prices should be quoted in Botswana Pula only and should be compliant with Botswana tax laws.

- Prices should remain fixed for the entire duration of the contract unless there could be a drastic change in numbers caused by changes in the syllabus and or number of schools and candidates which may affect changes in volumes of material.

- Payment will be made no later than 30 days, check with Finance Division after the delivery of the goods and issuance of the invoice.

3 Format and Content of Responses

Bids should be concise, to the point and address all issues raised in this Invitation to Tender document. The strength of the bidder, methodology, cost and personnel proposed will be key factors in the selection process. Bidders should not alter the formats given in the annexure when submitting the bid. The forms listed under Returnable Documents are to be supplied as they form part of the evaluation.

3.1 Bid

Bids must include the following items preferably in this order:

- Response Form and supporting documents
- Company Profile
- Pricing schedule should be not included anywhere in technical proposal as it is a two envelope system.
- All returnable documents
- Any relevant information

3.1.1 Company Profile

Bidders should highlight the capability of the organisation to undertake this project and list any similar assignments which have been successfully undertaken in the past.

3.1.2 Appendices

Documents which cannot be incorporated in the body of the bid should be assembled and indexed and then included in the appendices of the bid. Bidders are free to provide any further information should they wish to do so.

4 Quality plans and control

Bidders are required to outline their Quality Management and Quality Assurance methodologies and how they would be implemented in relation to the project. The following areas should be covered in this section:

- How the work is going to be completed to the required standard, within the project cost and on time.
- How quality management is to be ensured during the project.

----- **END OF DOCUMENT** -----