



**BOTSWANA
EXAMINATIONS
COUNCIL**

DIRECTORATE OF CORPORATE SERVICES

INVITATION TO TENDER

FOR

**PROVISION OF COMPREHENSIVE INSURANCE SERVICES FOR BOTSWANA EXAMINATIONS
COUNCIL (BEC) FOR THREE YEAR PERIOD OF 2021, 2022 AND 2023.**

Tender No. BEC CS 010/20-21

Available Date: From 15 February 2021

Closing Date: 19 March 2021 at 10.00 Hours

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: +267 310 5400 Email: procurement@bec.co.bw

Botswana Examinations
Council

**TENDER
TENDERING PROCEDURES**

**TENDER NOTICE AND
INVITATION TO TENDER**

Tender Ref No. BEC CS 010/20-21

Provision of Comprehensive Insurance Services for Botswana Examinations Council (BEC) for Three Year Period of 2021, 2022 and 2023.

- Bidders are invited for the Provision of Comprehensive Insurance Services for Botswana Examinations Council (BEC) for three year period of 2021, 2022 and 2023.
- The Procuring Organisation is Botswana Examinations Council (BEC) and this tender is **reserved for 100% citizen owned companies in accordance with the statutory instrument No.23 of 28th February 2020.**
- Bidders must, in order to be considered for the award of the contract:
 - Be registered with PPADB under the relevant sub-codes of Code 127;
 - Be in possession of a valid and appropriate Tax Clearance Certificate or an Exemption thereof;
 - Have appropriate licence

- Tender documents will be available with effect from **15 February 2021** and can be obtained from Botswana Examinations Council website <http://www.bec.co.bw/docs/invite-tender> at a non-refundable and non-transferable fee of P250.00 (Two Hundred and Fifty Pula only) to the following BEC Account details:

Account Name: BEC
Bank Name: First National Bank Botswana
Account Number: 6222 132 9940
Branch Name: Corporate
Branch Code: 282267
Swift Code: FIRNBWGX

NB:(The fee for the youth is P125 non- refundable and non – transferable)

Bidders are advised to use 44444 as reference number.

- NOTE: There will be no issuing of hard copies of ITTs to bidders.
- Proof of Payment must be sent to procurement@bec.co.bw as well as tmogapi@bec.co.bw and must be included in the Bid Responses, failing which the bid will be disqualified.
- The Procurement Office of the Botswana Examinations Council can also be contacted at the following addresses for any clarification:

Postal Address

Botswana Examinations Council
Private Bag 0070
Gaborone.

Tel: (+267) 365 0700 or T. Mogapi 365 0700
Fax: (+267) 3933872

Physical Address

Botswana Examinations Council
Plot 54862, KT Motsete Road
Gaborone.

Email: procurement@bec.co.bw

Bids must be submitted using the Two Envelope system. Bids must be submitted using a two envelope system. **One original and four (4) copies plus a soft copy in a Re-writable CD/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 CS 010/20-21 Invitation to Tender for Provision of Comprehensive Insurance Services for Botswana Examinations Council (BEC) for Three Year Period of 2021, 2022 and 2023.

Bids must arrive not later than 10:00 am (local time) on **Friday 19th March 2021**. Bids received after the closing date and time will NOT be accepted. Telephonic, Telegraphic, Telex, Email or Facsimile bids will NOT be accepted.

Sealed bids should be delivered to the following address:

The Secretary, Tender Committee
Botswana Examinations Council
Plot 54862, KT Motsete Road, Gaborone.

NB. Non-compliance to the separation of the technical and financial bids and any appearance of technical figures in the technical bid shall be subject to outright disqualification. The same treatment will be given to bidder's responses that do not have the required number of envelopes for the technical and financial bids.

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

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- Queries 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.

Tel: (+267) 365 0700 Att: T. Mogapi

Fax: (+267) 393 3872

Email: procurement@bec.co.bw

Bids must arrive no later than 10:00 am (local time) on Friday 19th March 2021. The tenders will be opened in the presence of bidders wishing to attend immediately after closing in BEC premises. Bids received after the closing date and time will not be accepted. Telephonic, Telegraphic, Telex, Email or Facsimile bids will not be accepted.

The proposal must be made in English

Important Dates:

Tender Available on BEC Website: From 15th February 2021

Tender Closing Date: 19th March 2021

Botswana Examinations Council is not bound to accept the lowest or any bid, or bear any expense in the preparation thereof. The BEC also reserves the right to award the tender in full or in parts. The bids response must be structured in the format specified in this tender document.

Tender Committee Secretary
For / Botswana Examinations Council

Botswana Examinations
Council

**TENDER
TENDERING PROCEDURES**

**TENDER DATA
VOLUME 1**

TENDER NO. BEC CS 010/20-21 PROVISION OF COMPREHENSIVE INSURANCE SERVICES FOR BEC FOR THREE YEAR PERIOD OF 2021, 2022 and 2023.

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 tenders are required to submit the following:

- 1 Original and 4 copies and CDS/DVDs for both technical and financial proposals.
- Proof of payment of the tender fee of P250.00 (or P125.00 for Youth Companies).
- PPADB Registration Certificate under Code 127 and the relevant Sub-Code or

- on Relevant Codes and Sub- Codes (Verification will be done on-line)
- A valid and appropriate Tax Clearance Certificate (Provide Pin for on-line verification)
 - Completed Declaration Form for Tendering Purposes
 - Submission of company Extract accompanied by confirmation of Shareholders and Directors as well as their Identity Documents
 - Copies of a valid Non-Bank Financial Institution Regulatory Authority (NBFIRA) licence;
 - 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 Authority of Signatory:
 - Completed and signed Form of offer and Acceptance

NB: The tender response must be made in English

- 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, withholding Tax or any other taxes in accordance with the tax laws of Botswana.

The tender validity period shall be at least 120 days from the closing date of the tender.

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

- 1.5 Tender No. BEC CS 010/20-21 Provision of Comprehensive Insurance Services for BEC for Three Year Period of 2021, 2022 and 2023.

Tender Secretary
Botswana Examinations Council
Plot 54862, KT Motsete Road, Gaborone

- 1.6 A two envelope procedure will be followed, failing which disqualification will be promptly executed.

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

- 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 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 and shall bear the submission address.

The original, four (4) copies and a re-writable CDs/DVD of each of the technical and financial bid shall be placed in a separate and sealed envelope clearly marked Technical Bid – Tender No.BEC CS 010/20-21: Provision of Comprehensive Insurance Services for Botswana Examinations Council (BEC) for Three Year Period of 2021, 2022 and 2023 and shall bear submission address.

Re-writable CDs/DVDs should be separate for the technical and financial proposal. The CD/DVD for the technical proposal should be included in the technical proposal envelope while the CD/DVD for the financial proposal should be included in the financial proposal envelope.

Bids must arrive no later than 10:00 am (local time) on **Friday, 19th March 2021**, the outer envelope should have the original, Four (4) copies and 2DVDs/CDs of the technical and Financial bids respectively. These shall be placed in a sealed larger envelope clearly marked;

Tender No.BEC CS 010/20-21 Provision of Comprehensive Insurance Services for Botswana Examinations Council (BEC) for Three Year Period of 2021, 2022 and 2023.

Bids will be opened immediately, and bidders may be present if they wish. Bids received after the closing date and time will not be accepted. Telephonic, Telegraphic, Telex, Email or Facsimile bids will not be accepted.

Immediately after the deadline for the submission of bids, the technical bid of all the tenderers will be opened. The financial bids shall remain sealed and deposited with BEC Tender Committee until those bids meeting the technical requirements have been identified

This Tender is open to 100% Citizen Owned companies only.

1.7	The closing time for submission of tender offers is: 10:00hrs on Friday 19 th March 2021
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 hrs on Friday 19th March 2021.
 Location: Botswana Examinations Council
 Plot 54862, 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 by the Project Sponsor 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 1.13.
- 2 The qualifying bids after Stage 1 will go through to Stage 2 of the evaluation process as described in 1.14.
- 3 The technical bids of only the short listed bidders after Stage 2 of the evaluation process will be opened and evaluated as stated in Stage 3 of the evaluation process in 1.15.
- 4 The project will be provisionally awarded to the Bidder with highest combined score of Stage 2, and Stage 3 of the evaluation process subject to successful negotiation of the contract as in 1.16.

The maximum scores allocated to Stage 2:Technical and Stage 3:Financial are as follows:

Stage 2 : 80

Stage 3 : 20

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

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.

1.13 Disqualification at Stage 1

A bidder whose bid does not meet the following requirements will be disqualified during the first scrutiny at Stage 1. In the case of a consortium, partnership or joint venture, the companies shall be evaluated individually for compliance with listed requirements. ie individual companies must meet the compliance criteria for the consortium, partnership or joint venture to proceed to stage 2.

Companies must submit all of the following:

- a) Submission of a valid PPADB Registration on the relevant sub-code of Code 127;(registration will be verified online);
- b) Submission of a valid Tax Clearance Certificate from BURS; (Provide Pin No. for on-line verification);
- c) Submission of certificate of Registration from Non-Bank Financial Institution Regulatory Authority;
- d) Submission of completed Form of Declaration For Tendering Purposes;
- e) Company Extract from Companies and Intellectual Properties Authority (CIPA) showing company Shareholders and directors, accompanied by identity Documents of both Directors and Shareholders ;
 - 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.
- e) Completed and Signed Form of Authority of Signatory;
- f) COMPLETED AND SIGNED FORM OF OFFER AND ACCEPTANCE (**NB: AMOUNTS TO BE INCLUDED IN THE FINANCIAL PROPOSAL ONLY**)

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 with amounts in the financial proposal, will lead to outright disqualification

1.14 Evaluation of bids at Stage 2

The following table shows the criteria which will be used. The criteria will be rated on a weighted scale 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.

No	Criteria	Description	Marks
1	Capability of the entity or organisation	<ul style="list-style-type: none"> • Past relevant experience in insurance services (7 years or more) (15 Marks) Submission of at least 3 traceable references indicating experience in insurance services 3 or more reference letters (15 marks) 2 or more reference letters (10 marks) 1 reference letter (5marks) 0 reference letter (0marks) Recent Audited two years financial statements (5 Marks) 	20
2	Capability and experience of the proposed Team	<ul style="list-style-type: none"> • Bidder must have a proposed team of at least three (3) qualified team members with a Bachelor's Degree/Diploma in Insurance related courses + Certificate of Proficiency (COP) in both short term and long term insurance. <i>3 qualified members, – 10 marks</i> <i>2 qualified members, – 5 marks.</i> <i>1 qualified member, with experience in insurance services – 3 marks.</i> <i>0 Qualified members-(0 marks)</i> 	10

3	Solution and Methodology	<ul style="list-style-type: none"> Is the proposed solution addressing the requirements of BEC (20 marks). Is the proposed implementation of the methodology suitable and in accordance with the Scope and Terms of reference (10 marks). Provide training plan to assist the custodians of BEC assets with handling of insurance (10 marks) 	50
		<ul style="list-style-type: none"> Does the proposed methodology to be applied by the bidder ensures quality and timely delivery of service (turnaround times) (10 marks). 	
	Total		80

The cut off for progression to Stage 3 is a minimum score of 60 i.e. 75%, and bidders who score 60 and above will have their financial proposal opened and evaluated.

Bidders should respond to the above requirements in full to guide evaluators in allocating marks

1.15 Financial Evaluation Bids – Stage 3

Only technically compliant bids that score a minimum of 60 points (75%) or above shall undergo cost evaluation.

Correct arithmetic errors and convert bids to a common currency. Should there be discrepancy between the Unit price and Total price, the unit price shall be used. Should there be discrepancy between the amount in figures and amount in words, the amount in words will be used.

Bids will be ranged in order of their prices after correction of arithmetic errors.

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

The Citizen Empowerment Policy will be applied where:

- The EDD policy will also be applied. Bidders must submit their EDD certificates for this preference to be applied to them.
- The Local Empowerment Policy will also be applied and bidders must submit evidence for the policy to be applied

The qualifying bids will be evaluated based on the following factors:

The following formula will be used to rate the quoted prices:

$$FS = 20 \times LP / P$$

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.

1.16 Basis of Award

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

TENDER ACCEPTANCE

Notwithstanding anything contained in any of these tender documents, The Botswana Examinations Council is not bound to accept the lowest or any tender, nor incur any expense in the preparation thereof. Selection of suppliers will not solely base on the lowest price. There are other factors to be considered e.g. quality, lead-time and acceptance of technical information etc. The Botswana Examinations Council reserves the right not to accept the lowest or any

tender.

The Botswana Examinations council also reserves the right to award the tender in full or in parts to different bidders.

**Botswana Examinations
Council**

TENDER RETURNABLE DOCUMENTS	LIST OF RETURNABLE DOCUMENTS Volume 2
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Tender NO. BEC CS 010/20-21 Provision of Comprehensive Insurance Services for BEC for Three Year Period of 2021, 2022 and 2023.

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 all other Requirements specified in the CONTRACT PART 3

- Quality plan
- Response Form
- Experience of the bidder
- Risk management plan

- All certified copies of documents and conditions specified in(1.3)
- Form of declaration for Tendering Purposes

2. Other Documents required for tender evaluation purposes

- PPADB Registration Certificate(Verification will be done online)
- Copy of Tax Clearance Certificate for Botswana Registered Companies or exemption certificate thereof from BURS(Provide Pin No.and Certificate No.for online verification);
- Certified copy of Certificate of registration from Non-Bank Financial Institution Regulatory Authority;
- Certified copies of Share Certificates(forms from CIPA showing Shareholders would be preferred);
- Copies of forms from CIPA showing list of Directors .

3. Returnable Documents that will be incorporated into the contract

- Quality plan
- Curricula vitae of key personnel
- Detailed Response to all other Requirements specified in the CONTRACT PART 3
- Management plan
- Form of offer & Acceptance
- Response Form
- Form of Declaration by Directors and Shareholders

Parts of each tender offer communicated on paper shall be submitted as an original, plus four (4) duplicate copies and 2 re-writable CDS/DVDs; one containing the technical proposal and the other one containing the 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	

**Botswana Examinations
Council**

**TENDER
RETURNABLE DOCUMENTS**

**TENDER SCHEDULES
CERTIFICATE OF
AUTHORITY OF SIGNATORY**

Tender NO. BEC CS 010/20-21 Provision of Comprehensive Insurance Services for BEC for Three Year Period of 2021, 2022 and 2023.

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 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. _____

2. _____

Signature: Sole owner

Date

Botswana Examinations
Council

TENDER
RETURNABLE DOCUMENTS

TENDER SCHEDULES
RECORD OF ADDENDA TO
TENDER DOCUMENTS

Tender NO. BEC CS 010/20-21 Provision of Comprehensive Insurance Services for BEC for Three Year Period of 2021, 2022 and 2023.

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

Tenderer

**Botswana Examinations
Council**

TENDER RETURNABLE DOCUMENTS	TENDER SCHEDULES QUALITY PLAN
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Tender NO. BEC CS 010/20-21 Provision of Comprehensive Insurance Services for BEC for Three Year Period of 2021, 2022 and 2023.

Note to bidders

Please provide details of your quality plan here. Please describe the management arrangements for the work in this contract. You are requested to include

1. An organization chart showing onsite and off-site management personnel
2. Details of the location (and functions) of offices from which 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
CURRICULUM VITAE OF KEY
PERSONNEL**

Name:

Date of Birth:

Profession:

Nationality:

Current Position:

Years with the firm:

Qualification and Experience:

Education:

Professional Membership

Experience Record

Languages:

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this data correctly describes me, my qualifications and my experience.

_____ **Date:** _____
[Signature of authorized representative of the Tenderer]

**Botswana Examinations
Council**

TENDER RETURNABLE DOCUMENTS	TENDER SCHEDULES EXPERIENCE OF BIDDER
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Tender NO. BEC CS 010/20-21 Provision of Comprehensive Insurance Services for BEC for Three Year Period of 2021, 2022 and 2023.

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

Tenderer

Botswana Examinations
Council

TENDER RETURNABLE DOCUMENTS	TENDER SCHEDULES MANAGEMENT PLAN
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Tender NO. BEC CS 010/20-21 Provision of Comprehensive Insurance Services for BEC for Three Year Period of 2021, 2022 and 2023.

Note to tenderers: Please describe the management arrangements for the work in this contract. You are requested to include:

1. An organisation chart showing 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 contract.

Summary of items attached to this schedule:

Attach additional pages as required.

Signed

Date

Name

Position

Tenderer

Republic of Botswana	TENDER RETURNABLE DOCUMENT	DECLARATION FORM FOR TENDERING PURPOSES
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Tender NO. BEC CS 010/20-21 Provision of Comprehensive Insurance Services for BEC for Three Year Period of 2021, 2022 and 2023.

Declaration to establish that Directors, shareholders, partners, members have not participated through any other bid for the same tender

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 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 deposited 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:

	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. _____
- 2. _____

 Authorised Signatory

 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. _____
- 2. _____

 Authorised Signatory

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.

Botswana Examinations Council

CONTRACT

Volume 3

Tender NO. BEC CS 010/20-21 Provision of Comprehensive Insurance Services for BEC for Three Year Period of 2021, 2022 and 2023.

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

Botswana Examinations
Council

**CONTRACT PART 1
AGREEMENTS & CONTRACT
DATA**

**FORM OF OFFER AND
ACCEPTANCE**

Tender NO. BEC CS 010/20-21 Provision of Comprehensive Insurance Services for BEC for Three Year Period of 2021, 2022 and 2023.

Offer

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

PROVISION OF COMPREHENSIVE INSURANCE SERVICES FOR BEC FOR THREE YEAR PERIOD OF 2021, 2020 and 2023

The tenderer, 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 tenderer 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.

The total of the amount tendered is _____
 _____ Pula, (in words); P_____
 _ (in figures). (Not applicable for rate only contracts)

This Offer, of which the tenderer 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 tenderer before the end of the period of validity stated in the Tender Data, whereupon the tenderer 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.

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 tenderer’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 tenderer’s Offer shall form an Agreement between the Procuring Organisation and the tenderer 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 tenderer 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 tenderer receives one fully executed original of this document, including the Schedule of Deviations (if any). Unless the tenderer (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

Botswana Examinations
Council**CONTRACT PART 2
PRICING DATA****PRICING INSTRUCTIONS**

Tender NO. BEC CS 010/20-21 Provision of Comprehensive Insurance Services for BEC for Three Year Period of 2021, 2022 and 2023.

NB: TO BE INCLUDED IN THE FINANCIAL PROPOSAL ONLY

Bidders should provide costing for each of the main phases of the project 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. **NB only deliverables should be included in the technical bid but not financials, Financials should be separated from the technical bids.**

Summary pricing schedule

The quoted prices should be inclusive of 12% VAT and any other relevant taxes.

NB: THE PRICES SHOULD BE INCLUDED IN THE FINANCIAL PROPOSAL ONLY AND NOT APPEAR ANYWHERE IN THE TECHNICAL PROPOSAL

Botswana Examinations Council Insurance Detail list

POLICY	COVER	SUM TO BE INSURED INCLUDING VAT (BWP)	NET RATE INCLUDING VAT(TO BE QUOTED)
Group life Cover/Permanent Health Insurance	To cover 209 BEC Permanent & Full time employees in the event of death, sickness or incapacity to perform occupation engaged in.	61 851 518.64 <i>(Total annual pay multiplied by 4)</i>	
Workers Compensation	To covers employees in the event they are involved in an industrial accident or occupational industrial disease as stipulated in the Workers' Compensation Act.	61 851 518.64 <i>(total annual basic pay)</i>	
Buildings Combined	<i>To cover buildings, fixtures and fittings against fire, lightning explosion, malicious damage, civil commotion, floods, storm, escape of water, impact by animals and theft of contents</i>	132 240 000.00	
Office Contents (entire office contents, machinery and equipment)	<i>Loss or damage to contents (other than documents and electronic processing equipment) whilst in the offices by fire, lightning or thunderbolt, explosion, storm, wind, water, hail, snow, earth quake or impact.</i>	6 000 000.00	

Loss of documents	<i>Loss or damage to documents whilst in the offices by fire, lightning or thunderbolt, explosion, storm, wind, water, hail, snow, earth quake or impact.</i>	1 000 000.00	
Business All risk	<i>Loss or damage to the following while anywhere in the world by any accident</i>		
	Projectors	71 404.24	
	Digital Cameras	22319.00	
	Projector Monitor	12615.00	
	Platform Scale	16172.80	
	Aluminium Shades	15836.67	
	Ip Outdoor P/T/Z Cameras	381000.00	
	IP Indoor Fixed Cameras	856 000.00	
	IP Indoor Dome PZT Cameras	140 000.00	
	IP Outdoor Fixed Cameras	162 000.00	
Card printer and accessories	36000.00		
		1 856 447.71	
Fidelity Guarantee	<i>Direct financial loss sustained by BEC as a result of fraud or dishonesty by employees or directors</i>	2 000 000.00	
Goods In Transit	<i>Loss of or damage to property usual to BEC business in the course of transit caused by any accident or misfortune not otherwise excluded (estimated annual carry)</i>	1 000 000.00	
Public Liability	<i>Damages and losses BEC may be legally liable to pay consequent to accidental death of or bodily injuries or illness to third parties or accidental loss of or physical damage to their tangible property which occurs in the course of or in connection with the BEC business.</i>	1 000 000.00	
Computer Electronics	<i>To cover computers against loss or damage resulting from any external cause such as fire, explosion, theft, storm or flood, snow and also cover the risks of any form of electrical or mechanical breakdown while the</i>		

	<i>equipment is in use as follows:</i>		
	All static hardware	7 000 000.00	
	Software	3 500 000.00	
	Laptops	800 000.00	
	Security system software	390 000.00	
	Security system hardware	2 216 000.00	
		13 906 000.00	
Motor fleet	<i>Comprehensive cover for all vehicles belonging to BEC (attached schedule)</i>	4 043 483.72 <i>(based on 2020 valuations hence subject to change)</i>	
Directors' and Officers' Liability	<i>Covering the personal liability of directors and officers of BEC arising from their performance</i>	1 000 000.00	
		Sub Total	
		VAT	
		Total	

List of Motor fleet

Make	Model	Year	Reg No	Sum Insured (valuations)
Chevrolet	Captiva 3.2	2010	B 785 ASM	147 000.00
Isuzu D/Cab 2011	KB250LE	2010	B 803 ASM	137 000.00
Isuzu D/Cab 2011	KB240LE	2010	B 814 ASM	80 000.00
Isuzu D/Cab 2011	KB240LE	2010	B 807 ASM	80 000.00
Isuzu D/Cab 2011	2.2	2010	B 809 ASM	80 000.00
Nissan	D/Cab	2010	B 938 ASK	113 000.00
Nissan	2.4 H/Body	2010	B 942 ASK	113 000.00
Nissan	2.4 D/Cab	2010	B 944 ASM	113 000.00
Toyota	Land Cruiser	2007	B 121 ALS	148 304.00
Nissan	2.4 Hardbody	2013	B101AWN	155 000.00
Toyota	Hilux 2.5DC P/Up SC	2015	B804BBO	229 960.00
Toyota	Corolla 1.6 Esteem	2015	B302BBK	202 998.32
Isuzu	250LE Pick up D/Cab	2015	B868BBK	267 000.00
Isuzu	250LE Pick up D/Cab	2015	B875BBK	267 000.00
Isuzu	250LE Pick up D/Cab	2015	B879BBK	267 000.00
Mercedes	Benz GLE 400	2016	B235 BCT	744 000.00
Toyota	Hilux 2.4 Raider D/CAB	2020	B989 BNV	364 169.29
Toyota	Fortuner 2.8 GD6 4*4	2021	B956BNX	535 051.33
TOTAL				4 043 483.72

1. All costs must include VAT (for VAT registered companies), withholding Tax and all other applicable taxes. The tax laws of Botswana will apply to the ITT and signed contract.
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. Quoted prices are to be valid for a period of **at least 120 days**.
5. Payments will be made in accordance with agreed payments schedules.

Botswana Examinations
Council

**CONTRACT PART 3
SCOPE OF WORK**

**SCOPE OF WORK:
SERVICES CONTRACT**

Tender NO. BEC CS 010/20-21 Provision of Comprehensive Insurance Services for BEC for Three Year Period of 2021, 2022 and 2023.

1. Purchaser's objectives

The purpose of this Invitation to Tender is to fairly, transparently and objectively solicit services for Provision of Comprehensive Insurance Services for Botswana Examinations Council.

2. Overview of the required services

The purpose of this exercise is to obtain competitive premiums proposals for the insurance portfolio from prospective Brokers/Insurance Companies. The successful Broker will be involved in a relationship with BEC for a maximum period of 3 years on an annual contract basis, which may be terminated after one year on the basis of the Broker's unsatisfactory performance and quality of service.

3. Background and proposed assignment

The Botswana Examinations Council is a semi-autonomous body created by the Botswana Examinations Council Act No. 11 of 2002. The Council is mandated to cover all insurable risks adequately and economically by an appropriate insurance cover. Procedure to obtain such cover must be in accordance with the regulations governing procurement of goods and services. It is for this reason that a capable expert company be engaged to provide insurance services.

4. Objectives and scope of the assignment

Below are a list of expectations from the exercise :

5. Specific objectives

- a) The service provider to provide a quote on premiums for the provided list
- b) The service provider to ensure timeous calculation of premiums
- c) The service provider to ensure timeous processing of payment to insurer claims
- d) Ensuring that BEC timeously and properly submits all proposals, declarations, notices and claims in relation to its insurance cover.
- e) Claims Administration
- f) Negotiations with insurers
- g) The broker will be expected to provide training on inclusion and exclusion of the

policy as well as other necessary conditions of the policy. Training will be provided on claims handling for key staff.

6. 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 evaluation.

6.1 Bid

Bids must include the following items preferably in this order:

Response Form and supporting documents

Company Profile

Proposed Methodology and Solution

Proposed Project Team

Details of References

Quality Assurance

All returnable documents

Any relevant information

6.1.1 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. Bidders should note that companies that have successfully implemented similar projects in the past will have an added advantage.

Bidders should also provide an overview of the company structure including any subsidiary companies, holding companies and financial backers. A description of the history of the company, including growth and number of staff, should be provided. Information relating to turnover and profits should also be provided for the last three financial years, preferable in the following format:

	2018	2019
Annual turn over		
Annual net profit		

If the bid is from a consortium, joint venture, partnership or subcontracting, the information should be included for each of the companies to be involved in the project

6.1.2 Proposed Methodology and Solution

Bidders should provide a detailed description of the proposed methodology and solution. The description should address the following aspects of the proposal:

(a) Proposed Solution

- Scope, approach and methodology
- Benefits of proposed solution
- Delivery strategy and milestones
- Acceptance testing approach

(b) Project Management

- Project structure
- Project reporting
- Project plan
- Quality management approach

(c) Deliverables

(d) Bidder's Requirements

- Service Provider's requirements for the commencement of work.

6.1.3 Proposed Project Team Personnel

The bidder must provide information on the personnel who will be engaged in this project. A detailed C.V. of each consultant must contain the information as stated in 7 below and also in accordance with the format given in Returnable Documents.

6.1.4 Reference Project Details

The bidder is required to provide at least three references relating to work of a similar nature and comparable in size to this project. Each reference should include the following information as a minimum:

Project Name

Project Value (specify currency)

Length of project and whether contractual completion date was met

Name, address and other relevant particulars of the client

Name, position and contact details of the client principal contact

Nature and scope of the assignment

Personnel involved in the project and their roles.

6.1.5 Appendices

Documents which cannot be incorporated in the body of 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.

6.1.6 Key Personnel

Bidders are required to provide detailed Curriculum Vitae of each member of the proposed project team.

Bidders should provide detailed information according to the guidelines given below using the format given on page 17, and not in a format of their choice. Non-compliance in this respect may have a negative impact on the evaluation of the bid.

Bidders are required to provide the following information about each member of the proposed project teams:

- 1 Name and date of birth;
- 2 Nationality and Identification Number (Omang for Botswana citizens or Passport Number for others);
- 3 Qualifications;
- 4 Formal Educational Qualifications (Type, Institution, Month and Year, Grade/Class/Division);
- 5 Professional Qualification (Type, institution, Month and Year, Grade/Class/Division);
- 6 Details of Experience in reverse chronological order (name of the organization, period of employment, detailed description of experience, post(s) held, roles played in specified projects);
- 7 Previous assignments similar to this project;
- 8 Details of other skills and competencies.

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.

How contract performance guarantees are to be monitored.

What problems may occur in conducting the work, and how such problems can best be avoided.

END OF DOCUMENT