



**REQUEST FOR PROPOSAL FOR STAFF CLIMATE SURVEY
CONSULTANCY**

FOR

THE SWAZILAND REVENUE AUTHORITY

(CONTRACT NUMBER SRA2017/008)

**PROPOSAL CLOSING DATE:
FRIDAY 29 September, 2017, 12h00 NOON**

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SECTION A - INTRODUCTION

1. BACKGROUND

This Request for a Proposal ("RFP") outlines the requirements of the Swaziland Revenue Authority operating in Swaziland, (hereinafter referred to as "SRA") and the process to be followed by prospective tenderers in submitting a response to consultancy services conducting SRA Staff Climate Survey. Prospective Tenderers are expected to unequivocally specify their capability to deliver the consultancy services, in line with the SRA's requirements as outlined below.

2. PARTICIPATING COMPANIES

All Tenderers/Consultants that can demonstrate knowledge and experience to deliver the services required.

3. CONTRACT

Upon award of the tender, the parties will enter into a contract which will spell out in more detail the items mentioned herein.

SECTION B - SCOPE OF WORKS

1. TENDER OBJECTIVE – TERMS OF REFERENCE

The objective of the tender is to procure the services of a consultant who shall conduct SRA Staff Climate Survey.

The consultant should:

- A. Prepare communication on the staff climate survey to staff members.
- B. Conduct the staff climate survey to gain an understanding of the overall corporate climate and working environment within the organisation.
 - measure and track staff perceptions and organisational performance deep into the organisation, on various human resources, organisational development, and transformational levels. That is, testing perceptions around the following dimensions:
 - Strategic Direction
 - Leadership
 - Management style
 - Organisational culture and values
 - Communication
 - Relationships and trust
 - Change management
 - Training and development

- Policies & procedures
 - Rewards, recognition & performance management
 - Ethics
 - Engagement
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- Analyse the responses and make recommendations on:
 - A. appropriate actions at a tactical and strategic level.
 - B. creating an enabling environment and improving staff morale and motivation.
 - Validate recommendations / findings with Heads of Departments
 - Present report to the executive committee.

2. ADDITIONAL PROJECT REQUIREMENTS

- Describe methodology for delivering the assignment
- Data collection instrument will be proposed by SRA
- Propose analysis instrument
- Stratify data collection i.e. level, departments, divisions, units, demographics, gender, tenure etc.
- Propose project plan with timelines not to exceed 3 months

SECTION C TERMS AND CONDITIONS OF TENDER

1. The SRA is seeking reliable, financially stable vendors who can meet its stringent cost, quality and service requirements.
2. The tender document as well as all other correspondence and documents relating to the tender exchanged by the tenderer and the SRA, shall be written in the English language.
3. Tenderers should double check the prices quoted for accuracy before submitting their tender documents. Under no circumstances will the SRA accept any request for price adjustment on grounds that a mistake was made in the tendered prices.
4. To assist in the examination, evaluation and comparison of tenders, the SRA may, at its discretion, ask the tenderer for a clarification on any part of its tender. The request for clarification and the response shall be in writing, and no change in the prices or substance of the tender shall be sought, offered, or permitted.
5. By submission of the tender, the Tenderer implicitly certifies that:

- the prices in the tender have been arrived at independently without consultation, communication or agreement for the purpose of restricting competition, as to any matter relating to such prices, with any other Tenderer or competitor;
 - unless otherwise required by law; the prices quoted in the tender have not knowingly been disclosed by the Tenderer and will not knowingly be disclosed, directly or indirectly, to any other Tenderer or competitor until he has been informed of the results of the Tender.
 - no attempt has been made or will be made by the Tenderer to induce any other tenderer or competitor to submit or abstain from submitting a tender for the purpose of restricting competition.
6. The SRA does not bind itself to accept the lowest or any tender nor give any reason for the acceptance or rejection of a tender. The SRA may accept a tender for a part of the quantity offered or reject any tender without assigning any reason.
 7. Acceptance or rejection of tender offer will be communicated by a formal acceptance or rejection letter sent by fax, email and or normal post, directly to the tenderer. An acceptance by such letter will not mean the SRA is binding itself to an agreement. The SRA shall only be bound under the agreement once the terms and conditions of the contract are agreed between the parties. Failure to agree thereto for a period exceeding thirty (30) days will render the whole tender transaction *void ab initio*.
 8. The offers shall be deemed to be under consideration immediately after the tender closing date until the SRA makes an official award of contract. Whilst the offers are under consideration, Tenderers and or their representatives or other interested parties are advised to refrain from contacting the SRA by any means. If necessary, the SRA will obtain further clarifications on the offers by requesting for such information from any or all the tenderers, either in writing or through personal contacts, as may be considered necessary. The SRA reserves the right to eliminate from the evaluation a tenderer contravening this provision.
 9. Tenderers will not be permitted to change the substance of their offers after the tender box has been opened.
 10. SRA reserves the right to modify, or change the specifications or even cancel the tender before the tender opening and such modifications or changes will be communicated to the tenderers in advance as and when decided.

11. Participation in this tender process, or in relation to any matter concerning the tender, will be at the tenderer's sole risk, cost and expense. SRA will not be responsible in any circumstance for any costs or expenses incurred by any tenderer in preparing or lodging a tender or in taking part in the tender process or taking any action related to the tender process.
12. Signed tender documents must be submitted by placing them in a suitably large envelope which must be sealed so as to ensure the contents cannot fall out or be viewed without opening the envelope.
13. Nothing shall prevent the SRA from conducting a diligence search of the business of the Tenderers.
14. Each page of the offer must be numbered consecutively, bear the tender number, signed and stamped by the Tenderer at the bottom. A reference to the total number of pages comprising the offer must be made at the top right hand corner of the first page.
15. The tender shall have no interlineations, erasures, or overwriting except as necessary to correct errors made by the tenderer, in which case such corrections shall be initialled by the person or persons signing the tender.
16. **Tenders submitted by Fax, Telex or e-mail will not be accepted.**
17. Completed Tender documents must be placed in the Tender Box situated at the **Swaziland Revenue Authority, Ground Floor Reception, 2nd Building, Mbabane Office Park before 12h00 Noon, on Friday, 29 September, 2017.**
18. Tenders or any part thereof received after the stipulated closing date and time will not be accepted. No tender may be modified after the deadline for submission of tenders.
19. Tenders will be opened from 12h01 on the date of closing at the SRA Meeting Room, **2nd Floor, 2nd Building, Mbabane Sibekelo Office Park.** Tenderers are invited to attend the Tender Opening Meeting for which they will be informed if there are changes on the date.

The bid price will be read and recorded in the presence of all the Tenderers or their representatives present during the opening. However, tenders may be opened even if Tenderers or their representatives are not present at the scheduled time. Each Tenderer and the eventual contract holder agree to be bound by the laws of Swaziland and shall be subject to the Courts of the country. Each Tenderer shall indicate a place in Swaziland and specify it in the Tender as his domicilium, where all notifications may be served on him.

20. The SRA requires that Tenderers observe the highest standard of ethics during the procurement process and execution of contracts. When used in the present regulations, the following terms are defined as follows;

20.1 **“corrupt practice”** means the offering, giving, receiving, or soliciting of anything of value to influence the action of a company official in the procurement process or in contract execution; and

20.2 **“fraudulent practice”** means a misrepresentation of facts in order to influence a procurement process or the execution of a contract to the detriment of SRA, and includes collusive practice among tenderers (prior to or after tender submission) designed to establish tender prices at artificial non-competitive levels and to deprive SRA of the benefits of free and open competition; SRA will reject a proposal for award if it determines that the tenderer recommended for award has engaged in corrupt or fraudulent practices in competing for the contract in question. Further a tenderer who is found to have indulged in corrupt or fraudulent practices risks being blacklisted from procurement at SRA.

20.3 Tenderers and their officers, employees, agents and advisers must not engage in any collusion, anti-competitive conduct or any other similar conduct with any other Tenderer or any other person in relation to the preparation or submission of tenders. In addition to any other remedies available under any law or any contract, the SRA may at its sole discretion immediately reject any tender submitted by a tenderer that engaged in any collusive tendering, anti-competitive conduct or any other similar conduct with any other tenderer or any other person in relation to the preparation or submission of Tenders.

20.4 Any collusion amongst Tenderers or between Tenderers and SRA personnel is forbidden and discovery of any such act will disqualify the Tenderer(s) and result in disciplinary action against the SRA employee.

The tender, or contract if it has been concluded already, will be declared invalid if SRA determines that the Tenderer, or any person acting on his behalf, has offered, promised or given a bribe, gift or other inducement to an officer or employee of SRA with the intention of influencing the award of the contract.

20.5 The tenderers must disclose, if they or any of their sub-contractor(s):

- are or have been the subject of any proceedings or other arrangements relating to bankruptcy, insolvency or financial standing.
- Have been convicted of any offence relating to professional misconduct.
- Has not fulfilled any obligations relating to the payment of taxes in Swaziland.

- Disclosure extends to any company in the same group of a tenderer (including but not limited to parent subsidiary and sister companies, and companies with common shareholders whether direct or indirect and parties with whom the tenderer is associated, in respect of this tender).
21. The Tenderer should provide satisfactory evidence acceptable to SRA to show that:
 - 21.1 It is a reputable company who has adequate technical knowledge, professional qualification, and wide experience in performing project management services.
 - 21.2 It has adequate financial stability and status to meet the stipulations under the contract. It is financially solvent and without current judgments or any other financial background which could prevent it from operating bank accounts, raising finance and conducting other activities which are essential to the running of a business.
 - 21.3 It has an adequately qualified and experienced team assigned for the work under this tender.
 22. The tender shall remain valid and open for acceptance by SRA for not less than ninety (90) days after the submission of tenders.
 23. A tender document submitted by a joint venture (JV) of two or more companies must be accompanied by a document forming the joint venture; duly registered and authenticated by a notary public or other official deputed to witness sworn statements, in which precisely defined the conditions under which the joint venture will function, its period of duration, the persons authorized to represent it and obligated thereby, the participation of the several companies forming the joint venture, and any other information necessary to permit a full appraisal of its function. The JV agreement should be submitted with the tender documents.
 24. Tenderers are advised to provide all relevant information as required.
 25. Any document submitted in reply to the Invitation to Tender shall become the property of the SRA. SRA will use commercially confidential or proprietary information solely for the purpose of the evaluation of tenders and the selection of a suitable contractor.
 26. Figures should not be altered or erased; any alteration should be effected by striking through the incorrect figures and inserting the correct figures in ink above the original figures. All such amendments should be initialled by the Tenderer in ink.
 27. Arithmetical errors will be rectified only if there is a discrepancy between the unit price and the total price that is obtained by multiplying the unit price and quantity. In such case, the unit price shall prevail, and the total price shall be corrected. If the tenderer does not accept the correction of the errors, his tender will be rejected. If there is a discrepancy between words and figures, the amount in words will prevail.

28. SRA will award the contract to the tenderer whose tender has been determined to be substantially responsive to the tender documents and who has offered the best evaluated tender price, provided that, such tenderer has demonstrated the capability and resources to complete the contract, and has offered the appropriate equipment and experienced personnel for the intended operation.
29. Tenderers must provide the following information in two sets; one in hard copy and the other in a soft copy (scanned format); the technical and financial proposals must be submitted in two separate envelopes;
- A. Checklist as attached in Section E of this document.
 - B. Company profile
 - C. Technical proposal
 - D. Financial proposal
 - E. Trade References
 - E. Certified Copy of Valid Tax Clearance Certificate
 - F. Certified Copy of Valid Trading License

NB: The Absence of any of the items above may render the tender disqualified on opening. The discretion to disqualify rests with the SRA.

30. The required format for Technical Proposal should be as follows:

<p>Section 1: Introduction</p> <p>Section 2: Executive Summary</p> <p>Section 3: Detailed Project Proposal</p> <p>Section 4: Contractual requirements</p> <p>Section 5: Names and contact details of at least three (3) reference clients complete with name of project and time at which it was undertaken</p> <p>Annex A: Outline implementation plan</p> <p>Annex B: CVs - Project Manager and key staff</p> <p>Annex C: Audited annual financial statements for the past 3 years or since inception</p> <p>Annex D: Statement of joint ventures / partnerships (if any)</p> <p>Annex E: Other information or materials, (if any)</p>
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31. If the tenderer has any doubts as to the meaning of any portion of this document, he should set out in his covering letter the interpretation on which he relies.
32. The onus is on tenderers to furnish sufficient information for a full technical and financial evaluation of offers.
33. The SRA reserves the right at any point of the tender process, to disqualify any non-compliant tender proposal (i.e. proposals failing to meet the terms of these instructions) received;
34. The SRA reserves the right to require a performance guarantee for any upfront payment required by the vendor.

35. Tender prices must clearly reflect separately all taxes to be charged.

36. Any query in connection with the Tender or the Invitation to Tender shall be submitted in writing to: procurement@sra.org.sz

SECTION D TENDER EVALUATION PROCESS AND CRITERIA

Tenders shall be evaluated using, but not limited to the following tender evaluation criteria: There are six components in the tender evaluation process, five of which are non-financial and the last one being financial. These are set out below:

Please note the following:

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| <ul style="list-style-type: none">- A tender which obtains less than 50% of the total points allocated to Criteria 1 – Responsiveness to Tender Assessment shall be deemed to be non-responsive and eliminated from further evaluation.- A tender which obtains less than 70% of the total points allocated to Criterion 2 to 5, Resources and Capability Assessment, Technical Assessment, Risk Assessment, and Promotion of Swazi Business; shall be deemed to be non-responsive and eliminated from further evaluation. |
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1. Responsiveness of Tender Assessment

This will determine whether:

- all required documentation and information has been submitted;
- the tender document has been appropriately signed and authorised for through a covering letter;
- the document has been submitted in the correct format; and
- The correct number of legible copies has been submitted.

2. Resources and Capability Assessment

This will address the experience and capability of the Tenderer. Where appropriate, reference checks are essential and must cover aspects such as:

- a. The Tenderer's track record: i.e. past performance of similar contracts; industry knowledge;
- b. The availability of trade references (A list of at least three suitable references is to be provided to support this process);

3. Technical Assessment

The technical assessment will establish whether the tender meets the requirements set out in the specification and, if not, the significance of any variation from that specification.

4. Risk Assessment

The assessment will establish all risk factors which may be prejudicial to the SRA and performance of the contract. This may include ascertaining the integrity and general conduct in business dealings, professional conduct of the tenderer's directors and senior management; compliance with the law and encumbrances which may hinder due performance under the contract. This may involve investigations into whether any of the directors and senior managers have criminal records in connection with corruption, fraud, theft or forgery; financial track record of the tenderer, etc.

5. Promotion of Swazi Business

This criterion shall determine the extent to which ownership of the business is vested in Swazi citizens and/or the extent to which the Tenderer will:

- a. Encourage Swazi citizens to be involved in business;
- b. Improve levels of Swazi citizens' participation in SRA business;
- c. Enhance economic development for Swazi citizens;
- d. Increase the numbers and types of Swazi business activities in the area;
- e. Promote opportunities for employment of Swazi citizens and
- f. Promote business enterprise development for Swazi citizens.

Where the scope of the works is of a highly specialised nature or the successful Tenderer is non-Swazi, the SRA shall negotiate with the successful Tenderer to sub-contract or partner with a service provider who is a Swazi citizen.

6. Financial Criteria

This will entail identification of all relevant costs to the SRA. These include pricing / costs, payment terms and conditions as well as a clear reflection of all taxes to be charged.

The following evaluation formulae shall be used in the allocation of scores:

$$P_s = 20 \left(1 - \frac{P_t - P_{min}}{P_{min}} \right)$$

Where:

- P_s - Points scored for bid under consideration.
 P_t - Tender price for bid under consideration.

Pmin - Tender price for the lowest bid.

EVALUATION CRITERIA WITH WEIGHTINGS

Criteria Elements and Weightings	Weightings Total
<p>1. Responsiveness of Tender</p> <ul style="list-style-type: none"> • all required documentation and information has been submitted; <p>The following weightings shall apply:</p> <ul style="list-style-type: none"> A. Checklist as attached in Section D of this document. (1) B. Company profile (1) C. Financial proposal (1) D. Technical proposal (1) E. Certified Copy of Valid Tax Clearance Certificate (2) F. Certified Copy of Valid Trading License (2) G. Company audited annual financial statements for the past 3 years or since inception. (2) H. Names and contact details of at least three reference customers (2) <ul style="list-style-type: none"> • the tender documents have been appropriately signed and authorised for through a covering letter; (1) • the document has been submitted in the correct format; (1) • The correct number of legible copies has been submitted. (1) 	15
<p>2. Resources and Capability</p> <ul style="list-style-type: none"> • Reputation/brand/size of Tenderer; (5) • Delivery timelines, (5) • Financial capacity to provide the service [based on audited financial statements]; (5) • Trade references or a list of relevant/similar projects completed within the last 3 years, complete with date, description, Project cost. (5) 	20
<p>3. Technical Capability</p> <ul style="list-style-type: none"> • Quality of the product/service, i.e. extent to which it meets tender specification or scope. (15) • Project Implementation Plan (10) 	25

<p>4. Risk Assessment</p> <ul style="list-style-type: none"> • All risk factors which may be prejudicial to SRA and performance of the contract, including but not limited to availability of resources (human, financial or suitable equipment for the tender) or extent of the Tenderer’s commitment in other projects; (2) • Size of the tender in relation to the size of the company in order to determine the ability to complete the tendered works; (2) • Ascertaining the integrity and general conduct in business dealings, professional conduct of the Contractor’s directors and senior management; (2) • Compliance with the law; e.g. tax laws (2) • Circumstances which may expose SRA and hinder due performance under the contract, e.g., criminal records in connection with corruption, fraud, theft or forgery by the contractor’s directors and management etc. (2) 	<p>10</p>
<p>5. Swazi Business Promotion</p> <ul style="list-style-type: none"> • Degree to which ownership of business vests with Swazi citizen; (4) • Degree to which business is managed by Swazi citizen. (3) • Extent to which the Tenderer will: <ul style="list-style-type: none"> – Encourage more Swazi citizens to be involved in business; – Encourage the impartation of technical and business skills to Swazi citizens; – Improve levels of Swazi citizens participation in SRA business; – Promote opportunities for employment of Swazi citizens; (3) 	<p>10</p>
<p>6. Financial</p> <ul style="list-style-type: none"> • Pricing / Costs (15) • Payment terms and conditions (3) • Clear reflection of all taxes to be charged (2) 	<p>20</p>

SECTION E SUBMISSION FORMAT / CHECKLIST

SECTION	REQUIREMENT	AVAILABLE / NOT AVAILABLE (Please tick - √ or cross – x as appropriate)
A	Company profile	
B	Technical proposal	
C	Financial proposal	
D	Trade references	
E	Certified Valid Tax Clearance	
F	Certified Valid Trading License	
G	Company audited annual financial statements for the past 3 years or since inception	

NB: Please submit checklist attached on the first page of tender documents. The documents must follow the sequence on the checklist.