



**REQUEST FOR PROPOSALS
PROVISION OF JOB GRADING & PROFILING CONSULTANCY
SERVICES**

FOR

THE ROYAL ESWATINI NATIONAL AIRWAYS CORPORATION

RFP No: PRC-RFP-21-13

RFP Name: RENAC JOB GRADING & PROFILING PROGRAM

Tender Closing Date: Friday, 20th August, 2021

CONFIDENTIALITY

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SECTION A - INTRODUCTION

Tenderers are requested to complete their proposals following the outline indicated in this document:

1. BACKGROUND

Royal Eswatini National Airways Corporation (RENAC) is a company with limited liability incorporated in accordance with the Company's Act of the Kingdom of Eswatini. RENAC is within the aviation sector in the Kingdom of Eswatini, and is a holder of both Aviation Fuel and Ground Handling Licenses.

All Interested and suitable qualified service providers must collect tender document at the RENAC Offices from the 23rd July 2021, upon payment of a non-refundable cash amount E350.00 or cash transfer to the Account;

Name : Royal Eswatini National Airways Corporation

Bank : Nedbank

Branch Code : 360164

Account No. : 0300 0000 1739

A/C Type : Current



SECTION B: TENDER OBJECTIVE – TERMS OF REFERENCE

RENAC requires a reputable and experienced Consultant to;

a) Develop job profiles and align them to the organizational structure and RENAC strategy;

b) Grade the following positions using the best practice Paterson job grading system

- Admin Assistant Operations
- Senior Dispatch Officer
- Maintenance Quality Officer
- Maintenance Storeman
- Head of Planning & CAM
- MD87 Mechanic
- Manager Procurement
- Manager Information Technology

c) Benchmark of all roles against credible market data and design pay scales accordingly; including the breakdown of cost to company as per the job levels indicated below:

- Compare Paterson system with other job evaluation systems as well as pay scales;
- Conduct job analyses for similar job titles
- Develop RENAC Remuneration structure

The service provider shall be expected to design the pay packages so that at completion of the grading of each position, there is a flexibility to attach cost to the structure and ability to inform the decision to migrate a job to entry or median level.

Process to be followed

The successful Consultant is to conduct introductory workshops with incumbents of the existing positions;

- a) Interview each incumbent together with their respective line manager;
- b) Conduct a job evaluation, profile, benchmarking exercise and grade all positions;
- c) Conduct feedback workshop to all existing incumbents of positions;
- d) Provide feedback to each incumbent with their respective line manager;
- e) An analysed report with results for each job must be presented and report to RENAC Management.



- f) Must submit a detailed project plan with final outputs and delivery timelines
- g) Must indicate what procedures, approach, method will be used in delivering the required services.

Reporting Relationship

The consultant will report to the Senior Manager Corporate Services who shall serve as the first contact person for the consultancy.

Assignment Period

The assignment will be undertaken within 90 days (3 months).

Terms of payment

The Proposed Payment Schedule linked to the deliverables is as follows:

- a) 20% upon submission of acceptable inception report
- b) 40% upon submission of the draft Job Grading & Evaluation Report
- c) 40% upon submission of the final Report.

Qualifications and experience required

The Consultant will have not less than 10 years' experience in Human Resource Management or Public Administration. Educational and professional qualifications will include:

- a) A Master's Degree in either HRM, Management, Organizational psychology, Business administration or any other relevant social sciences.
- b) Demonstrated experience in conducting skills audits for other organisations
- c) Knowledge of strategic Human Resource Management and an understanding of organizational theory;
- d) Excellent skills in project management demonstrated in previous jobs;

Evaluation of Bids

The Quality Based System will be applicable in the assessment of all bids received, wherein;

- a.) The bids will be evaluated using a two-envelope system whereby the Technical proposals will be evaluated first and only those passing will be evaluated on the financial



proposal. Financial proposals of bidders who are unsuccessful in the technical evaluation shall be returned unopened.

b.) To qualify, a Bidder needs to score 70% higher in the technical evaluation.

c.) The final technical proposal will be allocated 80% whilst the financial proposal will be allocated the remaining 20%.

d.) The Bidders, short-listed on the basis of the technical evaluation, may be asked to make technical presentation before the evaluation committee. In this regard, a separate communication shall be sent to all the short-listed Bidders.

SECTION C: TERMS AND CONDITIONS OF TENDER

1. The RENAC 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 RENAC, 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 RENAC 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, RENAC 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. RENAC does not bind itself to accept the lowest or any tender nor give any reason for the acceptance or rejection of a tender. RENAC 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 RENAC is binding itself to an agreement. RENAC 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 RENAC 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 RENAC by any means. If necessary, RENAC 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. RENAC 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. RENAC 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. RENAC 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 RENAC 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. 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 and it must be marked:

TENDER NO.:

PRC-RFP-21-013 – PROVISION OF JOB GRADING & PROFILING PROGRAM

Completed Tender documents must be placed in the Tender Box situated at the **ROYAL ESWATINI NATIONAL AIRWAYS CORPORATION HEADQUARTERS, MATSAPHA INTERNATIONAL AIRPORT ROAD, GATE NO.6, MATSAPHA.**

on or before the date of closure of the tenders.

The Closing date for submission of the tenders is 20th August 2021, at the Royal Eswatini National Airways Corporation, Matsapha International Airport Road, Gate No. 6, Matsapha no later than 1200 hours. Tenderers are expected to submit 1 ORIGINAL document of the tender document and 1 soft copy (soft copy to have scanned copies of the hard copies and pricing list in an excel template)

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 12h01pm on the date of closing at the RENAC Meeting Room, Matsapha. 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 Eswatini and shall be subject to the Courts of the country. Each Tenderer shall indicate a place in Eswatini and specify it in the Tender as his domicilium, where all notifications may be served on him.

20. RENAC 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 RENAC, 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 RENAC of the benefits of free and open competition; RENAC 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 RENAC.

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, RENAC 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 RENAC personnel is forbidden and discovery of any such act will disqualify the Tenderer(s) and result in disciplinary action against the RENAC employee. The tender, or contract if it has been concluded already, will be declared invalid if RENAC 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 RENAC with the intention of influencing the award of the contract. Intention to award will be advertised and which will then be followed by contract award within 10 days

20.5 The tenderers must disclose, if they or any of their subsidiaries:

- 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 Eswatini.

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 RENAC 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 RENAC 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 RENAC. RENAC will use commercially confidential or proprietary information solely for the purpose of the evaluation of tenders and the selection of a suitable service provider.
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. RENAC 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 (content to have all the eligibility documents A – H below); the technical and financial
- A. Company profile.
 - B. Original General receipt for tender document proof of purchase



- C. Financial Proposal
 - D. Technical Proposal
 - E. An original Tax Compliance Certificate.
 - F. A certified copy of Trading License.
 - G. Certified Labour Compliance Certificate
 - H. Form J and C or equivalent company registration document for non-swati companies indicating company directors
 - I. A copy of the Tenderers Company's signed audited annual financial statements for the past three years or since inception.
 - J. Names and Contact Details of at least three (3) reference customers with reference letters
 - K. Completed Price Listing as per Section D of the Tender Document. H. Statement of Joint Ventures/Partnerships (if any)
 - L. Directors Police Clearance or certified affidavit for declaration of non-violation of public procurement procedures.
 - M. One hard copy and soft copy (flash) with all documents in original hard copy
30. After the technical evaluation is completed, the RENAC shall notify those Proposers whose Proposals did not meet the minimum qualifying technical score that their Financial Proposals will be returned unopened after completing the selection process and Contract signing.
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. RENAC 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. RENAC 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@renac.co.s



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 nonfinancial and the last one being financial. These are set out below:

Please note the following:

- A tender which obtains less than 50% of the total points allocated to Criteria 1 -
- Responsiveness to Tender Assessment shall be deemed to be nonresponsive 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 nonresponsive and eliminated from further evaluation.

1. Responsiveness of Tender Assessment

This will determine whether:

- all required documentation and information has been submitted;
- all the tenders have been appropriately signed and authorised;
- 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 of the Tenderer as well as the capability and qualifications of the key personnel who will be operating under the contract, including the management and supervisory back up. 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);
- c. Tenderers financial capability to undertake project of this magnitude (ascertained through a three years audited financial statement).



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 RENAC 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 RENAC 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 RENAC shall negotiate with the successful Tenderer to subcontract or partner with a service provider who is a Swazi citizen.

6. Financial Criteria

The bidder with the highest technical score shall be invited for a price negotiation with RENAC.



EVALUATION CRITERIA WITH WEIGHTINGS

Criteria Elements and Weightings	Weightings Totals
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1. Responsiveness of Tender

All required documentation and information has been submitted;

The following weightings shall apply:

- A. Checklist as attached in Section D of this document. (Y/N)
- B. Company profile. (Y/N)
- C. Original General receipt for tender document proof of purchase (Y/N)
- D. Financial Proposal (Y/N)
- E. Technical Proposal (Y/N)
- F. An original Tax Compliance Certificate (Y/N).
- G. A certified copy of Trading License (Y/N)
- H. Certified Labour Compliance Certificate (Y/N)
- I. Form J and C or equivalent company registration document for non-swati companies indicating company directors (Y/N)
- J. A copy of the Tenderers Company's signed audited annual financial statements for the past three years or since inception.(Y/N)
- K. Names and Contact Details of at least three reference customers with reference letters (Y/N)
- L. Directors Police Clearance or certified affidavit for declaration of non-violation of public procurement procedures.(Y/N)
- M. One hard copy and soft copy (flash) with all documents in original hard copy (Y/N)
- N. Statement of Joint Ventures/Partnerships (if any)

1. Resources and Capability

- 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)



<p>2. 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 (20) 	35
<p style="text-align: center;">4. Risk Assessment</p> <ul style="list-style-type: none"> • All risk factors which may be prejudicial to RENAC 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; (4) • 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 service provider's directors and senior management; (3) • Compliance with the law; e.g. tax laws (3) • Circumstances which may expose RENAC and hinder due performance under the contract, e.g., criminal records in connection with corruption, fraud, theft or forgery by the service provider's directors and management etc. (3) 	15
<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 RENAC business; – Promote opportunities for employment of Swazi citizens; (3) 	10



<p>6. Financial (Negotiation with the highest technically responsive bid)</p> <ul style="list-style-type: none">• Pricing / Costs (15)• Payment terms and conditions (3)• Clear reflection of all taxes to be charged (2)	20
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SECTION E
DECLARATION OF ELIGIBILITY

[The service provider must provide a signed declaration on its company letterhead in the following format. If the Proposal is being presented by a joint venture or consortium all members must each sign their own declaration.]

[>>>Name of the contractor, Address, and Date>>>]

*To: The Chief Executive Officer, Royal Eswatini National Airways Corporation: Gate 6,
Matsapha International Airport, P.O Box 939, Manzini, Eswatini*

Dear Sirs,

Re Tender Reference: **RENAC PRC-RFP-21-013**

We hereby declare that:-

7. We, including any joint venture partners or consortium partners, are a legal entity and have the legal capacity to enter into the contract;
8. We are not insolvent, in receivership, bankrupt or being wound up, our affairs are not being administered by a court or a judicial officer, our business activities have not been suspended, and we are not the subject of legal proceedings for any of the foregoing;
9. We have fulfilled our obligations to pay taxes and social security contributions;
10. We have not, and our directors or officers have not, been convicted of any criminal offence related to our/their professional conduct or the making of false statements or misrepresentations as to their qualifications to enter into a contract within a period of five years preceding the commencement of the procurement proceedings; and
11. We do not have a **conflict of interest** in relation to the procurement requirement.

Signed

Authorised Representative

Date



FORM FIN-1: FINANCIAL PROPOSAL SUBMISSION FORM

[Note to service providers: This Financial Proposal Submission Form should be on the letterhead of the vendor and should be signed by a person with the proper authority to sign documents that are binding on the entity. It should be included by the bidder in its financial proposal.]

[>>>Location>>>]

[>>>Date>>>]

Procurement Reference No: *[>>>insert Tender Reference number>>>]*

To: The Chief Executive Officer, Royal Eswatini National Airways Corporation: Gate 6, Matsapha International Airport, P.O Box 939, Manzini, Eswatini

Dear Sirs:

We, the undersigned, declare that:

- (a) We offer to provide the consulting services for *[>>insert a brief description of the Services>>]* in conformity with your Request for Tender and our technical and financial proposals;
- (b) The schedule of prices of our proposal is attached.
- (c) Our proposal shall be valid for a period of *[>>specify the number of calendar days>>]* days from the date fixed for the proposal submission deadline in accordance with the Request for Tender, and it shall remain binding upon us, subject to any modifications resulting from negotiations, and may be accepted at any time before the expiration of that period;
- (d) We understand that you are not bound to accept any proposal that you receive;

Dated on _____ day of _____, _____ *[insert date of signing]*

Name: *[insert complete name of person signing the proposal]*

In the capacity of *[insert legal capacity of person signing the proposal]*

Signed: *[signature of person whose name and capacity are shown above]*

Duly authorised to sign the proposal for and on behalf of: *[insert complete name of Tenderer]*



SECTION F

SUBMISSION CHECKLIST

REQUIREMENT	AVAILABLE / NOT AVAILABLE (Please tick - √ or cross – x as appropriate)
A. Company profile	
B. Original General receipt for tender document proof of purchase	
C. Financial Proposal	
D. Technical Proposal	
E. An original Tax Compliance Certificate	
F. A certified copy of Trading License	
G. Certified Labour Compliance Certificate	
H. Form J and C or equivalent company registration document for non-swati companies indicating company directors	
I. A copy of the Tenderers Company's signed audited annual financial statements for the past three years or since inception	
J. Names and Contact Details of at least three reference customers with reference letters	
K. Directors Police Clearance or certified affidavit for declaration of non-violation of public procurement procedures	
M. One hard copy and soft copy (flash) with all documents in original hard copy	

NB: Please submit checklist attached on the first page of tender documents.

The documents must follow the sequence on the checklist.

