

The Kingdom of Eswatini

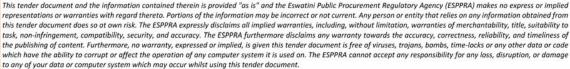
ESWATINI REVENUE SERVICE

Expression of Interest (EOI) Document for

Electronic Cargo Tracking System & e-Seals

Procurement Method: [open tender or limited tender]	Open Expression of Interest
Subject of Procurement:	Electronic Cargo Tracking System & e-Seals
Procurement Reference Number:	EO12025/004
Date of Issue:	23 April 2025
Date of Submission:	23 May 2025
Participation [International or National]:	International

Disclaime







SCHEDULE INDEX

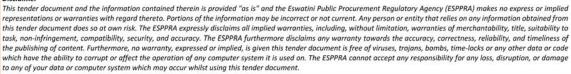
SECTION A - INTRODUCTION

SECTION B - SCOPE OF THE EOI

SECTION C - TERMS AND CONDITIONS OF TENDER

SECTION D - TENDER EVALUATION CRITERIA

SECTION E - SUBMISSION FORMAT / CHECKLIST







SECTION A - INTRODUCTION

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

1. BACKGROUND

The Eswatini Revenue Service (ERS) is a semi-autonomous revenue administration agency established under the Revenue Authority Act No. 1 of 2008 (as amended). Operating within the broad framework of the Government but outside the civil service, the ERS, through its Customs and Excise department, plays a crucial role in facilitating legitimate trade. It ensures trade compliance by enforcing regulatory provisions, making sure that imported or exported goods are fully and accurately declared, and that the applicable duties and taxes are paid.

In its transformative strategy, the ERS has embraced digitalization, striving for optimal automation of processes through technology-driven solutions to enhance efficiency and effectiveness in Customs operations. As a member of the World Customs Organization (WCO), the ERS aims to adopt and implement the SMART border concept to improve trade facilitation and border security for the safe movement of goods. This aligns with the goals of the Eswatini National Trade Facilitation Roadmap, which the ERS implements in collaboration with various entities and governmental regulatory agencies that are part of the National Trade Facilitation Committee.

PROBLEM STATEMENT

ERS is faced with persistent challenges related to difficulty in real time tracking of cargo, tempering with manual seals during transit which causes delays in clearance due to verifications, revenue loss, and security threats. The absence of cargo real-time tracking and monitoring capabilities, make it difficult to detect and respond to security breaches promptly, an evolving challenge of cargo security and supply chain efficiency. Replacing manual seals with electronic cargo seals, ERS can significantly reduce Customs clearance delays, improve operational efficiency, increased revenue and enhance compliance with international trade regulations, highlighting the urgent need for modernized, technology-driven solutions to enhance enforcement, improve efficiency, and safeguard trade compliance.







2. PARTICIPATING COMPANIES

The Eswatini Revenue Service (ERS) invites all eligible service providers to submit their Expression of Interest (EOI) for the acquisition of an Electronic Cargo Tracking System & e-Seals for efficiency in trade facilitation and enhanced detection of consignments with a potential to violate regulatory provisions on clearance of goods.

3. OBJECTIVE

The objective of the expression of interest (EOI) is to obtain information and potentially pre-qualify Service Providers that can deploy an Electronic Cargo Tracking System & e-Seals for the ERS.

Vendors that have submitted EOIs upon selection shall be required to make a presentation in any format and style they deem fit to demonstrate the proposed product and methodology for the development of Electronic Cargo Tracking System & e-Seals for the ERS.

SECTION B - SCOPE OF WORK

The **Electronic Cargo Tracking System & e-Seals** shall deliver and not limited to the following:

1. Deployment of Electronic Cargo Tracking System & e-Seals

- a) Real-Time Visibility and Granular Tracking
- b) Environmental Monitoring
- c) Data Analytics and Reporting
- d) Integration and Automation
- e) Security and Compliance
- f) Enhanced Communication and Customer Service
- g) Mobile Capabilities

SECTION C: TERMS AND CONDITIONS OF TENDER

- 1. The purpose of this document is to pre-qualify suppliers who wish to be considered for the deployment of the Electronic Cargo Tracking System & e-Seals.
- 2. All bidders who wish to carry out the above-mentioned services for ERS must complete Section 1 to 4 below (Annexure A) in full.
- 3. Participation and/or completion of this pre-qualification stage by vendors shall not

Disclaimer Constitute an offer from ERS: to provide the required services or a promise this tender document and the information contained therein is provided as is: and the Eswadini Public Procurement Regulatory Agency (ESPPRA) makes no express or implied representations or warranties with regard thereto. Portions of the information may be incorrect or not current. Any person or entity that relies on any information obtained from this tender document does so at own risk. The ESPPRA expressly disclaims all implied warranties, including, without limitation, warranties of merchantability, title, suitability to task, non-infringement, compatibility, security, and accuracy. The ESPPRA furthermore disclaims any warranty towards the accuracy, correctness, reliability, and timeliness of the publishing of content. Furthermore, no warranty, expressed or implied, is given this tender document is free of viruses, trojans, bombs, time-locks or any other data or code which have the ability to corrupt or affect the operation of any computer system it is used on. The ESPPRA cannot accept any responsibility for any loss, disruption, or damage to any of your data or computer system which may occur whilst using this tender document.



Contract(s) with the ERS. Nor will it obligate the ERS in any way with regard to their final decision.

- 4. Failure to provide all the documentation and/or complete all requirements of this document at the time of submission shall invalidate this application.
- 5. The ERS is seeking reliable, financially stable service providers who can meet its stringent cost, quality and service requirements.
- 6. The tender document as well as all other correspondence and documents relating to the tender exchanged by the tenderer and the ERS, shall be written in the English language.
- 7. Tenderers should double check the prices quoted for accuracy before submitting their tender documents. Under no circumstances will the ERS accept any request for price adjustment on grounds that a mistake was made in the tendered prices.
- 8. To assist in the examination, evaluation and comparison of tenders, the ERS 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 charge in the prices or substance of the tender shall be sought, offered, or permitted.
- 9. 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.
- 10. The ERS does not bind itself to accept the lowest or any tender nor give any reason for the acceptance or rejection of a tender. The ERS may accept a tender for a part of the quantity offered or reject any tender without assigning any reason.
- 11. 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 ERS is binding itself to an agreement. The ERS 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*.
- 12. The offers shall be deemed to be under consideration immediately after the tender closing date until the ERS 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 ERS by any means. If necessary,

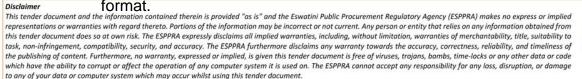
Disclaimer the ERS will obtain further clarifications on the offers by requesting This tender document and the information contained therein is provided "as is" and the Eswatini Public Procurement Regulatory Agency (ESPPRA) makes no express or implied representation in footpring the offermal of the information in the information of the information in the information of the information of the information in the information of the informat



- contacts, as may be considered necessary. The ERS reserves the right to eliminate from the evaluation a tenderer contravening this provision.
- 13. Tenderers will not be permitted to change the substance of their offers after the tender box has been opened. Tenders may modify or withdraw their bids after submission, provided that written notice of the modification is received by the ERS prior to the deadline for its submission. A withdrawal notice may also be sent to procurement@ers.org.sz, but followed by a signed confirmation copy. The changes or modifications shall be initialled in black ink.

No Bids may be modified after the deadline for submission of Bids. No Bids may be withdrawn in the interval between the deadline for submission of Bids and the expiration of its validity.

- 14. ERS 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.
- 15. 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. ERS 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.
- 16. 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.
- 17. Nothing shall prevent the ERS from conducting a diligence search of the business of the Tenderers.
- 18. 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.
- 19. 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.
- 20. Submissions made by Fax, Telex will not be accepted.
- 21. Completed EOI documents must be placed in the Tender Box situated at the Eswatini Revenue Service, Ground Floor Reception, ERS HQ Ezulwini before 12h00 Noon on Friday,23rd May 2025. Portion 419 of Farm 50 Ezulwini Along MR 103 (Mvutshini-Gables Road) GPS Coordinates: S 26 25.120 E 31 10.623
 - Alternatively, electronic tender documents may also be submitted by email to tenders@ers.org.sz in a zip folder and the attachments should be in pdf





- Vendors are required to encrypt their proposals with different passwords.
 Password for technical proposals should be provided within 30 minutes after
 the deadline for submission. Tenderers who fail to provide their respective
 password or other means to access the document within 30 minutes after the
 tender opening may be deemed not to have submitted their tender.
- For identification of your proposal, the folders should indicate with email subject: Tender: EOI ERS2025/004
- 22. 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.
- 23. There will be no Tender Opening Meeting.
- 24. The ERS 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 ERS, 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 ERS of the benefits of free and open competition; ERS 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 ERS.
- 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 ERS 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 ERS personnel is forbidden and discovery of any such act will disqualify the Tenderer(s) and result in disciplinary action against the ERS employee.
 - The tender, or contract if it has been concluded already, will be declared invalid if ERS 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 ERS with the intention of influencing the award of the contract.

Disclain 20.5 The tenderers must disclose, if they or any of their sub-contractor(s):
This tender document and the information contained therein is provided "as is" and the Eswatini Public Procurement Regulatory Agency (ESPPRA) makes no express or implied representations or warranties with regard thereto. Portions of the information may be incorrect or not current. Any person or entity that relies on any information obtained from this tender document does so at own risk. The ESPPRA expressly disclaims all implied warranties, including, without limitation, warranties of merchantability, title, suitability to task, non-infringement, compatibility, security, and accuracy. The ESPPRA furthermore disclaims any warranty towards the accuracy, correctness, reliability, and timelines code which have the ability to corrupt or affect the operation of any computer system it is used on. The ESPPRA cannot accept any responsibility for any loss, disruption, or damage to any of your data or computer system which may occur whilst using this tender document.





- 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).
- 25. The Tenderer should provide satisfactory evidence acceptable to ERS 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.
- 26. The tender shall remain valid and open for acceptance by ERS for not less than ninety (90) days after the submission of tenders.
- 27. 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.
- 28. Tenderers are advised to provide all relevant information as required.
- 29. Any document submitted in reply to the Invitation to Tender shall become the property of the ERS. ERS will use commercially confidential or proprietary information solely for the purpose of the evaluation of tenders and the selection of a suitable contractor.
- 30. 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.
- 31. 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.
- 32. If the tenderer has any doubts as to the meaning of any portion of this document, he







- 33. The onus is on tenderers to furnish sufficient information for a full technical and financial evaluation of offers.
- 34. The ERS 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;
- 35. The ERS reserves the right to consult referees, clients, or consultants, as entered in this pre-qualification document.
- 36. The ERS reserves the right to require the vendor to produce evidence in support of all details entered herein.
- 37. The ERS representative(s) may be required to visit the Company's premises to verify the details contained in this document. The vendor will allow the ERS representatives to interview present and previous clients.
- 38. Any query in connection with the Expression of Interest shall be submitted in writing to: Procurement Manager at nbmatse@ers.org.sz and copy procurement@ers.org.sz not later than **16**th **May 2025.**

SECTION D: EVALUATION PROCESS AND CRITERIA

Tenders shall be evaluated using the technical selection, but not limited to the following tender evaluation criteria:

Please note the following:

- A tender which obtains less than 70% on the technical evaluation will be eliminated
- No preference margin will be allocated to Swati Companies
- A Microsoft Teams meeting invite will be shared with respondents with a time schedule for presentations

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

2. Resources and Capability Assessment

This will address the experience and expertise 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);

Disclaimer

This tender document and the information contained therein is provided "as is" and the Eswatini Public Procurement Regulatory Agency (ESPPRA) makes no express or implied representations or warranties with regard thereto. Portions of the information may be incorrect or not current. Any person or entity that relies on any information obtained from this tender document does so at own risk. The ESPPRA expressly disclaims all implied warranties, including, without limitation, warranties of merchantability, title, suitability to task, non-infringement, compatibility, security, and accuracy. The ESPPRA furthermore disclaims any warranty towards the accuracy, correctness, reliability, and timeliness of the publishing of content. Furthermore, no warranty, expressed or implied, is given this tender document is free of viruses, trojans, bombs, time-locks or any other data or code which have the ability to corrupt or affect the operation of any computer system it is used on. The ESPPRA cannot accept any responsibility for any loss, disruption, or damage to any of your data or computer system which may occur whilst using this tender document.





- c. The contractors managerial and expertise capacity (as evidenced by sound management practices as well as qualifications, experience and extent of involvement/availability of key personnel and supervisory staff) to deliver the services.
- d. Project implementation plan.

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 ERS 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.







EVALUATION CRITERIA AND WEIGHTINGS

Non-Price Elements: Criteria and weightings are summarised below;

	RESPONSIVENESS		
	Eligibility Requirement	Documentary Evidence to be Provided by the Consultant	
(a)	The Consultant has legal capacity to enter into the contract	Certificate of Incorporation or Registration	
		Trading License for the current year	
		Or any other sufficient evidence	
(b)	The Consultant is not insolvent, in receivership, bankrupt or being wound up, its affairs are not being administered by a court	A written declaration signed by the authorised representative of the consultant	
	or a judicial officer, its business activities have not been suspended, and it is not the	Bank confirmation letter	
	subject of legal proceedings for any of the	Or	
	foregoing	Any other sufficient evidence.	
(c)	The Consultant has fulfilled its obligations to pay taxes	Tax Compliance Certificate issued by Tax Regulator	
(d)	The Consultant has fulfilled its obligations to social security contributions	Labour Compliance Certificate [for Swati firms]	
		Social Security Compliance Certificate or equivalent [for foreign firms]	
(e)	The Consultant adheres to basic labour legislation	Eswatini National Provident Fund Compliance Certificate [for Swati firms only]	
(f)	The Consultant does not have a conflict of interest in relation to the procurement requirement	A written declaration signed by the authorised representative of the consultant	

Disclaime

This tender document and the information contained therein is provided "as is" and the Eswatini Public Procurement Regulatory Agency (ESPPRA) makes no express or implied representations or warranties with regard thereto. Portions of the information may be incorrect or not current. Any person or entity that relies on any information obtained from this tender document does so at own risk. The ESPPRA expressly disclaims all implied warranties, including, without limitation, warranties of merchantability, title, suitability to task, non-infringement, compatibility, security, and accuracy. The ESPPRA furthermore disclaims any warranty towards the accuracy, correctness, reliability, and timeliness of the publishing of content. Furthermore, no warranty, expressed or implied, is given this tender document is free of viruses, trojans, bombs, time-locks or any other data or code which have the ability to corrupt or affect the operation of any computer system it is used on. The ESPPRA cannot accept any responsibility for any loss, disruption, or damage to any of your data or computer system which may occur whilst using this tender document.





(g)	The Consultant, or any of its directors or officers, have not been convicted of any criminal offence relating to professional conduct or the making of false statements or	A written declaration signed by the authorised representative of the consultant
	misrepresentations as to its qualifications to enter into a procurement contract within a period of five years preceding the commencement of procurement proceedings	A Certificate or Letter of Good Conduct Issued by a Competent Authority in the Consultant's Country [for foreign firms]
(f)	The Consultant is not subject to suspension in accordance with section 55 [of the Public Procurement Act, 2011] ¹ , and none of its directors or officers have been involved in a tenderer or supplier currently subject to suspension	A written declaration signed by the authorised representative of the consultant

Criteria Elements	Criteria Weighting Factors
 2. Resources and Capability Reputation/brand/size of Tenderer. Key personnel, relevant qualification(s) and relevant experience. Experience in consulting in a similar project Trade references. A list of relevant/similar projects completed within the last 3 years, complete with date, description, Project cost. Impact of previous implementation of similar services: Summary of system capabilities Benefits & Risks Contracts aborted (Failure to disclose this information may lead to cancellation of contract if awarded). 	45





3. Technical Capability

- Quality of the product/service, i.e. extent to which it meets tender specification or scope.
- Understanding of the Assignment (Project)
- Presentation
- Work plan and methodology
- Implementation Approach
 - Technical solution and system design
 - o Project implementation Plan
 - Approach for implementation of phased modules
 - o Estimated implementation cost

Key Organisational Readiness Criteria

- provide at least 3 key organizational readiness criteria that you deem critical for the project
- o rated according to importance

Key Criteria		Weight (%)	Reasons for the weighting
1.	Criteria 1		
2.	Criteria 2		
3.	Criteria 3		

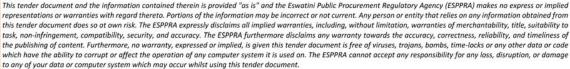
4. Risk Assessment

- All risk factors which may be prejudicial to ERS 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;
- Size of the tender in relation to the size of the company in order to determine the ability to complete the tendered works;
- Ascertaining the integrity and general conduct in business dealings, professional conduct of the Contractor's directors and senior management;
- Compliance with the law; (e.g. workmen's compensation etc.)
- Circumstances which may expose ERS 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.

10

45

Disclaimer







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 <u>all members</u> must each sign their own declaration.]

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

To: The Commissioner General, Eswatini Revenue Service Building, Portion 419 of Farm 50 Ezulwini, Along MR 103 (Mvutshini-Gables Road), P. O Box 5628 Mbabane

Dear Sirs,

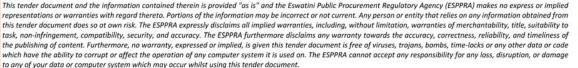
Re Tender Reference: EOI 2025/004

We hereby declare that: -

- (a) We, including any joint venture partners or consortium partners, are a legal entity and have the legal capacity to enter the contract.
- (b) 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.
- (c) We have fulfilled our obligations to pay taxes and social security contributions.
- (d) 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 a contract within a period of five years preceding the commencement of the procurement proceedings; and
- (e) We do not have a **conflict of interest** in relation to the procurement requirement.

Signed	l
	Authorised Representative
Date	









ANNEXURE A

Section 1: Company Information

- 1.1 Company information
 - 1.1.1 Quote Contract Number ERS 2025/004
 - 1.1.2 Name of the company
 - 1.1.3 Registered Physical address
 - 1.1.4 Postal Address
 - 1.1.5 Telephone
 - 1.1.6 Email of contact persons Address
- 1.2 Company profile
 - 1.2.1 Brief company profile including date of Company Registration
 - 1.2.2 Associated companies (if any) or holding company
- 1.3 Labour Strength
 - 1.3.1 Number of staff based in
 - 1.3.1.1 Eswatini office
 - 1.3.1.2 Republic of South Africa officer
 - 1.3.1.3 Other locations

Section 2: Track Record

- 2.1 Implementation of similar services done in last 3 years (Complete Investment Lifecycle)
 - 2.1.1 Name of Client
 - 2.1.2 Contract Period
 - 2.1.3 Contact persons
- 2.2 Contracts aborted (Failure to disclose this information may lead to cancellation of contract if awarded).
- 2.3 Three referees (Preferably organisations in Africa)
 - 2.3.1 Name of contact person
 - 2.3.2 Company / Organization
 - 2.3.3 Telephone/ Email address

Section 3: Implementation Approach

- 3.1 Project Plan
- 3.2 Approach for delivering the service Phased Approach
- 3.3 Estimated implementation cost

Section 4: Key Organisational Readiness Criteria

Please provide at least 3 key organizational readiness criteria that you deem critical when developing the Electronic Cargo Tracking System & e-Seals. These should be rated in terms of importance. Complete the table below.

Key Criteria	Weight (%)	Reasons for the weighting	
Disclaimer This tender document and Green Bridger Contained therein is provided "	as is" and the Eswatini Public	Procurement Regulatory Agency (ESPPRA) makes no express or implied	CRIFIEO
representations or warranties with regard thereto. Portions of the informathis tender document does so of the informathis tender document does so of the information	all implied warranties, includ	ng, without limitation, warranties of merchantability, title, suitability to	* ORA
task, non-infringement, compatibility, security, and accuracy. The ESPPRA the publishing of content, Furthermore, no warranty, expressed or implied	furthermore disclaims any w is given this tender docume	arranty towards the accuracy, correctness, reliability, and timeliness of t is free of viruses, trojans, bombs, time-locks or any other data or code	ESI
which have the ability to corrupt or affect the operation of any computer s to any of your data or computer system which may occur whilst using this t		PRA cannot accept any responsibility for any loss, disruption, or damage	CAIFIED