



## Call for proposals: Materials development team for UNDP SA Mainstreaming Primer

The South African National Biodiversity Institute (SANBI) is collaborating with the United Nations Development Programme (UNDP) on the development of a UNDP primer, based on South African experience, on *Mainstreaming Biodiversity in Production Landscapes* (hereafter referred to as “the mainstreaming primer”), as part of the UNDP Project: Biodiversity Global Programme 2008-2010 Mainstreaming Biodiversity into Economic Sector Governance Systems and Product Supply Chains.

SANBI is calling for proposals from materials development teams – including a co-ordinating editor, chapter authors, a graphic designer / illustrator and a proofreader – to undertake the task of developing the textual and visual content for the primer during the period from mid-May 2009 to mid-February 2010.

### 1. Background

The mainstreaming primer will be a “how to” resource that highlights innovative and effective tools used for mainstreaming biodiversity conservation at the landscape level across South Africa over the last decade. The primer will promote global best practice by giving guidance on which tool to use in a particular situation and providing advice, based on the South African experience, on how to deliver results in relation to the tools’ objectives.

This will support UNDP’s goals of using the products of the Biodiversity Global Programme to strengthen the design and implementation of mainstreaming initiatives of UNDP and its partners, to cross-fertilise policy development internationally and to strengthen the global community of practice working on biodiversity mainstreaming across governments, the private sector and civil society.

The main audience for the primer will be this global community of practice, with an emphasis on developing countries. In addition, the book is intended to be useful to conservationists and decision-makers in South Africa. The primer will be written and structured accessibly to maximise its potential for application to other country contexts. It will be printed and made available online and possibly be translated into a number of languages which may include Arabic, Russian, French, Portuguese, Spanish and Chinese,

and will be launched officially at the 10<sup>th</sup> meeting of the Conference of the Parties (COP) to the Convention on Biological Diversity in Japan in October 2010.

The process of developing the content for the primer will be overseen by a reference group from UNDP and SANBI. Specialist expertise will be consulted through a series of five workshop sessions, one on each chapter theme. These sessions will be coordinated by SANBI and will generate material for the chapters whilst promoting learning across SANBI's managed network of partners. Draft chapters will be reviewed by specialists in each theme, and all contributors to the workshop sessions will be invited to comment on the drafts. The reference group will sign off on the final draft of the primer – both textual and visual material.

## **2. Scope of the primer**

The primer is planned as a book of up to 80 A4 pages (including five chapters of up to 10 pages each, plus introduction, preliminary and end pages). The material in the chapters will follow a standard format and will be structured to include elements such as text boxes with background information, case studies and glossaries.

The material will be planned with the layout in mind and visual elements such as photographs, diagrams illustrating processes and relationships, maps, tables and graphs will be prepared simultaneously with the text. A typical chapter might have one table, one graph, one illustration, two maps, three diagrams and three photographs. The envisaged themes for the chapters of the book are as follows:

### **Introduction**

Contextualising biodiversity conservation in the SA government's development agenda, challenges of implementing tools, building institutional capacity, lessons learnt so far

### **1. National planning tools for biodiversity management**

legislation e.g. the Biodiversity Act, planning tools e.g. National Biodiversity Strategy and Action Plan, National Spatial Biodiversity Assessment, National Biodiversity Framework, National Protected Area Expansion Strategy, National Freshwater Ecosystem Priority Areas project

### **2. Tools for land-use planning and decision-making/environmental assessment**

BGIS website, biodiversity sector plans (bioregional plans), making biodiversity info available for SDFs, EIAs, EMFs etc., listing threatened ecosystems, Fynbos Forum Ecosystem Guidelines for Environmental Assessment

### **3. Biodiversity stewardship as a tool to expand protected areas**

National Protected Area Expansion Strategy context, legislative tools for private and communal protected areas, conservation stewardship models, identifying priority corridors, fiscal incentives for stewardship

#### **4. Tools for conserving biodiversity in production landscapes**

best practice guidelines, certification of biodiversity-friendly produce, guidelines for sustainable harvesting, stewardship champions, sustainable farm management systems

#### **5. Using the bioregional programme approach (the interface between the tools and the landscape level)**

key features of bioregional programmes (CAPE, SKEP, Grasslands), sector-based impact studies, climate change resilience corridors and landscape initiatives, cooperative governance

### **3. Team member requirements and responsibilities**

The materials development team should be made up of a co-ordinating editor, 2-3 chapter authors (potentially including the editor), a proofreader and a graphic designer/illustrator. The team will work closely with the reference group, the SANBI Fynbos Programme Learning Network Manager (LNM) and a design and layout team.

The specific skills required by each of the members of the materials development team, as well as their responsibilities in relation to the process, are outlined below. This section should be read together with section 4 which sets out the general criteria for the team as a whole.

#### **a) Coordinating editor**

##### *Experience and skills required*

- Track record of publications experience
- Good organisational skills and ability to keep a team on track
- Understanding and experience of the biodiversity conservation sector
- Excellent analytical and research skills
- Ability to write in an accessible style whilst conveying complex concepts
- Creativity around visual elements as an aid to the learning process
- Proven experience in managing complex processes

##### *Responsibilities*

The coordinating editor will:

- Attend an initial briefing session with the reference group
- Organise regular meetings of the materials development team to brief them, guide their work, ensure consistency and monitor progress to ensure deadlines are met
- Report back to the LNM regularly on progress and areas requiring guidance from the reference group
- Assist the LNM in planning and facilitating the workshop sessions to generate material for the chapters
- Attend all the workshop sessions (any travel costs which are necessary will be funded by SANBI)
- Provide a summary of outcomes of all workshop sessions to assist chapter authors and brief reference group

- Meet with the reference group and design and layout team to decide on a design concept
- Oversee the research and writing / drawing process with the authors and the graphic designer / illustrator – producing first and final drafts
- Ensure consistency of style and structure through ongoing communication
- Co-author the introduction to the primer together with the LNM, with the LNM acting as lead author
- Collate first drafts of chapters and send them to reviewers, workshop session participants and the reference group
- Receive comments from reviewers, workshop session participants and the reference group and pass these on to the authors, ensuring that comments are fully understood
- Prepare content for the preliminary and end pages
- Do a final edit of the whole book
- Collate final drafts of chapters, send them to the proofreader and brief the proofreader
- Implement changes to the material based on the proofreading
- Collate all visual and written material and hand it over to the design and layout team
- Brief the design and layout team, liaise with them and provide advice and support where necessary
- Oversee the final proofreading of the laid out version and process of correcting it with the proofreader and design and layout team.
- Collect thumbnail photographs of all contributing authors for the possible inclusion into the appendix and/or chapter fronts.
- Prepare final document to be approved by reference group and the LNM.
- Liaise with UNDP regarding translations and potential printing/material options.

## **b) Chapter authors**

### *Experience and skills required*

- Understanding and experience of the biodiversity conservation sector
- Ideally some knowledge of the subject matter of the relevant chapter(s)
- Good analytical and research skills
- Ability to write in an accessible style whilst conveying complex concepts
- Creativity around visual elements as an aid to the learning process
- Proven experience in writing material of a related nature

### *Responsibilities*

The chapter authors will:

- Attend an initial briefing session and regular planning and progress meetings with the project development team
- Liaise regularly with the coordinating editor to report on progress and ensure consistency of style and structure
- Do background research on the chapter theme(s), gathering material by Internet research, telephonic and email content

- Plan the visual elements needed for the chapter(s) and liaise with the coordinating editor and graphic designer / illustrator to get these produced
- Submit an email request to SANBI for the photographs and maps needed for the chapter, and liaise with the LNM to finalise these
- Review drafts of the graphic designer / illustrator's work and oversee its finalisation with the coordinating editor's input
- Attend the workshop session(s) on the chapter theme(s), participate in guiding the discussion and take notes (travel costs covered by SANBI where necessary)
- Ensure consistency of style and structure through ongoing communication
- Produce a first draft of the chapter(s) including visual elements and deliver this to the coordinating editor (length of no more than 10 pages each when laid out) in an agreed timeframe
- Produce a final draft of the chapter(s) including visual elements, based on comments from reviewers, coordinator's editorial notes, workshop session participants and the reference group, and deliver this to the coordinating editor.

### **c) Graphic designer / illustrator**

#### *Experience and skills required*

- Excellent design, artistic skills and creative ideas
- Proven experience in designing and laying out complex but accessible material with an educational and/or showcasing function
- Patience and willingness to make many changes to draft illustrations if required
- Ability to meet specific deadlines

#### *Responsibilities*

The graphic designer / illustrator will:

- Meet with the materials development team to be briefed and to report on progress as necessary
- Liaise closely with the chapter authors about the graphics and illustrations needed (working on an estimate of one illustration and three graphics per chapter)
- Produce first drafts of the graphics and illustrations for each chapter and submit these to the authors
- Produce an overall illustrative colorful storyboard of the book chapters and how they link together to demonstrate mainstreaming production landscapes in SA. The storyboard will be inserted into the front of the book and will have the ability to fold out.
- Make changes as necessary and produce a final draft electronically and in hard copy.
- Liaise with the coordinating editor and design and layout team as required.

### **d) Proofreader**

#### *Experience and skills required*

- Meticulous attention to detail
- Thorough knowledge of issues around style, grammar and publishing conventions
- Proven experience in proofreading complex material including visual elements

### ***Responsibilities***

The proofreader will:

- Proofread the final text of each chapter before it goes for layout, providing corrections to the coordinating editor
- Proofread the laid out book including visual elements and provide the designer with corrections in consultation with the coordinating editor
- Check the semi-final proofs and give a last set of corrections to the designer
- Ensure that the last set of corrections has been correctly implemented.

## **4. General criteria for selection**

The individual members of the team should meet the criteria as set out in section 3 above. In addition, the team should fulfill SANBI's procurement requirements as set out below.

*The Preferential Procurement Policy Framework Act (No. 5 of 2000) and SANBI procurement process applies to these Terms of Reference. Note that service providers are required to comply with the processes outlined here. Failure to comply will result in disqualification of proposals:*

- a) Service providers are required to submit a valid tax clearance certificate with their proposals. In the case that the service provider is not in possession of a valid tax clearance certificate, this should be applied for in good time ahead of the proposal deadline. See Annexure 1 for more information..*
- b) The Standard Bidding Forms (see Annexure 2) must be completed and submitted with this proposal.*
- c) The 80/20 point system will be applied in evaluating proposals, where technical merit and price constitute 80 points and ownership by formerly disenfranchised individuals, women and disabled people constitutes 20 points. Evaluation of proposals will be done according to the following criteria. Sufficient information should be provided to allow for evaluation according to these criteria:*

<b>Criteria</b>	<b>Points</b>
Technical merit of proposal (approach, time and deliverables)	30
Qualification, expertise and competencies of service provider	30
Employment Equity	20
Price	20
TOTAL	100

- d) Service providers who fail to score a minimum of 30 points out of a possible 60 points on technical merit and qualification criteria will not be eligible for further consideration.*

## 5. Contractual arrangements

- The contract will be drawn up between SANBI and the service provider.
- Invoices will be paid for deliverables received as agreed in the contract.
- Invoices must indicate the deliverable produced.
- No upfront payments will be made.

## 6. Applications

Proposals from suitably qualified and experienced teams may be submitted via e-mail to Caroline Petersen, C.A.P.E. Learning Network Manager in SANBI's Fynbos Programme, to [petersenc@sanbi.org](mailto:petersenc@sanbi.org) on by 12h00 on Friday 24 April 2009.

Proposals should include:

- A letter of application motivating for the team and its members and outlining the proposed approach to the work in detail
- A quote with a budget for the provision of the required services
- A curriculum vitae for each team member
- Examples of relevant work.

Examples of previous work can be submitted as attachments if they are under 3MB in size, or dropped off in person at the C.A.P.E. Administrator's office: Faslona Martin, 1<sup>st</sup> floor, Centre for Biodiversity Conservation, Kirstenbosch National Botanical Garden.

Enquiries can be directed to:

Caroline Petersen

SANBI Fynbos Programme

Email: [petersenc@sanbi.org](mailto:petersenc@sanbi.org)

Tel: (021) 799 8804

Fax: (021) 797 3475.

## Annexure 1

### TAX CLEARANCE REQUIREMENTS

#### IT IS A CONDITION OF BID THAT -

The taxes of the successful bidder **must** be in order, or that satisfactory arrangements have been made with South African Revenue Service (SARS) to meet the bidder's tax obligations.

1. In order to meet this requirement bidders are required to complete in full the attached form TCC 001 "Application for a Tax Clearance Certificate" and submit it to any SARS branch office nationally. The Tax Clearance Certificate Requirements are also applicable to foreign bidders / individuals who wish to submit bids.
2. SARS will then furnish the bidder with a Tax Clearance Certificate that will be valid for a period of 1 (one) year from the date of approval.
3. The original Tax Clearance Certificate must be submitted together with the bid. Failure to submit the original and valid Tax Clearance Certificate will result in the invalidation of the bid. Certified copies of the Tax Clearance Certificate will not be acceptable.
4. In bids where Consortia / Joint Ventures / Sub-contractors are involved each party must submit a separate Tax Clearance Certificate.
5. Copies of the TCC001 "Application for a Tax Clearance Certificate" form are available from any SARS branch office nationally or on website [www.sars.gov.za](http://www.sars.gov.za)

Applications for the Tax Clearance Certificates may also be made via eFiling. In order to use this provision, taxpayers will need to register with SARS as eFilers through the website [www.sars.gov.za](http://www.sars.gov.za)

## Annexure 2

### PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2001

#### PURCHASES

This preference form must form part of all bids invited. It contains general information and serves as a claim form for Historically Disadvantaged Individual (HDI) preference points as well as a summary for preference points claimed for attainment of other specified goals

**NB: BEFORE COMPLETING THIS FORM, BIDDERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF EQUITY OWNERSHIP BY HISTORICALLY DISADVANTAGED INDIVIDUALS (HDIs), AS PRESCRIBED IN THE PREFERENTIAL PROCUREMENT REGULATIONS, 2001.**

---

#### 1. GENERAL CONDITIONS

1.1 The following preference point systems are applicable to all bids:

- the 80/20 system for requirements with a Rand value of up to R500 000; and
- the 90/10 system for requirements with a Rand value above R500 000.

1.2 The value of this bid is estimated to not exceed R500 000 and therefore the 80/20 system shall be applicable.

1.3 Preference points for this bid shall be awarded for:

- (a) Price; and
- (b) Specific contract participation goals, as specified in the attached forms.

1.3.1 The points for this bid are allocated as follows:

<b>1.3.1.1</b>	<b>PRICE</b>	<b>POINTS</b>
		80

#### 1.3.1.2 SPECIFIC CONTRACT PARTICIPATION GOALS

**(a) Historically Disadvantaged Individuals:**

- |       |   |    |
|-------|---|----|
| (i)   | who had no franchise in national elections before the 1983 and 1993 Constitutions | 12 |
| (ii)  | who is a female   | 6  |
| (iii) | who has a disability  | 2  |

**(b) Other specific goals (goals of the RDP- plus local manufacture)**

- |       |  |       |
|-------|--|-------|
| (i)   |  | ..... |
| (ii)  |  | ..... |
| (iii) |  | ..... |
| (iv)  |  | ..... |

**Total points for Price, HDIs and other RDP-goals must not exceed**

100

**Separate Preference Points Claim Forms will be used for the promotion of the specific goals for which points have been allocated in paragraph 1.3.1.2 (b) above.**

1.4 Failure on the part of a bidder to fill in and/or to sign this form may be interpreted to mean that preference points are not claimed.

1.5. The purchaser reserves the right to require of a bidder, either before a bid is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the purchaser.

**2. GENERAL DEFINITIONS**

2.1 **“Acceptable bid”** means any bid which, in all respects, complies with the specifications and conditions of bid as set out in the bid document.

2.2 **“Bid”** means a written offer in a prescribed or stipulated form in response to an invitation by an organ of state for the provision of goods, works or services.

2.3 **“Comparative price”** means the price after the factors of a non-firm price and all unconditional discounts that can be utilised have been taken into consideration.

2.4 **“Consortium or joint venture”** means an association of persons for the purpose of combining their expertise, property, capital, efforts, skills and knowledge in an activity for the execution of a contract.

2.5 **“Contract”** means the agreement that results from the acceptance of a bid by an organ of state.

2.6 **“Specific contract participation goals”** means the goals as stipulated in the Preferential Procurement Regulations 2001.

2.6.1 In addition to above-mentioned goals, the Regulations [12.(1)] also make provision for organs of state to give particular consideration to procuring locally manufactured products.

2.7 **“Control”** means 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 appropriate managerial authority and power in determining the policies and directing the operations of the business.

2.8 **“Disability”** means, in respect of a person, a permanent impairment of a physical, intellectual, or sensory function, which results in restricted, or lack of, ability to perform an activity in the manner, or within the range, considered normal for a human being.

2.9 **“Equity Ownership”** means the percentage ownership and control, exercised by individuals within an enterprise.

2.10 **“Historically Disadvantaged Individual (HDI)”** means a South African citizen

- (1) who, due to the apartheid policy that had been in place, had no franchise in national elections prior to the introduction of the Constitution of the Republic of South Africa, 1983 (Act No 110 of 1983) or the Constitution of the Republic of South Africa, 1993, (Act No 200 of 1993) (“the interim Constitution); and/or

(2) who is a female; and/or

(3) who has a disability:

provided that a person who obtained South African citizenship on or after the coming to effect of the Interim Constitution, is deemed not to be a HDI;

2.11 **“Management”** means an activity inclusive of control and performed on a daily basis, by any person who is a principal executive officer of the company, by whatever name that person may be designated, and whether or not that person is a director.

2.12 **“Owned”** means having all the customary elements of ownership, including the right of decision-making and sharing all the risks and profits commensurate with the degree of ownership interests as demonstrated by an examination of the substance, rather than the form of ownership arrangements.

2.13 **“Person”** includes reference to a juristic person.

2.14 **“Rand value”** means the total estimated value of a contract in Rand denomination that is calculated at the time of bid invitations and includes all applicable taxes and excise duties.

2.15 **“Small, Medium and Micro Enterprises (SMMEs)”** bears the same meaning assigned to this expression in the National Small Business Act, 1996 (No 102 of 1996).

2.16 **“Sub-contracting”** means the primary contractor’s assigning or leasing or making out work to, or employing another person to support such primary contractor in the execution of part of a project in terms of the contract.

2.17 **“Trust”** means the arrangement through which the property of one person is made over or bequeathed to a trustee to administer such property for the benefit of another person.

2.18 **“Trustee”** means any person, including the founder of a trust, to whom property is bequeathed in order for such property to be administered for the benefit of another person.

### **3. ESTABLISHMENT OF HDI EQUITY OWNERSHIP IN AN ENTERPRISE**

3.1 Equity ownership shall be equated to the percentage of an enterprise which is owned by individuals classified as HDIs, or in the case of a company, the percentage shares that are owned by individuals classified as HDIs, who are actively involved in the management and daily business operations of the enterprise and exercise control over the enterprise, commensurate with their degree of ownership.

3.2 Where individuals are not actively involved in the management and daily business operations and do not exercise control over the enterprise commensurate with their degree of ownership, equity ownership may not be claimed.

### **4. ADJUDICATION USING A POINT SYSTEM**

4.1 The bidder obtaining the highest number of points will be awarded the contract.

4.2 Preference points shall be calculated after prices have been brought to a comparative basis.

4.3 Points scored will be rounded off to 2 decimal places.

4.4 In the event of equal points scored, the bid will be awarded to the bidder scoring the highest number of points for specified goals.

**5. POINTS AWARDED FOR PRICE**

**5.1 THE 80/20 OR 90/10 PREFERENCE POINT SYSTEMS**

A maximum of 80 or 90 points is allocated for price on the following basis:

$$P_s = 80 \left( 1 - \frac{P_t - P_{\min}}{P_{\min}} \right) \quad \text{or} \quad P_s = 90 \left( 1 - \frac{P_t - P_{\min}}{P_{\min}} \right)$$

Where

$P_s$  = Points scored for price of bid under consideration

$P_t$  = Rand value of bid under consideration

$P_{\min}$  = Rand value of lowest acceptable bid

**6. Points awarded for historically disadvantaged individuals**

6.1 In terms of Regulation 13 (2) preference points for HDI's are calculated on their percentage shareholding in a business, provided that they are actively involved in and exercise control over the enterprise. The following formula is prescribed in Regulation 13 (5) (c):

$$NEP = NOP \times \frac{EP}{100}$$

Where

NEP = Points awarded for equity ownership by an HDI

NOP = The maximum number of points awarded for equity ownership by an HDI in that specific category

EP = The percentage of equity ownership by an HDI within the enterprise or business, determined in accordance with the definition of HDI's.

6.2 Equity claims for a trust will only be allowed in respect of those persons who are both trustees and beneficiaries and who are actively involved in the management of the trust.

6.3 Documentation to substantiate the validity of the credentials of the trustees contemplated above must be submitted.

6.4 Listed companies and tertiary institutions do not qualify for HDI preference points.

6.5 A consortium or joint venture may, based on the percentage of the contract value managed or executed by their HDI-members, be entitled to preference points in respect of an HDI.

6.6 A person awarded a contract as a result of preference for contracting with, or providing equity ownership to an HDI, may not subcontract more than 25% of the value of the contract to a person who is not an HDI or does not qualify for the same number or more preference for equity ownership.

**7. BID DECLARATION**

7.1 Bidders who claim points in respect of equity ownership must complete the Bid Declaration at the end of this form.

**8. EQUITY OWNERSHIP CLAIMED IN TERMS OF PARAGRAPH 2.10 ABOVE. POINTS TO BE CALCULATED FROM INFORMATION FURNISHED IN PARAGRAPH 9.8.**

	<b>Ownership</b>	<b>Percentage owned</b>	<b>Points claimed</b>
8.1	Equity ownership <b>by persons who</b> had no franchise in the national <b>elections</b>	% .....	.....
8.2	Equity ownership <b>by women</b>	% .....	.....
8.3	Equity ownership <b>by disabled persons*</b>	% .....	.....

\*If points are claimed for disabled persons, indicate nature of impairment (see paragraph 2.8 above)

**9 DECLARATION WITH REGARD TO EQUITY**

9.1 Name of firm : .....

9.2 VAT registration number : .....

9.3 Company registration number : .....

**9.4 TYPE OF FIRM**

- Partnership
- One person business/sole trader
- Close corporation
- Company
- (Pty) Limited

[TICK APPLICABLE BOX]

**9.5 DESCRIBE PRINCIPAL BUSINESS ACTIVITIES**

.....  
.....  
.....

**9.6 COMPANY CLASSIFICATION**

- Manufacturer
- Supplier
- Professional service provider
- Other service providers, e.g. transporter, etc.

[TICK APPLICABLE BOX]

**9.7 TOTAL NUMBER OF YEARS THE FIRM HAS BEEN IN BUSINESS? .....**

**9.8 List all Shareholders by Name, Position, Identity Number, Citizenship, HDI status and ownership, as relevant. Information to be used to calculate the points claimed in paragraph 8.**

Name	Date/Position occupied in Enterprise	ID Number	Date RSA Citizenship obtained	* HDI Status			% of business / enterprise owned
				No franchise prior to elections	Women	Disabled	

\*Indicate YES or NO

**9.9 Consortium / Joint Venture**

9.9.1 In the event that preference points are claimed for HDI members by consortia / joint ventures, the following information must be furnished in order to be entitled to the points claimed in respect of the HDI member:

Name of HDI member (to be consistent with paragraph 9.8)	Percentage (%) of the contract value managed or executed by the HDI member

9.10 I/we, the undersigned, who warrants that he/she is duly authorised to do so on behalf of the firm certify that points claimed, based on the equity ownership, indicated in paragraph 8 of the foregoing certificate, qualifies the firm for the preference(s) shown and I / we acknowledge that:

- (i) The information furnished is true and correct.
- (ii) The Equity ownership claimed is in accordance with the General Conditions as indicated in paragraph 1 of this form.
- (iii) In the event of a contract being awarded as a result of points claimed as shown in paragraph 8, the contractor may be required to furnish documentary proof to the satisfaction of the purchaser that the claims are correct.
- (iv) If the claims are found to be incorrect, the purchaser may, in addition to any other remedy it may have -

- (a) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
- (b) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
- (c) impose a financial penalty more severe than the theoretical financial preference associated with the claim which was made in the bid; and

**WITNESSES:**

1. ....

..... SIGNATURE(S) OF BIDDER(S)
------------------------------------

2. ....

DATE:.....

ADDRESS:.....

.....

.....