

REQUEST FOR PROPOSALS DOCUMENT FOR PROVISION OF ANNUAL CUSTOMER SATISFACTION SURVEY

PROCUREMENT REFERENCE NUMBER: POSB2026/64



STANDARD BIDDING DOCUMENT

REQUEST FOR PROPOSALS DOCUMENT FOR PROVISION OF ANNUAL CUSTOMER SATISFACTION SURVEY

PROCUREMENT REFERENCE NUMBER: POSB2026/64

DATE OF ISSUE 08 MAY 2026

CLOSING DATE08 JUNE 2026

CLOSING TIME1100 HOURS

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PART 1: REQUEST FOR PROPOSALS PROCEDURES

References:

References to the Act are to the Public Procurement and Disposal of Public Assets Act [Chapter22:23] and references to the regulations are to the Public Procurement and Disposal of Public Assets (General) Regulations, 2018 (Statutory Instrument No. 5 of 2018). The terms and requirements in the Act and Regulations govern the submission of Proposals and should be read by all Consulting Firm

Preparation of Proposals:

Only Consulting Firms registered with the Procurement Regulatory Authority of Zimbabwe in terms of section 4 of the Regulations are eligible to participate.

You are requested to submit a Proposal to provide the consulting services detailed in the Statement of Requirements by submitting separate technical and financial proposals, as detailed below. The standard forms contained within this Request for Proposals may be retyped for completion, but the Consulting Firm is responsible for their accurate reproduction.

You are advised to read carefully the complete Request for Proposals document, including the Special Conditions of Contract in Part 3, as well as the Contract Agreement and the General Conditions of Contract for Consultancy Services (available on the Authority's website or on request), before preparing your proposal.

Number of bids allowed

No Consulting Firm may submit more than one bid, either individually or as a joint venture partner in another bid, except as a subcontractor. A conflict of interest will be deemed to arise if bids are received from more than one Consultancy owned, directly or indirectly, by the same person.

Preparation of Technical Proposals:

Technical proposals should contain the following documents and information:

1. The Technical Proposal Submission Sheet in this Part.
2. A brief methodology for performing the services.
3. A workplan, showing the input of all key staff.
4. CVs of key staff.
5. 3 Reference letters from previous customers confirming that the bidder successfully provided the same services. One reference letter must be from a commercial bank (POSB excluded). Reference letters should provide a summary of your experience in similar assignments.
6. Proof of payment of Bid Security of \$500.00 in the format specified in this Part.

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7. A copy of your certificate of registration demonstrating your Procurement Regulatory Authority (PRAZ) registered supplier status.
8. The bidder MUST attach the following MANDATORY documents
 1. Legal Documents - Certificate of Incorporation.
 2. CR14 Form (list of directors), 2026.
 3. Valid 2026 ITF 263 Tax clearance certificate.
 4. Valid VAT Certificate
 5. Valid NSSA Clearance Certificate
 6. Detailed Company Profile.

Failure to comply with the terms and conditions set out in this RFP will lead to automatic disqualification.

Bidders with outstanding deliveries and/or who have failed to meet the agreed delivery target before, may not be eligible for consideration in this tender.

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Preparation of Financial Proposals:

Financial proposals should contain the following documents and information:

1. The Financial Proposal Submission Sheet in this Part;
2. The Breakdown of Contract Price form in this Part, showing all costs for the assignment.

Basis of Pricing and Payment:

The contract will be a lump sum. Payments will be made on the following basis:

The contract price must be a fixed total lump sum, including all costs required to carry out the Services. The Breakdown of Contract Price may be used only for evaluation purposes and to determine the price for any additional services agreed.

Clarifications may be requested in writing by any Consulting Firm up to **22 May 2026** and should be sent to procurement@posb.co.zw to the attention of Gibson Sibanda or Fortunate Molai

Validity of Proposals:

The minimum period for which the Consulting Firm's proposal must remain valid ninety days (90) from the deadline for submission of proposals.

Submission of Proposals:

Proposals should be submitted on the egp platform, no later than the date and time of the deadline below. Late proposals will be rejected. The Procuring Entity reserves the right to extend the proposal submission deadline but will notify all Consulting Firms invited to submit proposals of the amended proposal submission deadline

Date for Submission:	8 JUNE 2026
Time of Submission	1100hrs
Address for submission:	Egp platform

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Opening Proposals:

The proposals will be opened to the public immediately following the deadline for submission. Financial proposals will be kept unopened, and the evaluation committee will have no access to financial information until the technical evaluation is concluded. Financial proposals for accepted bids will be opened on the date specified in the notice of results for the technical evaluation.

Withdrawal, amendment or modification of Proposals:

A Consulting Firm may withdraw, substitute, or modify its Proposals after it has been submitted by sending a written notice, duly signed by an authorized representative. However, no Proposal may be withdrawn, substituted, or modified in the interval between the deadline for submission of Proposals and the expiration of the period of proposal validity specified by the Consulting Firm or any extension thereof.

Bid Prices and Discounts

The prices and discounts quoted by the Bidder in the Bid Submission Form and in the Price Schedules must conform to the requirements specified below.

Prices must be quoted as specified in the Price Schedule included in Part 2 Statement of Requirements. In quoting prices, the Bidder is free to use transportation through carriers registered in any eligible country and similarly may obtain insurance services from any eligible country. Prices quoted must include the following costs and components:

(a) For Goods

(i) the price of the Goods and the cost of delivery to the final destination, including the relevant INCOTERM, as stated in the Delivery Schedule;

(ii) the custom duties to be paid on the Goods on entry in Zimbabwe, if not already included;

(iii) Any other applicable import taxes;

(iv) any sales and other taxes due within Zimbabwe which will be payable on the Goods,

if not already included;

(v) any rebate or mark-up of the local agent or representative.

(b) for Related Services, (other than inland transportation and other services required to convey the Goods to their final destination), whenever such Related Services are

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specified in the Schedule of Requirements:

the price of each item comprising the Related Services (inclusive of any applicable taxes).

Bid Security

The bidder must attach their refundable bid security of US\$500.00 or its ZWG\$ equivalence valid for 90 days in line with Section 26 of the Statutory instrument 5 of 2018 (General Regulations of Public Procurement and Disposal of Public Assets and updated through S.I.193 OF 2022). The bid security shall be payable using any one of the following options: -

1. In the form of Bank Guarantee from a Commercial Registered Bank.
2. Certified Bank Cheque.
3. A Cash deposit of US\$500,00 or its equivalence in ZWG\$ payable direct to the Procurement Regulatory Authority of Zimbabwe (PRAZ) If the third option is chosen, bidders must submit proof of payment of non-refundable of bid bond establishment fee of \$200.00 in terms of Part V of Statutory Instrument 9 of 2026. The Bid Security of a Joint Venture (JV) must be in the name of the JV that submits the Bid. If the JV has not been legally constituted at the time of bidding, the Bid bond Security or Bid-Securing Declaration must be in the names of all intended partners.

Evaluation of Proposals:

The evaluation of proposals will use the QCBS evaluation methodology as detailed below:

Quality and Cost Based Selection (QCBS):

1. Preliminary examination to confirm that all documents required have been provided, to confirm the eligibility of Consulting Firms and to confirm that the Consulting Firm has accepted all terms and conditions without material deviation or reservation.
2. Technical evaluation to assess the technical quality of proposals against the criteria below, to determine the technical score for each proposal and to determine which proposals reach the minimum technical score given below; and
3. Financial evaluation to determine the financial score of each proposal, to weigh the technical and financial scores and to determine the total score of each proposal.

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Proposals failing at any stage will be eliminated and not considered in subsequent stages.

Technical Evaluation Criteria:

Proposals will be awarded scores out of the maximum number of points indicated below for each of the following criteria:

The minimum technical qualifying score required to pass the technical evaluation is **80 points**.

Financial Criteria:

Bidders must clearly provide comprehensive pricing information for the project.

Financial scores will be determined by awarding **100 points** to the lowest priced proposal and giving all other proposals a score which is proportionate to this.

Total scores will be determined using a weighting of **80%** for technical proposals and a weighting of **20%** for financial proposals.

Review by the Special Procurement Oversight Committee

Section 54 of the Act provides for review by the Special Procurement Oversight Committee for certain especially sensitive or especially valuable contracts. *This procurement shall not be reviewed by SPOC.*

Currency:

Proposals must be priced in United States Dollars

The currency of evaluation will United States Dollars

The payment currency will be local currency at the prevailing rate on date of payment

Recommendation for Award:

The proposal with the highest total score will be recommended for the award of contract, subject to any negotiations required.

Award of contract:

Award of the contract will be by placement of a contract in accordance with Part 3 of this Request For Proposals. The proposed award of contract will be by issue of a Notification of Contract Award in terms of section 55 of the Act which will be effective until signature of the contract documents in accordance with Part 3: Contract.

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Unsuccessful Consulting Firms will receive the Notification of Contract Award and, if they consider they have suffered prejudice from the process, they may, within 14 days of receiving this Notification, submit to the Procuring Entity a Challenge in terms of section 73 of the Act, subject to payment of the applicable fee set out in section 44 of and the Third Schedule to the Regulations.

The contract will only be valid subject to payment of annual contract administration fees in line with Part V of the Fifth Schedule to the Regulations.

Right to Reject:

The Procuring Entity reserves the right to accept or reject any proposal or to cancel the procurement process and reject all proposals at any time prior to contract award.

Corrupt Practices:

The Government of Zimbabwe requires that Procuring Entities, as well as Consulting Firms, observe the highest standard of ethics during the procurement and execution of contracts. In pursuit of this policy:

1. The Procuring Entity will reject a recommendation for award if it determines that the Consulting Firm recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive or obstructive practices in competing for the Contract or been declared ineligible to be awarded a procurement contract under section 99 of the Act; a definition of these terms is found in clause 1.9 of the GCC;
2. The Authority may under Section 72 (6) of the Act impose the debarment sanctions under section 74(1) of the Regulations.
3. In accordance with section 42 of the Regulations, submission of a bid will be deemed to be an undertaking on behalf of the Consulting Firm to accept the responsibilities described in clause 1.1 of the GCC; and
4. Any conflict of interest on the part of the Consulting Firm must be declared.

Declaration by the Accounting Officer

I declare that that the procurement is based on neutral and fair technical requirements and bidder qualifications.



.....

G. Changunda

Signed on 11 May 2026, 4:07 AM CAT

Chief Executive Officer

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Technical Proposal Submission Sheet

{Note to Consulting Firms: Complete this form with all the requested details and submit it as the first page of your technical proposal, with the documents requested in Part 1 attached. Ensure that your proposal is authorised in the signature block below. A signature and authorisation on this form will confirm that the terms and conditions of this RFP prevail over any attachments. If your proposal is not authorised, it may be rejected. In case the Consulting Firm is a Joint Venture (JV), the Bid must be signed by an authorized representative of the JV on behalf of the JV, and so as to be legally binding on all the members as evidenced by a power of attorney signed by their legally authorized representatives.}

Procurement Reference Number:

Subject of Procurement:

Name of Consulting Firm:

Consulting Firm's Reference Number:

Date of Technical Proposal:

We offer to provide the services described in the Statement of Requirements, in accordance with the terms and conditions stated in your Request for Proposals referenced above.

We confirm that we are eligible to participate in public procurement and meet the eligibility criteria specified in Part 1: Proposal Procedures of your Request for Proposals.

The validity period of our proposal is: ..days from the date of the submission.

We submit on the attached Appendices the evidence to demonstrate our suitability to perform the required services:

Appendix A: Methodology and Work Plan;

Appendix B: Experience and Qualifications.

We understand that the proposals in these Appendices, if approved or as amended, will be included in the Contract Appendices and shall form a contractual commitment.

We enclose a separately sealed financial proposal.

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We declare that we are not debarred from bidding and that the documents we submit are true and correct.

Technical Proposal Authorised By:

Signed	Name:
In capacity	Date:(DD/MM/YY)
of:	
Duly authorised for and on behalf of:	
Firm	
Address:	
.....	
Corporate Seal (where appropriate)	

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PART 2: STATEMENT OF REQUIREMENTS

1) SCOPE OF WORK - CUSTOMER SATISFACTION SURVEY

POSB requires the services of a reputable organisation to carry out an exhaustive Syndicated Customer Satisfaction Survey to measure and make recommendations on the Bank's segment specific and overall position relating to; customer service delivery, products and services, customer experience, customer satisfaction, customer loyalty and brand(s) and related brand health checks. The survey will assist POSB to achieve the following objectives or outcomes.

- Gather insights to better understand customer needs, expectations, and preferences, ensuring that products and services are tailored to enhance overall customer satisfaction.
- Assess customer perceptions of security, reliability, and usability of POSB's digital services in order to strengthen trust in the Bank's online platforms.
- Identify opportunities for refreshing POSB's brand image and messaging to better resonate with current and potential customers and strengthen market positioning.
- Assess POSB's service delivery quality across both physical and virtual customer touchpoints.
- Determine overall customer satisfaction levels among POSB customers.
- Establish levels of product and service awareness among customers and staff, including appeal across different customer segments.
- Analyse POSB brand awareness, brand perception, and brand health indicators in the market.
- Provide insights to support customer retention strategies through analysis of factors influencing customer churn and attrition.
- Identify customer pain points and service gaps contributing to dissatisfaction.
- Develop recommendations for improving customer experience and converting satisfied customers into brand advocates.
- Identify strategies for overcoming negative customer experiences and improving service recovery mechanisms.
- Provide insights that support brand reputation management and enhancement.
- Assess the remittance ecosystem and customer experience to identify opportunities for POSB to strengthen or expand remittance services.
- Understand the financial behaviours and needs of participants in the informal economy in order to identify opportunities for financial inclusion.

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- Provide insights into Youth and Next Generation Banking, including:
 - ✚ Understanding why young professionals prefer competitor banks
 - ✚ identifying the banking experiences and services expected by Generation Z
- Examine the barriers and drivers of digital banking adoption, and identify opportunities to improve and transform the Bank's digital customer experience

2) TECHNICAL ASSESSMENT AND SCORING

EVALUATION CRITERIA	MINIMUM REQUIREMENTS	POSSIBLE SCORE (points)
<p>Experience of organization conducting customer satisfaction and brand awareness research projects.</p>	<p>1. Number of years bidder has been carrying research works, (minimum 5 years) as per company registration documents.</p> <p>2. Company profile and detailed organizational structure.</p>	<p>3</p> <p>2</p> <p>Total Score 5</p>
<p>Qualification and experience of key personnel</p>	<p>1. Project Manager or Lead Consultant – CVs and proof of relevant qualifications (Graduate qualification in Economics, Statistic, Psychology, Marketing or other relevant degree).</p> <p>2. Research/ Data Analyst - CVs and proof of relevant qualifications (Graduate qualification in Economics, Statistic, Psychology, Marketing or other relevant degree).</p> <p>3. Field supervisors and or interviewers – CVs and proof of relevant qualifications (Graduate qualification in Economics, Statistic, Psychology, Marketing or other relevant degree).</p>	<p>5</p> <p>5</p> <p>5</p> <p>Total Score 15</p>
<p>Proof of previous works done and client confirmation of the same</p>	<p>Proven experience in design and implementation of quantitative and qualitative studies/surveys on customer satisfaction, consumer behavior and brand matrices. This should be evidenced by submission of reference letters from 3 organizations for work done in the past 5 years, that is from 2020 to 2025. One reference should be from an organization in the financial service sector, other than POSB. The letter should be on company letterhead,</p>	

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	<p>signed by a significant authority.</p> <ul style="list-style-type: none"> • Non-financial services organization reference letter 1, within the period 2020 to 2025 and signed. • Non-financial services organization reference letter 2, within the period 2020 to 2025 and signed. • Financial services organization reference letter, within the period 2020 to 2025 and signed. <p>NB: Failure to produce a reference letter from a financial institution will result in automatic disqualification of the bidder.</p>	<p>2</p> <p>2</p> <p>5</p> <p>Total Score 9</p>
<p>Data Analysis Methods and Categories</p>	<p>1. Demonstration of the use of statistical package(s) for data capturing and analysis such as SPSS, STATA or any similar program/software.</p> <p>2. Brief discussion/demonstration of the proposed method or formula to be used to calculate the following:</p> <ul style="list-style-type: none"> • Customer Satisfaction Index • Net Promoter Score • Customer lifetime Value • Voice of customers • Customer churn rate • Average resolution time • First response time • Brand and Products awareness Index • Top of mind awareness • Prompted awareness • Aided awareness • Customer Effort Score • Customer Equity • Brand Equity • Brand recall <p>3. Demonstration of statistical validity of methods proposed</p>	<p>5</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>4</p> <p>Total Score 24</p>
<p>Data Collection Mechanisms and Fieldwork Implementation</p>	<p>The approach(es) for the baseline study should include discussions/description of the following:</p> <p>1. explanation of methodological choice, ie the research philosophy & justification, research design and its justification, target population, sample size and sampling method and justification, sources of data, research instruments and justification.</p> <p>2. appropriate mix of tools and methods for data collection for both quantitative and qualitative components. Explain data collection through physical and online. Explain data collection from POSB customers,</p>	<p>5</p> <p>5</p>

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	<p>non-customers, employees, corporates, agents etc</p> <p>3. sampling design and justification</p> <p>4. strategies for managing response rates and minimizing non-response bias</p> <p>5. plan for pre-test questionnaires</p> <p>6. plan for conducting training for data collectors</p> <p>7. analysis; limitations; risks and mitigation strategies</p> <p>8. quality assurance mechanisms</p> <p>9. Triangulation of research instruments to enhance validity and reliability</p> <p>10. Ethical consideration</p>	<p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>Total score 26</p>
<p>Practical Assessment</p>	<p>1.Workplan</p> <p>Detailed workplan showing the breakdown of activities in the 8-week period. Activities should include but not limited to: Research Problem, Literature Review, Research Design, Research process, Preparation of research results and submission of research findings.</p> <p>Further provide a short summary of what each activity entails and give examples where appropriate. A timeline and short summary of activity will both carry 2 marks.</p>	<p>10</p>
	<p>2.Presentation</p> <p>The bidder should make a 10-15 min presentation to the evaluation committee focusing on the following:</p> <p>2.1 Consultant Overview: Brief introduction of the consultancy firm, including expertise and relevant experience in the banking sector and briefly discussing the objectives of conducting the customer satisfaction survey.</p> <p>2.2 Understanding Bank Challenges</p> <p>Discuss current operating environment for banks, i.e brand repositioning, perception, regulations and changing customer expectations. Highlight how this affects the Bank's performance and how it affects customer satisfaction, loyalty, retention, and overall business performance.</p>	<p>10</p>

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	<p>2.3 Understanding Bank Customers</p> <p>Consultant to provide a strategic approach to customer segmentation (by value, behavior, lifecycle stage etc) to gauge understanding of POSB customer profile and enhance targeting.</p> <p>3. Survey Objectives</p> <p>Outline your understanding of the specific goals i.e measuring satisfaction levels, identifying areas for improvement, and gathering actionable feedback and explain the importance of benchmarking against industry standards and competitors.</p> <p>4. Proposed Methodology</p> <p>Present the proposed survey structure, including question types (e.g., Likert scales, open-ended questions). Discuss various data collection techniques (online surveys, in-branch surveys, phone interviews) and their appropriateness for the bank's customer base. Outline the proposed sample size and how customers will be segmented (e.g., by demographics, account types). Justify the research methodologies.</p> <p>5. Data Analysis and Reporting</p> <p>Describe the analytical methods that will be used to interpret the data, including both quantitative and qualitative analysis. Present the format of the final report, emphasizing key metrics, findings, and actionable insights.</p> <p>6. Timeline and Milestones</p> <p>Provide a detailed timeline for each phase of the survey, from design to reporting and highlight critical milestones and deliverables throughout the project.</p>	<p>Total Score 20</p>
	<p>2.Key Consideration</p> <p>Bidders are expected to have carried brief research into</p>	

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	<p>the POSB brand including.</p> <p>Who are we? targeted customer segment, Branch network, Main competition, Delivery channels available etc</p>	<p>1</p> <p>Total Score 1</p>
Score		100%

Additional Notes

- POSB reserves the right to verify all submitted information through reference checks, site visits and any other way the Bank decides.
- Only short-listed agencies, who meet the minimum technical criteria mark 80, will be invited for presentations and live demonstration sessions.
- Total scores will be determined using a weighting of **80%** for technical proposals and a weighting of **20%** for financial proposals.

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APPENDIX A – STATEMENT OF REQUIREMENTS

[Note: *This Appendix will include the final Terms of Reference, including the methodology and work plan, worked out by the Procuring Entity and the Consulting Firm during technical negotiations, dates for completion of various tasks, place of performance for different tasks, specific tasks to be approved by Procuring Entity, reporting requirements, list format, frequency, and contents of reports; persons to receive them; dates of submission, etc.].*

APPENDIX B - KEY PERSONNEL AND SUB-CONSULTING FIRMS

[Note: *List:*

Titles [and names, if already available], detailed job descriptions and minimum qualifications of Key Personnel to be assigned to work on the provision of consultancy services, indicating whether foreign or Zimbabwean, number of days allocation and, for foreign personnel, distinguish between home and field days allocated.

Describe any intended transfer of knowledge to Consulting Firms and other personnel in Zimbabwe and how this transfer will be achieved].

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Financial Proposal Submission Sheet

{Note to Consulting Firms: Complete this form with all the requested details and submit it as the first page of your financial proposal, with the documents requested above attached. Ensure that your proposal is authorised in the signature block below. A signature and authorisation on this form will confirm that the terms and conditions of this RFP prevail over any attachments. If your proposal is not authorised, it may be rejected. The total price of the proposal should be expressed in a currency permitted in the SCC}. In case the Consulting Firm is a Joint Venture (JV), the Bid must be signed by an authorized representative of the JV on behalf of the JV, and so as to be legally binding on all the members as evidenced by a power of attorney signed by their legally authorized representatives.

Procurement Reference Number:

Subject of Procurement:

Name of Consulting Firm:

Consulting Firm's Reference Number:

Date of Financial Proposal:

The total price of our proposal is: _____ and _____. {insert currencies and amounts}

We confirm that the rates quoted in our Financial Proposal are fixed and firm for the duration of the validity period and will not be subject to revision or variation or adjustment.

Financial Proposal Authorised By:

Signed	Name:
In capacity	Date:(DD/MM/YY)
of:	
Duly authorised for and on behalf of:	

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Firm
Address:
.....
Corporate Seal (where appropriate)

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FINANCIAL REQUIREMENTS

Bidders must clearly provide comprehensive pricing information for the syndicated customer satisfaction survey. All price quotations include VAT.

List of Services and Price Schedule

Procurement Reference Number: _____

Bidder's Name: _____

Bidder's Reference Number: _____

Note to Bidders: Complete the currency of your quotation and the unit and total rates for each item listed below.

Currency of Quotation/Contract: _____

Item No ¹	Description of Services	Input Quantity	Unit of Measure	Unit Rate	Total Price ²
1	Provision of Annual Customer Satisfaction Survey				
Other additional costs					
VAT					
Total					

3) FINANCIAL REQUIREMENTS

Bidders must clearly provide comprehensive pricing information for the syndicated customer satisfaction survey.

4. CONTRACT TENURE

NB: The successful research consultant will be required to provide half-yearly reports of findings then the final/ comprehensive report in 12 months.

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Appendix A: Methodology and Work Plan

{Describe the methodology and work plan you would propose to use in meeting the requirements in the statement of requirements in Part 2.}

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Appendix B: Experience and qualifications

{Provide background information about the consultancy firm that is bidding for the Contract and of any other firm that is associated with this bid. State whether any of the required services will be sub-contracted. Describe the experience of the firm in performing similar consultancy Contracts, if so required by the instructions in Part 1.

Name the key personnel who will perform the requirements under the Contract, their proposed period of engagement, including working hours and holidays, and describe their qualifications and experience in working on similar Contracts, distinguishing between foreign Consulting Firms and national (Zimbabwean) Consulting Firms. Describe any intended transfer of knowledge to Consulting Firms and other personnel in Zimbabwe and how this transfer will be achieved.}