



EMBASSY OF SWEDEN

Embassy of Sweden in Maputo

PROCUREMENT DOCUMENT

Procurement: Monitoring Services of the +SOL project

Procedure: LOU Simplified Procurement

Reference number: UM2024/09636/MAPU

Important information

Tenders must be submitted to the Embassy of Sweden, ambassaden.maputo@gov.se no later than 4th of April 2025, marked “Tender for UM2024/09636/MAPU”

The Embassy of Sweden in Maputo recommends that the tenderer, as soon as possible after receipt of this invitation, take note of the requirements in this dossier. Some of the requested documentation may have to be obtained from designated authorities, which can result in long lead times. Note that requirements defined as “must” or “shall” are mandatory and must be fulfilled in order to qualify for evaluation.

Requests for clarification or additions to the procurement document shall be submitted in writing via ambassaden.maputo@gov.se and marked with UM2024/09636/MAPU. The deadline for submitting questions is: 21st of March 2025.

Response (QA) to questions will be posted at the Embassy’s website at: www.swedenabroad.se/maputo

1. General orientation

1.1. Overall description of the procurement

The Embassy of Sweden in Maputo invites to a simplified procurement procedure with the aim of signing a consultancy service contract for the follow-up and monitoring of project implementation for the +SOL project.

1.2. Information on the contracting authority

The Embassy of Sweden in Maputo, Av. Julius Nyerere 1128, Maputo, Mozambique.

The long-term objective of the development co-operation financed by Sweden is to contribute to poverty reduction. Sweden's development cooperation resources are funded through Swedish tax revenue. The Swedish parliament makes decisions regarding the state budget, which includes the funds allocated to international aid. Sweden's government agency for development cooperation is the Swedish International Development Cooperation Agency (Sida).

The Strategy for Sweden's development cooperation for Mozambique (at present 2022-2026) is set by the Swedish government. The contracting part is the Embassy of Sweden in Maputo. The yearly budget for development and research cooperation in Mozambique amounts to approximately 60 MUSD for Sweden. Grant agreements for Sweden's development cooperation contributions in Mozambique are signed with partners such as the government of Mozambique, NGOs, Universities, Government agencies and International bodies like UN agencies and the World Bank.

1.5. Purpose and background of the procurement

With the aim of providing additional support to the process of follow-up and monitoring of project, the Embassy has decided to procure a Monitoring consultant (MC). The expected tasks of the MC a background to the project and its implementation are given in the enclosed Terms of Reference (ToR).

1.6. Description of the service to be procured

See Appendix 1 - ToR.

1.7. Contract period

The Assignment is expected to start 1st of May 2025 and end 31st of December 2028.

1.8. Volumes

During the contract period the estimated value is maximum 1 500 000 SEK, incl. VAT.

1.10. The opportunity to submit a tender on all or part of the procurement

Tenders shall cover the entire procurement.

1.11. Appendices

The procurement document relating to this procurement includes the following appendices:

Appendix 1 - Terms of Reference

Appendix 2 - Draft of the contract

Appendix 3 - Standard conditions

Appendix 4 - Declaration of honour

Appendix 5 - Language level definition

Appendix 6 - CV Template

Appendix 7 - Personal Data Processing Agreement

Appendix 8 – Price

Appendix 9 – Reference assignment

2. Administrative terms and conditions

2.1. Procurement procedure

The procurement is carried out in accordance with the Swedish Public Procurement Act (2016:1145) section 19.

The procedure allows the Embassy to initiate negotiations with one or more of the tenderers. However, tenders may be accepted without prior negotiation. Therefore, it is of great importance that the best possible terms and conditions are submitted in the tender.

2.2. Prerequisites for tender submission

2.2.1. Submission of the tender

Tender shall be submitted electronically to ambassaden.maputo@gov.se

The tenderer is not entitled to claim compensation for work or other costs associated with participating in the procurement.

2.2.2. The form of the tender

All electronic documents in the tender shall be saved in a commonly used format, such as .doc, .docx, .xls, .xlsx, .ppt, .pptx, .pdf, .txt, .jpg and .tif. Use the file format .zip if it is necessary to send the documents in a compressed form.

References to information in the form of links to web pages and unsolicited attachments will not be considered to constitute part of the tender and will not be taken into account in the review and evaluation of the tender.

In order to facilitate examination and evaluation of the tender, it is the Embassy's strong desire that the submitted tender be formatted in accordance with the procurement document's headings/disposition, that any templates belonging to the procurement document be used and filled in, and that references to any attachments be presented in a clear manner.

2.2.3. The language of the tender

The tender shall be written in English. However, the following may be drafted in Swedish:

- Single words, phrases and accepted terms
- Testimonials, certifications, or certificates issued by a party other than the tenderer

If the above-mentioned documents exist only in languages other than the above mentioned languages English, Swedish, then in addition to the document in the original language, a translation into Swedish or English shall also be attached.

2.2.4. Tender submission deadline

The deadline to submit a tender is 4th of April 2025.

2.2.5. Period of validity of the tender

The tender shall be valid until 4th of July 2025.

2.2.6. Variant tenders or alternative tenders

Variant tenders or alternative tenders are not permitted. If the tenderer submits provisions or reservations pertaining to the conditions in the procurement document, the tender may be

rejected. The tenderer is therefore asked to avoid providing information and attachments that have not been requested.

2.3. Clarification, additions, or questions on the procurement document

If the procurement document is considered to be unclear, or if some of the requirements set forth are unreasonable, abnormally costly or restrictive of competition in any respect, it is important that the Embassy be contacted as soon as possible so that misunderstandings can be avoided.

The Embassy is under no obligation to request additions or clarifications by the tenderers, and the opportunities for correcting shortcomings in submitted tenders are limited and depend on the nature of the deficiency. It is therefore important that the tenderer ensure that all requested information and documents are provided in the tender.

Requests for clarification or additions to the procurement document shall be submitted in writing via ambassaden.maputo@gov.se and marked with UM2024/09636/MAPU. The deadline for submitting questions is: 21st of March 2025. The Embassy cannot guarantee that questions received later than this day will be answered. Answers to questions will be published no later than six (6) days before the closing date (tender submission deadline).

Responses to questions will be posted on the Embassy's website: www.swedenabroad.se/maputo Published questions and answers, as well as any clarifications and additions submitted during the tender period, constitute part of the procurement document.

2.4. Notification of decision

Notification of award decisions will be sent out to the Tenderers contact person's address stated its tender.

The reception of a notification regarding the award decision does not mean that a binding contract has been signed between the Embassy and the winning tenderer. A contract only becomes legally binding when it has been signed by both parties.

Contract will be signed no sooner than ten (10) days after the date on which the notification of the award decision is sent to the tenderers.

The Embassy can cancel the procurement if there are objective reasons, such as lack of competition, unforeseen events or too high prices. If the procurement is canceled a decision will be notified to all tenderers.

2.5. Confidentiality

As soon as the award decision has been sent to all tenderers, all documents relating to the procurement, including tenders, become subject to the principle of public access to official documents. If a tenderer considers that it may suffer damages if information provided in the tender should become public, the tenderer shall submit a written request for confidentiality containing **a)** the information to which the request for confidentiality pertains and **b)** what economic damages the tenderer would be suffered if the information should be disclosed.

Upon request for disclosure of tender documents, the Embassy will in each case review any request for confidentiality submitted by a tenderer. The Embassy's assessment regarding

confidentiality may be appealed to the administrative court. The Embassy can therefore not guarantee that the information in the tender will not be revealed to the public.

2.6. Examination and evaluation

The contract will be awarded to the most economically advantageous tender, as determined according to the following basis:

Best price-quality ratio

The examination and evaluation of submitted tenders will be carried out in steps (described below), on the basis of the information provided by the tenderer in its tender, together with the supplementary documents.

Step 1 – Examination of tenders

In the first step, the Embassy will examine whether the submitted tender is complete and whether the requirements outlined in the section “Administrative terms and conditions” have been met. The tenders that meet these requirements advance to Step 2; all other tenders will be rejected.

Step 2 – Qualification of tenderers

In Step 2, the Embassy will examine whether the tender meet requirements set forth in the section “Requirements of tenderers”. The tenders that meet these requirements advance to Step 3; all other tenders will be rejected.

Step 3 – Examination of the object of the procurement

In Step 3, the Embassy will examine whether the tender meets the requirements associated with the object of the procurement, which are outlined in the section “Requirements for [services/goods].” The tenders that meet these requirements advance to Step 4; all other tenders will be rejected.

Step 4 – Evaluation

In Step 4, the tender is evaluated in accordance with the evaluation methodology, as set forth in the section “Evaluation of tenders.”

2.7. Contract

In this procurement, a contract will be drawn up with a supplier in which all terms and conditions are laid out.

2.9. Contract terms and conditions

The tenderer shall accept the attached contract draft, including appendices (including the standard conditions and the terms of reference).

3. Requirements for tenderers

This section lists the mandatory requirements that must be met by the tenderer in order to be accepted as a supplier. For each requirement the required proof is described. Proof must be attached to the tender.

3.1. Subcontractors on which the tenderer relies

A tenderer can rely on other companies' capacity in order to meet the requirements relating to economic and financial standing or technical and professional capacity. "Other companies" include natural or legal persons who (for example) are business partners, subsidiaries or sister companies within a group.

Tenderers who invoke the capacity of other companies shall, for each and one of the companies whose capacity is invoked, attach requested proof for each of the requirements in section "Exclusion grounds" in this procurement document.

At the request of the Embassy, tenderers who wish to exercise this right shall specify the function that the company will fulfil, and shall submit a declaration of contractual obligation by the company in question or otherwise demonstrate that the tenderer will have the necessary resources at its disposal at such time as the contract is executed. Such proof may consist of a parent company guarantee, a cooperation agreement, or similar legally binding documentation.

3.2. Consortia

Joint tenders refer to the situation in which the tenderer is not a single legal or natural person who relies on other companies' capacity, but rather is comprised of a consortium of numerous legal or natural persons. Consortia are permitted to submit a tender in this procurement.

Tenderers who intend to submit a tender as a consortium shall, for each and one of the companies in consortium, attach requested proof for each of the requirements in section "Exclusion grounds" in this procurement document.

The qualification requirements shall be fully met by the consortium.

At the request of the Embassy, any tenderer that submits a tender as a consortium shall submit a copy of each of the consortium parties' signed consortium agreement.

3.3 Exclusion grounds

3.3.1 Criminal convictions

The tenderer, or any person who is a member of its administrative, management or supervisory body or has powers of representation, decision or control therein, shall not, through a judgment that has entered into legal force, been found guilty of one of the crimes that are ground for exclusion in the Swedish Public Procurement Act (LOU) chapter 13 Section 1:

- a) Participation in a criminal organisation
- b) Corruption
- c) Fraud
- d) Money laundering or terrorist financing
- e) Terrorist offences or offences linked to terrorist activities

f) Child labour and other forms of trafficking

The requirement also applies on any subcontractors on which the tenderer relies or consortium parties.

Proof:

Tenderer must sign Appendix 4. Declaration of honour and attach this to the tender.

Any subcontractors on which the tenderer relies or consortium parties must also sign a copy of Appendix 4. Declaration of honour and attach this to the tender.

3.3.2 Payment of taxes

The tenderer must have fulfilled its obligations relating to the payment of taxes and social security contributions (as stated in the the Swedish Public Procurement Act (LOU) chapter 13 Section 2).

The requirement also applies on any subcontractors on which the tenderer relies or consortium parties.

Proof:

Regarding Swedish tenderers, the Embassy will obtain information from relevant authorities.

Non-Swedish tenderers, subcontractors on which the tenderer relies or consortium parties, must in the tender provide documentation issued by a competent government authority attesting to compliance with respect to the payment of taxes and social security contributions in the home country. Or as an alternative sign 4. Declaration of honour and attach this to the tender. The documentation may not be more than three (3) months old, as calculated from the closing date for tenders

3.4. Qualification requirements

3.4.1 Registration for VAT, tax and as employer

Tenderers must be registered for VAT (if not exempt from the payment of value added tax).

Swedish tenderers must be approved for Ftax. NonSwedish tenderers must possess a Tax Identification Number (TIN).

If the tenderer has employees, the company must be registered as an employer.

Proof:

Regarding Swedish tenderers, subcontractors on which the tenderer relies and consortium parties, the Embassy will obtain information from relevant authorities.

NonSwedish tenderers, subcontractors on which the tenderer relies and consortium parties, must in the tender provide documentation issued by a competent government authority attesting to compliance with respect to the requirements above. The documentation may not be more than three months old, as calculated from the closing date for tenders.

3.4.2. Economic and financial standing - financial ratios

The tenderer shall have such an economic position that it can maintain a long term agreement.

Proof:

Extracts from the Creditsafe information database will serve as the basis for evaluation of the tenderers' financial standing and financial stability. The tenderer shall have a rating of at least 60 ("Low risk") in Creditsafe's register.

If the tenderer does not have a rating in Creditsafe's register, it shall submit an adopted annual report that discloses key ratios in which liquidity amounts to at least 1 and an equity/assets ratio of 15 %.

The key ratios that were recorded at the end of the last completed fiscal year constitute the basis for these calculations. At the request of the Embassy, the tenderer shall submit its last completed and adopted annual report in order to prove that the requirement is met.

The calculation of key ratios is carried out as follows:

Liquidity = Shortterm solvency (Current assets / Current liabilities)

Financial strength = longterm solvency (Equity + 0.7 x Untaxed reserves) / Total assets

If according to Creditsafe's register, a lower risk classification than "Low risk" is demonstrated, or if lower key ratios than [at least 1] and an equity/assets ratio of [at least 15 %] are detected, then the tenderer shall be deemed to satisfy the requirement, provided that a) or b) below are fulfilled.

a) At the request of the Embassy, the tenderer submits an explanation that is considered to make clear that the tenderer possesses equivalent financial stability.

b) At the request of the Embassy, the tenderer submits (a) guarantee(s) by the parent company or other guarantor regarding the tenderer's financial stability. Such certificates shall be signed by the parent company or guarantor, or by the guarantor's authorised signatory. In such cases, the demanded risk classification, as well as the requirements above shall be similarly reported and fulfilled by the parent company or the guarantor. The parent company or guarantor shall possess a minimum score of "Low risk" according to Creditsafe's register, or shall report key ratios where liquidity amounts to [at least 1] and an equity/assets ratio of [at least 15 %] by providing a copy of its last adopted annual report.

At the request of the Embassy, any company that is not obliged to prepare annual reports shall demonstrate that the company has a stable financial foundation by providing income or balance sheets for the previous two years, or by submitting the Swedish Tax Agency's form "Inkomst av näringsverksamhet" ("Business Income") for the previous two years.

At the request of the Embassy, any new company shall demonstrate that the company has a stable financial foundation by reporting its share capital or the equivalent, any income or balance sheets, its customer base, and references for its bank or financier.

The tenderer shall, on request and without delay, provide alternative proof of economic and financial position. Such documentation must support the claim that the above mentioned requirements are fulfilled.

3.4.3 Technical and professional ability

The tenderer must have the capacity, competence and experience to perform the requested services in a qualityassured and professional manner.

Proof:

The tender must contain:

1. A brief (should not exceed 500 words) description of their operations, capacity and ability to meet the Embassy's needs and the requirements of this procurement document.
2. A description of one (1) previously performed assignment, similar to the nature and scope of this procurement, ie. monitoring and results measuring, or planning the construction of off-grid solar production facilities such as mini-grids, performed within the last three years.

The description of the previously performed assignment must include the following:

- Brief description of the assignment (type of services, scope).
- Implementation date, if the assignment is ongoing or has been completed (including any indication of the time when completed the assignment)
- Contact information for reference (company/organization, contact person, telephone number and email address).

The Embassy reserves the right to contact the reference person to verify the submitted information.

3.5. Consultant conflicts of interest

If the Embassy is using an external consultant for the formulation of this procurement document (or for other preparatory work prior to this procurement) and the consultant also plans to submit a tender in the procurement, improper competitive advantages may arise. A consultant who has been engaged for the formulation of this procurement document or other preparatory work may therefore be excluded from submitting a tender in this part of the procurement. It is irrelevant if the consultant was hired by the Embassy or if the consultant participated as a subconsultant.

4. Requirements for services

The template for this section should act as an aid when formulating a specification of requirements. The template in this section should be adapted to each individual procurement and is not mandatory for the person designing the procurement document.

4.1. Subcontractors for the implementation of the assignment

The tenderer has the opportunity to hire a subcontractor / s to carry out the assignment. A subcontractor is a supplier who assists the tenderer with the services covered by this procurement and which are not invoked to ensure economic, technical and professional capacity. Such suppliers who supply various goods and services to the tenderer are noteither to be considered as subcontractors.

If a subcontractor (s) will be engaged for the execution of the assignment, the following information must be stated about the subcontractor (s) in the tender:

- Name
- Organization number
- Tasks that subcontractor (s) will perform

At the request of Sida, a tenderer who hires a subcontractor (s) to carry out the assignment, by means of a certificate or copy of a signed cooperation agreement, must demonstrate a cooperation relationship with the subcontractor (s) that is valid throughout the contract period.

The tenderer is responsible for the subcontractor's work as for his own work. The tenderer is also responsible for the subcontractor complying with requirements, criteria and conditions in the contract.

NOTE: The subcontractor (s) to be used for the performance of the requested services (ie the object of the procurement) are not to be considered as invoked companies in terms of financial, technical and professional capacity. See further under point 3.2.

4.2. Terms of reference

The terms of reference define the conditions for the implementation of the assignment. See Appendix 1. Terms of reference.

The tenderer **shall** accept the prerequisites for the implementation of the assignment, which are presented in Appendix 1. Terms of reference.

4.3. Method for implementing the assignment

The tenderer **shall**, on the basis of the terms of reference, provide a description of the methodology that the tenderer intends to use in implementing the assignment. The description must include the following:

- Method for implementing the assignment.
- The tenderer's role and duties while carrying out the assignment.
- Distribution of work between home offices and workplaces in partner countries, as well as the distribution between international and local consultants.

- Alternative measures to limit the number of trips, especially air travel, in implementing the assignment. Examples of such alternative measures may include that the tenderer hires local consultants and uses resources in the immediate area, for example by travelling to a neighbouring country, using ICT resources, or similar measures.

4.4. Project organisation

The tenderer **shall**, on the basis of the terms of reference, provide a description of the project organisation that will apply to the implementation of the assignment. The description must include the following:

- The organisational structure for implementing the assignment, i.e., the persons who will be assigned the tasks necessary to carry out the assignment.
- The contact person for the tenderer that is responsible for the contract (first and last name, phone number and email address).
- If the various team members possess complementary skill sets and experience, if more than one consultant proposed for the assignment.
- How the team will be flexible to respond quickly to the demands or changed demands within the proposed Assignment.

4.5. Work plan and timeline

The tenderer **shall**, on the basis of the terms of reference, provide the work plan and timeline that will apply to the implementation of the assignment. The description must include the following:

- Who does what, and time allocation within the team.
- A budget estimating the costs of the implementation of the work plan.

4.6. Qualifications and competence

The tenderer **shall** provide a project leader/team leader, as well as other staff/team members necessary to the implementation of the assignment.

The team as a whole shall possess:

- profound knowledge, and have at least 3 years proven work experience in developing countries in the following areas:
 - o The role of energy in a development context.
 - o Project monitoring in the energy sector.
 - o Concession selection processes, preferably concessions for mini-grids or similar.
 - o Evaluation of business models, technical solutions, as well as legal adherence of projects.
 - o Familiarity with policies and procedures of international development cooperation.
- very good skills in English, equivalent to at least level *full professional proficiency*, and in Portuguese equivalent to at least level *minimum professional proficiency* (according to The Embassy's language level definition; see Appendix 5. Language Level Definition).
- Knowledge of Mozambican legal context with regards to energy production, mini-grids, and business regulation.

The tender shall include the CVs of each of the proposed team members (including the project leader). Each CV must include the following:

- The person's first name and surname,
- education,
- professional experience, and
- language skills.

Fulfilment of the above-mentioned requirements shall be evidenced by the attached CV of each of the proposed team member. The attached CV template (Appendix 6) is required to be used.

4.7. Personal references

The tenderer **shall** submit in its tender at least 2 reference assignments within the energy sector in developing countries for each of the proposed team members. The person must have completed the reference assignment within no more than three years (calculated from the closing date). The reference assignments shall include the following:

- a short description of the reference assignment,
- the implementation time, and
- contact information for the reference (the company/organisation, contact person's first name and surname, telephone number, e-mail address).

Please use Appendix 9 - Reference assignment. The Embassy will assess whether the reference assignment is within the area. The Embassy also reserves the right to contact the reference persons to verify the submitted information.

4.8. Reporting and documentation

See Appendix 1. Terms of Reference, section 5.

5. Evaluation criteria

5.1. Method for implementing the assignment [40 points]

The assessment and scoring of the submitted description of the method shall be carried out in accordance with the section “Evaluation of tenders.”

In the assessment, the following will be reviewed:

- If a suitable and feasible method to carry out the assignment and fulfil the objectives is proposed. [20 points]
- Whether the tenderer demonstrates an understanding of the assignment and the tenderer's role and task in the implementation. [15 points]
- That the distribution of work between home offices and workplaces in partner countries is adequate. [5 points]

5.2. Project organisation [10 points]

The assessment and scoring of the submitted description of the project organisation shall be carried out in accordance with the section “Evaluation of tenders.”

In the assessment, the following will be reviewed:

- Whether the tasks necessary to implement the assignment have been assigned to persons with adequate training, experience and knowledge. [10 points]

5.3. Work plan and timeline [20 points]

The assessment and scoring of the description of the method submitted in the tender shall be carried out in accordance with the section “Evaluation of tenders.”

In the assessment, the following will be reviewed:

- Time allocation to the different tasks and availability for unplanned support [20 points]

5.4. Merits [30 points]

“Qualifications and competence” in section 4 specifies the minimum requirements for proposed persons’. Whatever exceeds the minimum requirements shall be demonstrated below and will be assessed and scored in accordance with the section “Evaluation of tenders.”

It is **preferable** if the *team as a whole* has the following:

- Extent of experience in the sector of mini-grids. [10 points]
- Extent of experience in the energy sector of Mozambique. [10 points]
- Knowledge of Swedish that exceeds level minimum professional proficiency (according to The Embassy’s language level definition; see Appendix 5. Language Level Definition). [10 points]

6. Tender prices

Prices, fees and costs shall be expressed in SEK, excl. VAT, but including any other taxes and charges.

6.1. Price attachments

Fees and costs shall be specified in Appendix 8 – Price.

6.2. Abnormally low tenders

If a tender appears to be abnormally low, The Embassy is obligated to request that the tenderer explain the low price or cost. If the tenderer has failed to explain the low price or cost in a satisfactory manner, The Embassy will reject the tender.

7. Evaluation of tenders

The evaluation of tenders will be carried out on the following basis:

Best price-quality ratio

7.1. Evaluation method

The evaluation will be conducted on the basis of the below award criteria:

Award criteria	Maximum score
Method for implementing the assignment	40
Project organisation	10
Work plan and timeline	20
Merits	30
Total points	100

The assessment and scoring of the award criteria will be carried out according to the following scoring scale:

The score for each criterion generates a weighted score. For example, a criterion score of 20 points that is deemed to be "Good" is assigned $0.8 \times 20 = 16$ points. (In the evaluation, the levels (in %) will be fixed. This means that no intermediate levels will be used.)	Rejected	0 %
	Inadequate	40 %
	Acceptable	60 %
	Good	80 %
	Very good	100 %

The tender must receive at least 75 points to be eligible for further evaluation.

Definition of the scoring scale:

Rejected = The description or equivalent element is missing or has major shortcomings.

Inadequate = The description or equivalent element is included but has certain shortcomings.

Acceptable = The description or equivalent element is sufficiently good but lacks substantial benefits or is of uneven quality.

Good = The description or equivalent element is adequate and well suited for the purpose.

Very good = The description or equivalent element provides added value and is of high quality overall.

The quality score is used to reward provided quality by awarding tenders a percentage mark-up on the price, wherein the mark-up is a function of how much lower the quality of the tender is judged to be in relation to the maximum quality. This method makes it possible to determine a comparative value for each tender. The winning tender is the one with the lowest comparative figure.

The following formula is used:

Comparison value = Tendered price x (1 + Percentage surcharge).

Percentage surcharge = [(maximum quality score – quality score assigned)/maximum quality score] x upward adjustment factor;

The upward adjustment factor reflects the effect the quality offered should have when added to the price in an evaluation. The higher the upward adjustment factor is, the greater the importance accorded to qualitative criteria in relation to the price. For this procurement, the weighting factor is set at 3.

Evaluation example:

The upward adjustment factor is set at 3.

Tender A: Price of 480,000 SEK; the total quality score obtained is 90 out of 100 points.

Tender B: Price of 400,000 SEK; the total quality score obtained is 75 out of 100 points.

Evaluation, Tender A

Percentage surcharge = $(100 - 90) / 100 \times 3$; Percentage increase = 0.3;

Comparative figure = $480,000 \times (1 + 0.3)$; Comparative figure = 624,000.

Evaluation, Tender B

Percentage surcharge = $(100 - 75) / 100 \times 3$; Percentage increase = 0.75;

Comparative figure = $400,000 \times (1 + 0.75)$; Comparative figure = 700,000.

The winning tender is A, since it has the lowest comparison value.