

# CALL FOR TENDER

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## Re-Design, Development & Support Services of The Malta Chamber Webportal

**Reference:** 2021 02 / The Malta Chamber Webportal

**Issued by:** The Malta Chamber of Commerce, Enterprise and Industry & Malta Enterprise

**Issue Date:** Friday 08 October 2021

**Closing Date:** Friday 29 October 2021 @ 18.00hrs



THE MALTA CHAMBER

## **Section A: General Information**

### **1) Subject and Scope**

The Malta Chamber of Commerce, Enterprise and Industry (hereinafter referred to as The Malta Chamber) is issuing this call for Tender for the **Re-Design, Development & Support Services of The Malta Chamber Webportal** (The Project).

The Malta Chamber is the independent voice of the private sector in Malta. Its principal mission is to actively represent companies from all economic sectors and ensure that entrepreneurs enjoy the best competitive environment and regulatory conditions possible for the conduct of ethical business.

As a business support organisation, The Malta Chamber is there to ensure that its members quickly and easily access the support, services and information they need to help their businesses succeed and grow.

The scope of this Call for Tender (hereinafter referred to as CfT) is therefore to obtain proposals from interested companies to enable The Malta Chamber to choose a partner to design, develop, host, maintain and support The Project in such a way that it meets the conditions and requirements as outlined in this document.

### **2) Purpose**

The Malta Chamber is looking for a creative web development and support partner to provide a new design concept for its flagship site [maltachamber.org.mt](http://maltachamber.org.mt) in mobile-first technology, to improve its presence on the web, to improve on its digital services, whilst also looking to the future and help achieve our longer-term vision.

The objective of The Malta Chamber webportal is primarily to appeal to member and non-member businesses and people in trade, entrepreneurship, industry, as well as key policy makers and key decision-takers. The Project must also showcase The Malta Chamber's work, efforts, and constant initiatives that it takes in favour of businesses.

The Malta Chamber's webportal is a key tool in its marketing output. Its primary functions include providing information about The Malta Chamber's wide range of services, sharing the latest news updates and events, as well as giving users access to an exclusive members' area, amongst others.

The purpose of The Project is therefore aimed at increasing membership sign-ups and helping members maximise their opportunities through The Malta Chamber's portal.

Tenderers are expected to keep The Malta Chamber's Mission Statement and Quality Policy at the forefront when developing their submission to this CfT.

### Mission Statement

The Malta Chamber of Commerce, Enterprise and Industry shall seek *"to vigorously influence the formation of policy at national and European level towards the development of an enterprise culture, the creation of favourable economic conditions to the advantage of Members and the interests of the wider community."*

### Quality Policy

The Quality Policy at the Malta Chamber of Commerce, Enterprise and Industry is *"to achieve customer satisfaction by continually improving processes and services to ensure they consistently meet and exceed customer expectations."*

The Malta Chamber is certified by the Malta Competition and Consumer Affairs Authority to comply with the requirements of MSA ISO 9001:2015.

### **3) Submission**

Tender responses are to be sent via email on [procurement@maltachamber.org.mt](mailto:procurement@maltachamber.org.mt), in pdf format, clearly indicating the Reference Number of this CfT in the email subject, the name of the Tenderer's duly authorised officer, postal address, telephone number and email address of the Tenderer.

The responsibility of the CfT submission in due time and in due manner shall lie solely with the Tenderer.

#### 4) Clarifications

Clarifications can only be sought in writing via email on [procurement@maltachamber.org.mt](mailto:procurement@maltachamber.org.mt). Clarifications must reach The Malta Chamber by not later than **Wednesday 13 October 20 August 2021 @ 18.00hrs**. Responses to the clarifications shall be issued by not later than Wednesday 20 October August 2021 @ 18.00hrs.

#### 5) Timetable

Description	Date
Publication of the Call for Tender	08.10.2021
Clarification Requests	13.10.2021 @ 18.00hrs
Clarification Replies	20.10.2021 @ 18.00hrs
Submission of proposals to Call for Tender	29.10.2021 @ 18.00hrs

#### 6) Confidentiality

All the information contained in this CfT (or accumulated through other written or verbal communication) is confidential and proprietary to The Malta Chamber.

#### 7) Bid Bond

No bid bond is required for this CfT.

#### 8) Acceptance

In submitting their responses to this CfT the Tenderers automatically confirm their acceptance in full and in their entirety the contents of this CfT document including any clarifications issued.

#### 9) Responsibility

It is the Tenderers' responsibility to examine carefully and comply with all the requirements, instructions, forms, provisions and specifications contained in this CfT document. Any disagreement, contradiction, alteration or deviation may lead to the Tenderer's offer not being considered any further.

## **Section B: The Project Specifications**

### **1) The Malta Chamber Portal - General Look and Feel**

The intent of The Project is to have a webportal which appeals primarily to member and non-member businesses who may make use of The Malta Chamber's wide range of membership benefits, as well as key decision makers and individuals

The Malta Chamber portal shall seek to:

- a. Service its members
- b. Promote the initiatives of The Malta Chamber
- c. Promote services offered to members and by members
- d. Disseminate business news
- e. Be commercially viable.

maltachamber.org.mt is a B2B business portal and this must be reflected in the visuals of the webportal in general, the Members Area and Open Area. The Malta Chamber's branding guidelines will be provided. The user experience should be pleasant, caters for easy navigation and getting members to their destination with the minimum number of clicks possible is a must.

### **2) Project Requirements**

This CfT is calling for:

- a. The development, implementation and support of a mobile-first site which carries business information to its members and non-members, the language of which shall be English
- b. The development, implementation and support of automated processes and workflows
- c. The development, implementation and support of reporting, dashboards and analytical tools, including data on daily visits, clicks, length of time on pages/articles, etc.

The successful Tenderer must:

- a. Deliver a fully responsive webportal with clear and consistent branding throughout
- b. Ensure that the new webportal is designed, developed and structured to aid key user journeys, improve core functionality, usability and navigation as detailed in the discovery phase - significantly improving the look and feel of the current webportal
- c. helps to audit and migrate content from the current site to sit within the new site structure
- d. Ensure that the webportal is fully optimised and configured to provide detailed analytics and insight
- e. Deliver improved site search capability with the ability to filter results

- f. Deliver a CMS that allows multiple user levels and permissions
- g. Deliver a range of templates and page components to easily create and manage content with the option to deploy microsites
- h. Provide cloud hosting and webportal technical support service
- i. Establish clear governance structures, processes and tools for continual optimisation and improvement
- j. Provide training to webportal administrator and webportal coordinators.

The following basics must also be kept in mind:

- Useful:** original content and platform that fulfil the needs of the business owner
- Usable:** a webportal that is be easy to use
- Desirable:** imagery and design must evoke inspiration
- Findable:** content needs to be navigable and easily located
- Accessible:** content needs to be accessible to people with disabilities
- Credible:** build the audience's trust ss the go-to webportal for information for business

### 3) Structure

The web structure must be made up of a Members Area and an Open Area, both of which prioritise space for the promotion of services provided by The Malta Chamber and promotion of our members. Tenderers are therefore invited to submit a proposal based on the following scenario:

- Webportal redesign of maltachamber.org.mt mirroring the current system, and which is line with point 1 and point 2 above, where the Members Area is accessible with a call to action on the main site which goes to Chamber Nation and exists separately from maltachamber.org.mt.

#### Members Area

The Members Area must be clearly defined on the webportal and must be very visible above the fold, on the homepage, upon entry.

The Members Area currently includes the following modules from Chamber Nation:

- Member Directory
- New Member Registration (Member Sign up + Autorenewal + Payment Gateway Facility)
- Calendar of Events

- Events Registration
- Message Boards
- Projects / Committees area
- Surveys
- Elections
- Media & File Centre (Resources)
- Member's Profile: showing individual information within the different tabs as currently displayed under My Membership Information (in the Members Area).

Additional modules will be introduced in the coming months to Chamber Nation. Any modules introduced to Chamber Nation will also need to be accessible through the webportal.

It is to be noted that the Members Area will need to cater for the eventuality of the need to branch into 2 call to actions – one to Chamber Nation and another to a link which takes members to certain services offered exclusively to members such as (i) funding opportunities with links to members who offer these services, (ii) vacancies, (iii) health initiatives, and (iv) any others that may be added on.

### Open Area

The Open Area must prominently feature the call the action to Become A Member, including a sneak peak of all the benefits of becoming a member.

The following services offered to members must be clearly defined:

- Funding opportunities
- Tax advice
- Vacancies
- and any others that may be added/replace others.

The Open Area should also:

- provide prominent and eye capturing positioning of the services offered by the Chamber and the value of being a member of The Malta Chamber
- provide for the featuring of endorsements by members in text, image or video
- provide for the promotion of members' initiatives
- provide for The Malta Chamber's calendar of events, news and press releases, business news, and any other marketing initiatives promoting The Malta Chamber
- IELTS, certificates of origin
- and others.

As for internal links, the Open Area must provide direct links to the Chamber emails & contact numbers, setting a meeting with our staff, CEO or President through an online calendar.

The Open Area should also feature a manned chat support.

## SEO

The new webportal must be optimised for SEO from the infrastructure point of view and provide insight on how the existing webportal copy may be optimised.

The site must be equipped with retargeting tools including Google and Facebook.

### **4) Webportal Specifications**

- a. The webportal must have clear and consistent styling/branding: use of colours, fonts, header styles.
- b. The webportal must reflect a sense of pride in The Malta Chamber.
- c. The webportal must have clear user intuitive navigation - to allow users to perform actions with the least number of clicks possible.
- d. The webportal must be designed with mobile-first principles, quick to load and smooth scrolling.
- e. Webportal articles must have a fluid column system, with the ability to easily embed pull quotes, photos (including captions), infographics and video.
- f. The webportal design must be entirely responsive - this means that users are able to have the same desktop experience on mobile, including smooth scrolling, page zooming and shareability.
- g. The webportal must meet Web Content Accessibility Guidelines (WCAG 2.2).
- h. The webportal must adhere to W3C Standards.
- i. The webportal must have an intelligent site search function.
- j. The webportal must allow for some level of personalisation.
- k. The webportal must allow for the integration of social media streams, making it easy for the user to share the content immediately.
- l. The advertising banner functions on the webportal must be straightforward to use internally through the CMS system. Advertising space must be integrated seamlessly within the webportal without interfering the user experience and content engagement. The CMS must



be able to provide the team with valuable data such as impressions, clicks and engagement. Banners must be responsive on both mobile and desktop.

- m. The webportal must include the integration of comment boards that are incorporated seamlessly into the articles, making it easy for the user to share their opinions on the subject at hand.
- n. With regards to hosting, we expect 99.9% availability guarantee. The supplier needs to present the proposed hosting infrastructure and redundancy provisions that will guarantee such availability requirement.
- o. The webportal must also cater for circa 2,000+ daily visits.
- p. A Cyber Resilience Program (CRP) with detailed measures for response and resilience in moments of crisis is required - specifically, how the supplier will react in a situation of data-breach.
- q. The site must operate through SSL.
- r. The site must respect privacy requirements as set by the General Data Protection Regulation.
- s. The site must contain Google Analytics and Hotjar, including Conversion Measurement.

## **5) CMS**

- a. We require migration of content from existing sites, as well as the migration of user data, including any registered users.
- b. The CMS must be secure and compatible with all modern browsers and platforms (Safari, Google Chrome, Mozilla Firefox, Microsoft Edge, Internet Explorer).
- c. The CMS must be user-friendly with flexible template options and adaptable to future development/functionality.
- d. We are looking for a content-centric CMS that is off the shelf (such as WordPress).
- e. The CMS must include the ability to easily store cookies ID for remarketing purposes.
- f. We must be able to amend templates and stylesheets within the CMS.
- g. The CMS must allow iframes, scripts and embed code to incorporate new technologies, affiliate links, etc.
- h. The CMS must allow multiple permissions based access/authoring/publishing.
- i. The CMS must be able to easily manage content life cycle - (to create, modify, approve, publish, archive and delete content).
- j. The CMS must provide content audit trail.
- k. The CMS must provide an automated article archiving system after a specified period, to improve the performance of the backend.
- l. The CMS must allow SEO text control through metadata input.
- m. The CMS must be searchable for content and media.

- n. The CMS must be able to add detailed information to images such as captions and copyright information.
- o. The CMS must be able to easily perform routine asset housekeeping tasks such as batch deletion of redundant files.
- p. The CMS must contain a content-centric page structure.
- q. The CMS must be updated regularly, without impacting content and performance.

## **6) Maintenance and Support**

The Maintenance and Support service must include:

1. Troubleshooting through an incident management process which is to be communicated to The Malta Chamber and based on the response times which are proposed below.
2. Security updates & bug fixes - the supplier is to propose the method it shall use to undertake patching and/or update management.
3. Analytics (including heat maps and scroll maps).
4. General digital consulting services so as to ensure that The Malta Chamber is continually improving its service.

### Hosting Infrastructure & Uptime/Availability

The Malta Chamber expects a 99.9% yearly uptime guarantee of both webportal visibility and the cloud backup system.

### Response time

Critical problems must be responded to within 30 minutes of request for support, irrespective of the time or day of the week the request for support is lodged. Critical issues include:

- Production server and/or content management systems are down and no workaround is immediately available.
- All or a substantial portion of content management system data is at a significant risk of loss or corruption.
- The business operations have been severely disrupted due to webportal and/or CMS error.

Other issues must be acknowledged within 2 hours of request for support and a resolution time must be communicated clearly by the successful Tenderer. Resolution times must not exceed:

- 30 minutes for critical problems
- 1 hour for important issues
- 48 hours for other matters.

## **7) Project Timeline**

The Malta Chamber aims to launch the new webportal by **latest first week of March 2022.**

### **Phase 1 (Week 1 – 3)**

- Strategic analysis and planning
- Information & content architecture
- Wireframes
- Technical system design
- Conclusion of environments required for testing (Phase 2) and deployment (Phase 3)
- Site map

### **Phase 2 (Week 4 – 8)**

- User interface design & overview of highlighted user experience
- Content creation
- Implementation
- Migration of content & user data.
- Testing (this is an iterative process which is expected to happen at various instances of Phase 2)
- Training and documentation

### **Phase 3 (Week 8)**

- Deployment
- Launch

### **Phase 4 (Week 9+)**

- Post launch support and maintenance
- Continuous improvement.

Tenderers are expected to submit a detailed Gantt chart in their response to this CfT, clearly outlining the resources to be allocated for each Phase. The Gantt chart proposed by the Tenderers based on the timelines put forth above must be adhered to strictly. The successful Tenderer is expected to communicate the progress of The Project to a The Malta Chamber representative on a weekly basis, including not only (technical) status, but also budgets and the outputs of the business analysis exercise conducted in Phase 1. Failure to do so will lead to penalties equivalent to 200euro per default and an additional daily penalty of 100euro for every day that the default continues.

## **Section C: The Submission**

### **1) Response**

Responses are to be straightforward, clear, concise and specific to the information requested. Tenderers must provide all the requested information mentioned in this tender document and any clarifications that may be issued. Submissions with incomplete information will not be considered.

Tenders may add any other additional documentation, comments, observations or suggestions which they feel is of relevance to this Tender.

Shortlisted Tenderers may be invited to present further insight into their proposals, including further info on their approach and further detailed sample visuals of The Project, to the Malta Chamber team and the Adjudicating Board. You will be asked to:

- Introduce Tenderers project team and provide a detailed overview of the proposed project plan
- Present initial homepage concepts and wireframes
- Put forward novel ideas (beyond our own requests) to prove your creativity and approach.

### **2) Information to Submit in Response to this CfT**

- a. The Tenderer's company profile, which must include a list of similar jobs undertaken in the past three years
- b. Links to a minimum of three (3) similar projects that have been produced by them and a letter of reference from the respective clients
- c. Administrative Compliance – Form A
- d. Capability – Form B
- e. Project Timetable – Form C
- f. Sample Visual and Wire Frame – Form D
- g. Pricing Schedule – Form E
- h. Declaration – Form F

## **Section D: Award Criteria**

### **1) Award Criteria**

The Adjudicating Committee will evaluate all proposals based on administrative and technical compliance against the requirements and specifications set out in this CfT document and proceed to shortlist the compliant bids. The shortlisted proposals will be then evaluated in accordance with the award criteria and the associated weighting based on the best price-quality ratio (BPQR) as detailed below:

- Quality and Creativity against price on a 60/40 basis respectively, worked out by multiplying;
  - the quality and creativity scores awarded to the offers by 0.60
  - the financial scores awarded to the offers by 0.40.

## ADMINISTRATIVE COMPLIANCE – FORM A

The Adjudicating Committee reserves the right to request further financial information and/or request a credit agency report to confirm that the organisation satisfactorily meets the Adjudicating Committee’s minimum financial requirements.

<p>Please confirm that you have never been investigated, or been subject to, legal action or sanctioned by a local or international governmental, professional or other regulatory body including financial and police authorities and particularly in relation to persons known to be involved in terrorism, money laundering, corruption and/or arms/human trafficking.</p>	<p>Confirmed Yes <input type="checkbox"/> / No <input type="checkbox"/></p>
<p>Please confirm that you have never been charged or convicted of any criminal or commercial offence including an offence involving fraud or dishonesty or any other offence under whatsoever legislation relating to financial or commercial/company matters or removed from any fiduciary office or position of trust.</p>	<p>Confirmed Yes <input type="checkbox"/> / No <input type="checkbox"/></p>
<p>Please confirm that you do not have any pending liabilities with the Commissioner for Revenue in terms of income tax, VAT and NI.</p>	<p>Confirmed Yes <input type="checkbox"/> / No <input type="checkbox"/></p>
<p>Please confirm that your audited accounts, annual returns and all information/forms in relation to Ultimate Beneficial Ownership are duly submitted</p>	<p>Confirmed Yes <input type="checkbox"/> / No <input type="checkbox"/></p>
<p>Please confirm that your annual turnover (at the date of the last audited accounts) was greater than €250,000.</p>	<p>Confirmed Yes <input type="checkbox"/> / No <input type="checkbox"/></p>
<p>Please confirm that your annual turnover (at the date of the last audited accounts) was greater than €250,000.</p>	<p>Confirmed Yes <input type="checkbox"/> / No <input type="checkbox"/></p>

<p>If the response to the question above was based on audited accounts which are dated more than 6 months from the date of the quotation, please confirm that there has been no material change in the financial or trading conditions of the company.</p>	<p>Confirmed Yes <input type="checkbox"/> / No <input type="checkbox"/></p>
<p>If the organisation has been trading for less than 12 months please confirm that your projected turnover is greater than €250,000.</p>	<p>Confirmed Yes <input type="checkbox"/> / No <input type="checkbox"/></p>
<p>If you cannot provide one of the above, please indicate and explain why.</p>	

*Additional Comments From Tenderer: [\[Tenderers may insert any additional comments here.\]](#)*

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name & Surname of Authorised Signatory of Tenderer  
obo Tenderer

\_\_\_\_\_  
Date



## CAPABILITY – FORM B

### Past Experience:

<p>Please provide details of three contracts, from either or both, the public or private sector, that are relevant to the Malta Chamber’s CfT requirements, performed during the past <u>three</u> years. (The customer contact should be prepared to speak to the Adjudicating Committee to confirm the accuracy of the information provided below if they wish to contact them).</p>			
	<b>Contract 1</b>	<b>Contract 2</b>	<b>Contract 3</b>
Name of Customer Organisation			
Contact Name, Telephone Number & Email			
Start Date			
Completion Date			
Contract Value			
Brief description of contract (max 150 words) including evidence of your technical capability in this market			

Project Team & Project Methodology:

<p>Please provide details of the proposed project team and details of your project management style.</p>	
<p>Please provide the role names of the project team and outline their experience in delivering similar projects.</p>	
<p>Please give an overview of your project management process, lines of communication, as well as details of any project management tools that will be used.</p>	
<p>Please outline the specific work which will be sub-contracted to third parties, if any. The maximum amount of subcontracting cannot exceed 20% of the total RFT value. 80% of the work must be carried out by the proponent.</p>	

*Additional Comments From Tenderer: [Tenderers may insert any additional comments here.]*

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Signature

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Name & Surname of Authorised Signatory of Tenderer  
obo Tenderer

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Date

**PROJECT TIMETABLE – FORM C**

Are you able to deliver The Project within the specified timetable?	Confirmed Yes <input type="checkbox"/> / No <input type="checkbox"/>
In the event your proposal is shortlisted, kindly confirm that you will be available to give your presentation to the Adjudication Committee during the month of November.	Confirmed Yes <input type="checkbox"/> / No <input type="checkbox"/>

*Insert Gantt Chart*

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Signature

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Name & Surname of Authorised Signatory of Tenderer  
obo Tenderer

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Date

## Sample Visual and Wire Frame – Form D

*Insert Sample Visual/s and Wire Frame*

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Signature

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Name & Surname of Authorised Signatory of Tenderer  
obo Tenderer

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Date

## Pricing Schedule – Form E

Any fees which are not quoted for cannot be claimed post award.

	REQUIREMENT	PRICE (EXCL VAT)
1	<p>Redesign and development of the web portal <a href="https://www.maltachamber.org.mt">https://www.maltachamber.org.mt</a> and the integration of Chamber Nation through strategic linking</p> <p><i>Please list all the functionality included in the price being quoted.</i></p>	€
2	<p>Please state the hourly rate per person, excl. VAT for any services not in the present offer but which we may wish to consider or which you may wish to offer</p>	€
3	<p>Infrastructure: Annual hosting and cloud-backup fee</p>	€
4	<p>Annual fee for provision of maintenance and support (within response-time parameters set)</p>	€
5	<p>Annual fee for digital consulting</p> <p><i>Please explain the consultancy envisaged</i></p>	€

6	CMS Training <i>Please give a breakdown of the training to be given</i>	€
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Additional Comments From Tenderer: *[Tenderers may insert any additional comments here.]*

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Signature

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Name & Surname of Authorised Signatory of Tenderer  
obo Tenderer

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Date

## Declaration – Form F

To: THE MALTA CHAMBER

Dear Sir/Madam

Re: RE-DESIGN, DEVELOPMENT & SUPPORT SERVICES OF THE MALTA CHAMBER WEBPORTAL

1. I/We refer to the CfT document issued by The Malta Chamber in connection with the above CfT.
2. I/We hereby offer to perform, provide, execute, and complete The Project in terms of the CfT document and clarifications issued.
3. I/We have satisfied myself/ourselves as to the CfT document and information given at CfT stage and all aspects of the CfT conditions.
4. I/We do hereby agree, that should I/We be awarded the CfT, I/We shall fully abide by and fulfil our responsibilities duly and diligently.
5. I/We do hereby agree that should I/We be awarded the CfT, I/We shall use our best endeavor to enter into a formal service contract with The Malta Chamber within a maximum of seven (7) days from date of award.
6. I/We confirm that the contact person for me/us with whom The Malta Chamber must liaise on this CfT submission is:  
*Insert name & surname, email and contact number.*
7. I/We agree that confidential information, including all information or material that may or may not have commercial value, should not be disclosed with anyone outside the scope of The Project.
8. I/We understand and accept that any costs incurred in the preparation of the CfT are for our own account.
9. I/We accept that the decision taken by the Adjudicating Committee is final and cannot be contested.
10. I/We confirm that we have not canvassed and will not, before the evaluation process, canvass or solicit any member or officer, employee or agent of The Malta Chamber or other Adjudicating Committee in connection with the award of this CfT and that no person employed by us has done or will do any such act.
11. I/We warrant that I/We have all requisite authority to sign this CfT and confirm that I have complied with all its requirements.
12. I/We confirm that the Services will be carried out by the following:



*\*in the case of a limited liability company use this:*

Company Name	
Company Registration Number	
Date of Incorporation	
Registered Address	
Company Legal Representation	<i>Insert name &amp; surname, contact number</i>
Company Judicial Representation	<i>Insert name &amp; surname, contact number</i>
% Total Subcontracting (if any)	
% Per Subcontractor (if applicable)	
Subcontractor 1	<i>Insert name of subcontractor and %</i>
Subcontractor 2	<i>Insert name of subcontractor and %</i>
Subcontractor n	<i>Insert name of subcontractor and %</i>

*\*in the case of a partnership / joint venture use this:*

Partnership / Joint Venture Name	
Partnership / Joint Venture Registration Number	
Date of Incorporation	
Registered Address	
Partnership / Joint Venture Legal Representation	<i>Insert name &amp; surname, contact number</i>
Partnership / Joint Venture Judicial Representation	<i>Insert name &amp; surname, contact number</i>
Lead Partner in case of a Joint Venture / Partnership	<i>Insert name &amp; % share</i>
Partner 1	<i>Insert name &amp; % share</i>
Partner 2	<i>Insert name &amp; % share</i>
Partner n	<i>Insert name &amp; % share</i>
% Total Subcontracting (if any)	
% Per Subcontractor (if applicable)	
Subcontractor 1	<i>Insert name of subcontractor and %</i>
Subcontractor 2	<i>Insert name of subcontractor and %</i>
Subcontractor n	<i>Insert name of subcontractor and %</i>

*\*delete as applicable*

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**SIGNATURE**

*Insert name and surname of Tenderer*

*Insert name and surname of Authorised Signatory*

*Insert designation*

*Insert date*