Nile Orange Energy Project

Crude oil export infrastructure project in South Sudan

Pre-Feasibility study

SCOPE OF WORK

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1. Background

The South African government and the South Sudanese governments have agreed to jointly co-operate on various potential projects within the South Sudanese oil industry. One of the key projects involves the construction of additional crude oil export infrastructure to connect the current and future producing oil blocks of South Sudan to the export market through neighbouring East African countries. The Strategic Fuel Fund (SFF) is conducting a study to determine the technical and commercial feasibility of such crude export infrastructure project. This document provides the scope of work to define the technical requirements and a capital cost estimate for the project.

According to best practices in project development, the technical study will follow a typical gated framework where the detail of work is phased according to requirements for a phased improvement in required accuracy of the capital cost estimate. Only a Pre-Feasibility study is presented in this scope of work. A Feasibility phase of study will only be considered once the outcomes and conclusions of the Pre-Feasibility study have been considered.

The Pre-Feasibility phase will propose and evaluate various feasible routes / options, recommend a preferred option, and ultimately provide a capital cost estimate for the preferred option.

2. Objectives and Scope of Study

The objective of this study is to produce an integrated infrastructure report that addresses the South African and South Sudanese Government representatives (and future stakeholders) need for a technically feasible and cost-effective additional crude oil export infrastructure solution that is legally and environmentally compliant to connect the current and future producing oil blocks of South Sudan to the export market through neighbouring East African countries.

This objective shall be fulfilled through a pre-feasibility study to determine the technical feasibility, initial proposed size, operability and cost of a crude oil export infrastructure from existing and future oil blocks in South Sudan to a suitable existing export Port or potential new Port facility.

Subsequently, the scope of the study include:

1. To propose and review four (4) new potential crude oil export routes to connect the current and future producing oil blocks in South Sudan to the export market through neighbouring East African countries.
2. To define the export pipeline, auxiliary equipment (pipeline feed and export tanks, pumping stations needed etc.) and utility requirements to a level sufficient to produce a Class 4 capital cost estimate according to AACE International Recommended Practice No. 18R-97 (Refer Appendix 1).
3. To define crude oil pipeline product export feeder systems required to meet the pipeline operational needs / philosophy and the ship loading criteria to maximize logistical efficiency at the selected Port of Export.
4. To produce a basic elevation profile of the proposed pipeline routes analyzed and the construction and fabrication codes of practice to be used in the pipeline design.

5. To define, and include in the cost estimate and operating cost, electrical infrastructure to ensure both reliable supply of power, and including a stand-alone power generational capacity for emergency power to the different pump stations required to ensure a seamless pipeline operation.
6. To define, and include in the cost estimate and operating cost, two (2) crude oil processing facilities for raw crude oil processing and treating prior to it being exported through the new crude oil export infrastructure. Associated power (and other utilities, if any) requirements, and electrical infrastructure to ensure reliable supply of power, should be included.
7. To estimate (and document the assumptions made) the various components of operating costs (both fixed and variable).
8. To estimate (and document the assumptions made) the various components of owners' costs.
9. To highlight technical and overall project development risks, identify potential Fatal Flaws, and advise on appropriate mitigations for the next phase of study.
10. To identify a legal / regulatory and environmental review requirements, most notably requirements in countries on route to and including the coastal export terminal, to support various applications for environmental and other authorizations as may be required by legislation for this infrastructure development. Specific measures to prevent pollution must be defined in the pre-feasibility study. A basic maritime assessment of the export port is also to be included.
11. Provide a basic security assessment of the pipeline routing including recommendations for next stage detailed studies.
12. To estimate a project schedule, with key milestones, until beneficial operations.
13. To provide a firm design basis document for adoption in the subsequent feasibility study.
14. To complete the pre-feasibility study in twelve (12) weeks, excluding public South African holidays, from project kick-off meeting, including submission of the final report.

The pre-feasibility study will be a concluded on a reimbursable basis. Bidders should note that the earmarked crude export volume and properties, existing blocks status, and current infrastructure will be shared with the interested Bidders after conclusions of a confidentiality undertaking (Appendix 5).

3. Key requirements of the consultant

The following is expected of the consultant during the execution of technical studies:

- The consultant is to maintain this project in confidence.
- The consultant is to ensure that data and information presented to the client uses the SI Units of measure.

- The consultant is expected to adhere to study schedules and resource allocations as may have been proposed during the bid process. Any deviations require upfront approvals by the client.
- The consultant is required to keep the client well informed of any risks to study budget and schedule and to exercise necessary interventions to stay within budget and schedule.
- The consultant is required to keep the client informed where key technical and other decision are required, and to ensure necessary client input / approval is obtained.
- Consultant shall lead the agreed study results review meeting, and shall capture and share the minutes of meeting for each review.
- The consultant will be required to present the study interim and final results to the Client Management and/or Steering Committee during the execution of the study.
- The consultant shall provide the study estimate strictly as per SoW, without any exclusions.
- The technical requirements for the consultant's proposal and evaluation criteria, and the commercial proposal requirements, are annexed as Appendix 2, 3, and 4 respectively.

4. Study execution

4.1 Crude export study

- Study kick-off meeting will be required (at a mutually agreed location) to align the consultant and various stakeholders of the technical study.
- The consultant is expected to outline the approach to work, including a ranking criteria for the different routing options, and highlight areas needing client input during the kick-off meeting.
- A study design premise (basis) document will be compiled by the consultant soon after the kick-off meeting and will capture key data and decisions made.
- A site visit (e.g. to the different ports) is not mandatory (i.e. not compulsory). However, the consultant should provide a clear proposal on how scope activities which often require site visit (e.g. pipeline routes and profiling thereof etc.) would be undertaken. Such could include, but not limited to, partnering with and/or sub-contracting such activities to an organization that has similar project experience in South Sudan or neighbouring countries. The consultants' request to travel to site will not be unreasonably denied.
- The consultant is to advise when client participation is required in key meetings, e.g. project kick-off etc.
- A study close-out meeting (at a mutually agreed location) will be required to present the work done in the Pre-feasibility study.

4.2 Reporting, communication and meetings

The consultant will be advised of a single point of contact as client representative for this study.

The consultant is expected to chair and provide prompt minutes of progress meetings once per week.

The consultant is required to produce monthly progress reports detailing the following:

- Man hours consumed, per discipline, versus plan. Deviations explained and forecast provided for the upcoming month.
- Study cost to date and forecasts until close of study.
- Progress on deliverables versus plan. Deviations and risks explained, and mitigations in place to ensure study schedule and overall costs is not compromised.

5. Phase deliverables

The study deliverable are summarized below. Any scope of work activity in Section 2 not explicitly stated below shall also be provided as part of the final study report and/or deliverables:

1. Study basis and key assumptions;
2. Technical Analysis: technical options considered and the most feasible pipeline route / option and auxiliary infrastructure recommended
3. Capital Investment development for the preferred technical option;
4. Operating Cost Requirements (both fixed and variable costs);
5. Determination of how the project could be integrated with existing and/or earmarked infrastructure for the different routing options;
6. Analysis of the proposed option impact on the existing and/or earmarked infrastructure network investment plans and proposed operational upgrades;
7. A basic operating philosophy of the pipeline system, including an interface management process for the overall infrastructure / system. The latter shall also include Feeding System at crude source(s) and at the port, and shall also include feasible berth options;
8. An integrated project development and implementation schedule for the design and construct the preferred pipeline route and auxiliary systems.
9. Risk assessment of the project and potential major/fatal flaws identified;
10. Environmental analysis requirements (including approvals / permit requirements) report;
11. Legal and regulatory requirements analysis report; and
12. Recommendations on the way forward to proceed with the preferred solution to ensure successful implementation.

The following sections provide details to some of the deliverables. It is envisaged that some deliverables can be (or will be required to be) delivered early in the study. These are indicated in the write-up below. The Consultant is required to propose when these deliverables can be provided and to include them in a specific document delivery plan.

5.1 Project execution and management

a) The Project Execution Plan

The project execution plan (PEP) shall be compiled primarily for the feasibility phase of the study but should also briefly consider aspects of project execution should the project progress further into a FEED phase.

b) Study Schedule

The consultant is expected to produce a base line study schedule with all key and supporting activities from kick-off of the study to close-out of the study. This is an early *deliverable within a week* of the study kick-off and is to be formally approved by the client.

c) Project risk register

The consultant is expected to lead the identification of risks and mitigation measures for the project as a whole. The consultant's experience in execution of refinery and pipeline development projects in various regions of the world will be of value. The format of capturing and evaluating risks will be supplied by the client, and the consultant is expected to manage a risk register with periodic review by the client. The type of risks and level of detail must be aligned with the phase of study (i.e. high level in the pre-feasibility phase).

5.2 General Process deliverables

a) Design basis document

In collaboration with the client, the consultant is to finalize a design basis document as early as possible after kick-off of the respective study. The level of detail is aligned with the phase of study.

b) Final study reports and close-out presentations

The consultant is expected to produce a final study report and to formally present their work to the client in a study close-out meeting in Cape Town. The contents of the report for each phase of study are to be discussed and agreed with the client at an early stage. The consultant is also to provide the following at the study close-out:

- Four hard copies of the study report, appropriately bound and indexed.
- Four soft copies over electronic media (Flash Memory Stick and/or CD/DVD's) as native files and PDF compilation including the assumptions and calculation (i.e. excel sheets, LP Model, any simulations, word documents, presentations etc.) for all deliverables

5.3 Civil works

Site Preparation and earthworks requirements shall be provided in sufficient detail to support the cost estimate requirements. Based on the selected pipeline route, required auxiliary infrastructure and the design basis, a description of the required site preparation and levelling activities shall be given (including road system, landscaping, dikes and trenches and finishing works etc.).

5.4 Cost estimation

A detailed estimate breakdown shall be provided for the entire infrastructure scope, and the following shall be provided / included:

a) Cost estimating methodology / plan

This deliverable is required to ensure early alignment on how the cost estimate will be complied and presented for review. The cost estimate plan should include at least the following elements:

- The scope of the estimate.
- The planned schedule of estimating activities.
- The planned breakdown of the estimates, and formats for reporting.
- A discussion on the quality / accuracy of estimate required and a substantiation of how the proposed methodologies will support the accuracy requirement
- A description of the estimating tools / software that will be applied.
- Various sources (e.g. reference projects) and quality of costing data, and how each will be applied to compile to final estimate
- Sources of information impacting on the estimate development (e.g. sized equipment lists, reference projects, plot plans, master schedule, etc.) and how information from these sources is used to develop the estimate.
- The proposed approach in estimating the various elements including equipment, bulks, freight, civil, structural, electrical, instruments etc.
- Assumptions on the base price level and the method for applying various escalations and currency changes.
- A description of how productivity data is sourced and applied to adjust the estimate from US gulf coast to a South Sudan basis.
- A description of the various elements of wage rates and how they will be sourced and combined to form an overall wage rate.
- A description of how risk analysis will be done, and how various contingencies will be applied.

b) Capital cost estimate.

The pre-feasibility phase cost estimates shall be **Class 4** and in accordance with AACE in Recommended Practice No. 18R-97 (Refer Appendix 1). The capital cost estimate shall be given on both a US Gulf Coast basis as well as a basis adjusted for local South Sudan conditions. The following is also required:

- The capital cost estimate will be presented in a format as agreed with the client upfront, and be presented against an agreed cost breakdown structure.
- All qualifications and exclusions shall be explicitly noted.

- Cost estimate breakdowns should provide a details breakdown of the required infrastructure (e.g. feeding and receiving terminals, process equipment, etc.).
- Cost estimate data must be provided to the client in native (excel and native cost estimate tool – e.g. K-Base model) format as well as in the pdf format.

c) Operating cost estimate

The accuracy of the operating cost shall be in alignment with the required accuracy of the capital cost estimate. A detailed breakdown of the fixed and variable operating cost elements shall be given, as well as the assumptions and premises used to generate the estimate.

d) Owners' costs.

The consultant is required to assist the client in identifying and quantifying the various elements of owner's costs.

APPENDIX 1 – AACE International Recommended Practice No. 18R-97

The consultant is expected to familiarize themselves with this international standard, as this forms the basis for client requirements in terms of level of process definition and accuracy of the capital cost estimate.

The Project Gated Framework makes provision for 4 Gates at which a capital cost estimate is required.

Phase 1 – Initiation
Phase 2 – Pre-feasibility (FEL1)
Phase 3 – Feasibility (FEL2)
Phase 4 – FEED (FEL3)

The level of engineering detail required to support the Capital Cost Estimate at the end of each phase depends on the amount of work provided for in the Scope of Work for that Phase

	ESTIMATE CLASSIFICATION				
General Project Data:	**CLASS 5**	**CLASS 4**	**CLASS 3**	**CLASS 2**	**CLASS 1**
Project Scope Description	General	Preliminary	Defined	Defined	Defined
Plant Production/Facility Capacity	Assumed	Preliminary	Defined	Defined	Defined
Plant Location	General	Approximate	Specific	Specific	Specific
Soils & Hydrology	None	Preliminary	Defined	Defined	Defined
Integrated Project Plan	None	Preliminary	Defined	Defined	Defined
Project Master Schedule	None	Preliminary	Defined	Defined	Defined
Escalation Strategy	None	Preliminary	Defined	Defined	Defined
Work Breakdown Structure	None	Preliminary	Defined	Defined	Defined
Project Code of Accounts	None	Preliminary	Defined	Defined	Defined
Contracting Strategy	Assumed	Assumed	Preliminary	Defined	Defined
Engineering Deliverables:					
Block Flow Diagrams	S/P	P/C	C	C	C
Plot Plans		S	P/C	C	C
Process Flow Diagrams (PFDs)		S/P	P/C	C	C
Utility Flow Diagrams (UFDs)		S/P	P/C	C	C
Piping & Instrument Diagrams (P&IDs)		S	P/C	C	C
Heat & Material Balances		S	P/C	C	C
Process Equipment List		S/P	P/C	C	C
Utility Equipment List		S/P	P/C	C	C
Electrical One-Line Drawings		S/P	P/C	C	C
Specifications & Datasheets		S	P/C	C	C
General Equipment Arrangement Drawings		S	P/C	C	C
Spare Parts Listings			S/P	P	C
Mechanical Discipline Drawings			S	P	P/C
Electrical Discipline Drawings			S	P	P/C
Instrumentation/Control System Discipline Drawings			S	P	P/C
Civil/Structural/Site Discipline Drawings			S	P	P/C

Started (S) – work on deliverables has began

Preliminary (P) – work on deliverables is advanced

Complete (C) – work on deliverables has been reviewed and approved

Source: COST ESTIMATE CLASSIFICATION SYSTEM, AACE International Recommended Practice No. 18R-97, 2005

AACE International Recommended Practice No. 18R-97: COST ESTIMATE CLASSIFICATION SYSTEM – AS APPLIED IN ENGINEERING, PROCUREMENT, AND CONSTRUCTION FOR THE PROCESS INDUSTRIES

The AACE International estimate classifications are described briefly as follows:

Class of Estimate	Overall Engineering %	Accuracy Range		Purpose of Estimate
		Low	High	
Class 5	0% to 2%	-20% to -50%	+30% to +100%	Screening / Conceptual
Class 4	1% to 15%	-15% to -30%	+20% to +50%	Feasibility / Preliminary
Class 3	10% to 40%	-10% to -20%	+10% to +30%	Budget, Authorization
Class 2	30% to 70%	-5% to -15%	+5% to +20%	Control, Bid / Tender
Class 1	50% to 100%	-3% to -10%	+3% to +15%	Check or Bid / Tender

APPENDIX 2 – Technical Proposal Requirements

1. Previous experience and references

The Technical Proposal from each potential Consultant must demonstrate their technical competence in the execution the project of this nature. The tenderer is to list previous experiences (i.e. project reference list) in developing crude oil export infrastructure projects. A brief summary of such projects must contain at least the following information:

a) Client and Country

b) Location, capacity and size of the pipeline project.

c) Detailed Scope of services

d) Duration (in months) and year in which the studies were completed.

e) Design feedstocks (Feedstock name or API).

f) At **least one (1) Client Signed Reference Letters** stating the scope and service provided by the Tenderer for the most recent crude oil export infrastructure development projects where similar deliverables as the Scope of Work were part of the tenderers scope. If more than one (1) **Client Signed Reference Letters** is provided, both will be considered for the evaluation of the Bidder in the "*Evaluation of previous experience*" criteria.

The tenderer is to provide at least the following information regarding their South African and African experiences:

- Detail on the extent of their current presence in South Africa and, if applicable, the capabilities of that work force to execute the required scope of work.
- List of clients on the African continent for which similar work was executed within the last 15 years. The reference list should include a similar summary as points a) to e) above.

2. Work plan and schedule.

The Tenderer must demonstrate thorough understanding of the objectives and deliverables of this assignment by providing a comprehensive methodology and/or approach and execution plan for the execution of the pre-feasibility study.

The tenderer is to state the global locations where various parts of work will be executed. If portions of work will be executed at other location, the tenderer is to explain how overall management of the work will be achieved.

The tenderer is to list the design tools and techniques / expertise available within the organization and which of these are proposed to be utilized for these studies (e.g. LP modelling, Process modelling, energy optimization tools etc.).

The Tenderer is to clearly state which part(s) of the work will be subcontracted (if any) and provide the reasons why, and how the final subcontracted work will be integrated into the final scope

deliverables. The Tenderer shall clearly indicate the associated functions, total hours, and hourly rates in the commercial offer for their sub-contractor. The same principle shall apply in a Joint Venture, whereby roles of the different partners, costs, deliverable and integration thereof are clearly stated.

The tenderer is to advise any intension of using alternative and/or additional engineering centres (e.g. low-cost engineering centres or international centres), and should clearly indicate the associated functions, total hours, and hourly rates in both the technical and commercial proposal. In the case where disciplines are duplicated, their costs (i.e. rates and estimated hours) shall not be combined (i.e. shall be identified separately as per organogram). The same shall apply in a Joint Venture.

The tenderer is to provide a master schedule for the pre-feasibility study. The schedules must contain:

- Activities including kick-off meeting, interim reviews, completion of the estimate, draft report and completion of the study.
- Durations of key steps throughout the duration of the study.
- Indicate key activities on the schedule.
- On the schedule, indicate where key milestones / deliverables will be achieved.
- Indicate key hold or decision points.

3. Personnel capacity.

The tenderer is to provide a study organogram, including subcontractor(s) and/or Joint Venture partner(s) and their envisaged disciplines, and show specific interfaces with the client are required.

The Core (Full Time) study team and reporting structure, including subcontractor(s) and/or Joint venture partners, for the pre-feasibility shall be clearly identified / shown.

The tenderer is to supply a summary of Curriculum Vitae's (CV's) of the proposed core team aligned with the proposed study organogram. As a minimum, CV's should be provided for all critical personnel (including work steams leads) required to provide the deliverable as per the scope of work. The Client approval will be required for any changes in tenderer staff nominations for the study. The Client also reserves the right to request replacement of the proposed tenderer staff. The staff CV's should contain at least the following personal information:

- Name, Age, Nationality.
- Project Role
- Title, educational qualifications (including membership to professional institutions).
- Relevant experience (actual duties performed, responsibilities held, locations and dates of assignments starting with the most recent).
- Number of years of relevant experience.

- First Language, and if not English, a level of proficiency in speaking, reading and writing in English.
- Signature of the staff member indicating the correctness of the CV and their acceptance to work on this study.

The tenderer is to provide Curriculum Vitae's (CV's) of their subcontractor(s) or Joint Venture partner(s) identified in the study organograms, and such CV's shall include the minimum information listed above.

The tenderer is to identify where actual or potential conflicts of interest with external parties may arise and to provide details of such.

APPENDIX 3 – Technical Evaluation Criteria

The minimum technical score that a Bidder will need to achieve to be shortlisted for the commercial valuation is 80%, and will be based on the below technical evaluation criteria:

Item No	Description	Technical Evaluation Criteria	Proof	Scoring Criteria	% Weight
1	Evaluation of previous experience	When was the most recent crude oil export infrastruture project completed?	At least **one (1) signed Client Reference Letter** stating the scope and service provided by the Tenderer in the development of a crude oil export infrastructure projects . *The Scope of Work should be used as a guideline in ensuring that the most relevant Client Reference letters are sought.*	<5 years = 100% 5-15 years = 50% >15 years = 0 No - Response = 0	22%
		The Bidder has conducted hydrocarbon pipeline infrastructure projects (pre-Feasibility, Feasibility, FEED, and/or EPCM), where the pipeline length was ≥ 100 km.		Yes = 100% No = 0 No - Response = 0	22%
2	Evaluation of proposed work plan and schedule	A pre-feasibility study schedule proposal has been provided, showing durations for key pre-feasibility activities, and is in-line with Client's expectation of 12 ± 2 Weeks	Gantt Chart and/or Timeline Presentation (e.g. Word, Powerpoint or Excell Table format etc).	Yes = 100% No = 0%	5%
		The Bidder has demonstrated thorough understanding of the objectives and deliverables of this assignment by providing a comprehensive methodology/approach and execution plan to be utilised for the execution of this assignment.	Comprehensive study approach methodology and execution plan submitted as part of the proposal; outlining key work activities and execution plan addressing key aspects of the scope of work deliverables.	Comprehensive methodology & execution plan = 100% Generic methodology & execution plan = 50% Generic plan with no correlation to scope of work deliverables = 0	5%
3	Evaluation of staff experience	The CV's for the roles identified in the study organogram and below (as a minimum) have ALL been provided and are ALL deemed relevant (i.e. no zero score in any of the below roles)	ALL CV's for the roles below **AND** no zero score for any of the roles below: 1 CV misssing = 0 1 role scoring 0 = 0	Yes = 16 No = 0	16%
		Years of *relevant crude oil export infrastruture projects development, design and/or operations experience* of the Lead Technical Manager (e.g. Pipeline Engineer)	Nominated personnel CV	>15 years experience = 100% 8-15 years experience = 50% <8 years = 0 No - Response = 0	10%
		Years of *relevant crude oil export infrastruture projects management experience* of the overall Project Manager	Nominated personnel CV	>10 year's experience = 100% 10-5 year's experience = 50% < 5 year's experience = 0 No- Response = 0	5%
		Average years of *relevant crude oil export infrastruture projects development, design and/or operations experience* of Workstream Leads and/or Experts reporting to the Lead Technical Manager			10%
		Years of *relevant crude oil export infrastruture, refinery and/or petrochemicals project capital cost estimate experience* of the Cost Estimator			5%

APPENDIX 4 – Commercial Proposal Requirements

A detailed and transparent commercial proposal must be submitted providing information on the following:

1. Proposed personnel for the different disciplines
2. Estimated hours per identified disciplines and/or personnel
3. Hourly Rates for the identified disciplines and/or personnel, excluding disbursements.
    - The proposed personnel, estimated hours and rates shall also apply to sub-contractors, JV work, and Contractor staff in other operating centres.
    - Disciplines shall not be lumped, and all disciplines required for provision of services shall be clearly identified.
    - A detailed estimate of the pre-feasibility costs shall be provided. The Bidder shall provide detailed discipline breakdown. The cost breakdown could include, but not limited to, the foreseen disciplines provided in Section 4 as an example.

The commercial proposal cost breakdown shall, as a minimum, be tabulated as follows:

	Expected **Pre-feasibility** Costs		
	Commercial Offer Breakdown (1, 2)		
	Hours	Rate	Cost
	[hours]	[ZAR/hr]	ZAR
Required disciplines (non-exhaustive list):			
Study Management			0
Project Management Discplines (note 3)			0
Process Engineering Discplines (note 3)			0
Engineering Manager			0
Engineering Discplines (note 3)			0
Cost Estimating (note 3)			0
HSSE,Legal and Risk advisory disciplines (note 3)			0
Civil and onstruction advisory (note 3)			0
Administration / secretarial			0
...			0
...			0
GRAND TOTAL			**0**

Notes
(1) The breakdown should include personnel from all the Bidders' centres (e.g. Home, Low Cost Engineering and/or other International Offices) required for provision of the services as per the Scope of Work.
(2) Please modify as appropriate to indicate if currency is not ZAR. The evaluation, however, will be based on the prevailing "ZAR/Curreny" exchange rate on Tender closing date. The commercial offer should therebore be in only one currency.
(3) Tender is to clearly identify all the disciplines (e.g. Pipeline Engineer, Pipeline Assurance Engineer, Pipeline Materials Engineer, etc.) required for provision of the services as per the Scope of Work.
Note: Subcontractor and/or Joint Venture disciplines shall also be included, and grouping of disciplines is not allowed.

DISBURSEMENTS

All proposed project related travel that will attract disbursements shall be included as part of the commercial proposal, and will be handled as follows:

1. All travel arrangements shall be approved by the SFF Project Manager prior to making arrangements for the trip.
2. Disbursement shall include airfares, hotel accommodations, transportation and site allowance.
3. The Contractor shall make arrangements and settle all travel and accommodation requirements.
4. SFF will reimburse the Contractor in accordance with the stipulations of the following points.
    - Disbursements will be invoiced at cost with no mark-up.
    - Invoices for disbursements will have attached supporting documentation.
    - Disbursement costing will be in line with the South African Receiver of Revenue (SARS) guide for employers in respect of allowances.

APPENDIX 5 – Confidentiality Undertaking

The next 3 pages comprise of the confidentially undertaking referred to in section 2 of the Scope.