[OFFICIAL]

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# PROCUREMENT MANUAL

## APPOINTMENT OF AN OUTSOURCED FINANCIAL MANAGEMENT SERVICES PROVIDER

**(Accounting, Taxation, Payroll, Compliance, Advisory and Related Financial Services)**

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## STANBIC BANK GABORONE GOLF CLUB

### PROCUREMENT REFERENCE

**SBGGC/RFP/FIN/2026/001**

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**Issue Date**
01 August 2026

**Closing Date**
15 August 2026

**Procurement Method**
Open Competitive Tender

**Submission**
All submissions must be made to: secretary@ggc.co.bw and no physical copies or fax will be permitted. Submissions made after the closing date will not be accepted.

**Contract Duration**
Three (3) Years with an Option to Renew

**Issuing Authority**
Executive Committee

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# DOCUMENT CONTROL

| Item | Description |
|---|---|
| **Document Title** | Procurement Manual – Appointment of an Outsourced Financial Management Services Provider |
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| **Version** | Draft 1.0 |
| **Prepared By** | Stanbic Bank Gaborone Golf Club |
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# FOREWORD

## Message from the Executive Committee

Stanbic Bank Gaborone Golf Club ("the Club") is committed to maintaining the highest standards of financial stewardship, corporate governance, accountability and operational excellence. As one of Botswana's premier golfing and recreational institutions, the Club recognises that robust financial management is fundamental to sustaining its long-term strategic objectives, preserving member confidence and ensuring responsible stewardship of its financial resources.

The Executive Committee has therefore resolved to procure the services of a suitably qualified and experienced professional accounting firm to provide outsourced financial management services to the Club.

This Procurement Manual establishes the framework under which interested firms shall prepare and submit proposals for consideration. It also defines the Club's expectations regarding the quality, scope and standard of professional services to be provided.

The Club seeks not merely an accounting service provider, but a strategic financial partner capable of supporting Management and the Executive Committee in achieving sound financial governance, informed decision-making, regulatory compliance and sustainable organisational growth.

This Procurement Manual has been developed to ensure that the procurement process is transparent, fair, competitive and capable of identifying the service provider best suited to meet the Club's present and future financial management requirements.

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# 1. INTRODUCTION

## 1.1 Purpose of the Procurement

The purpose of this procurement is to appoint a professional accounting firm capable of providing comprehensive outsourced financial management services to Stanbic Bank Gaborone Golf Club.

The Club seeks to establish a long-term strategic partnership with a suitably qualified service provider possessing the technical expertise, industry experience and professional capacity necessary to support the Club's financial management, governance and strategic objectives.

The procurement seeks to ensure that the Club benefits from specialist financial expertise while maintaining efficient, transparent and accountable financial management practices consistent with recognised professional standards.

The successful Service Provider shall assume responsibility for delivering specified financial management services while working collaboratively with Management and the Executive Committee to enhance financial performance, strengthen governance frameworks and improve organisational decision-making.

The scope of services extends beyond traditional bookkeeping and accounting. The appointed firm will be expected to provide strategic financial leadership, support informed decision-making, strengthen internal controls, improve reporting capabilities and contribute to the long-term financial sustainability of the Club.

The appointment will be for an initial period of three (3) years, subject to annual performance reviews and with an option for renewal based on satisfactory performance and mutual agreement.

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## 1.2 Strategic Objectives

The appointment of an outsourced financial management services provider is intended to achieve the following strategic objectives:

### Governance

Strengthen financial governance through the implementation of best practice financial management principles, robust internal controls and effective financial oversight.

### Financial Reporting

Improve the quality, accuracy, reliability and timeliness of financial reporting provided to Management and the Executive Committee.

### Regulatory Compliance

Ensure full compliance with all applicable legislation, accounting standards, taxation requirements and regulatory obligations.

### Strategic Financial Management

Provide expert financial advice that supports strategic planning, long-term sustainability and informed organisational decision-making.

### Operational Efficiency

Improve the efficiency and effectiveness of finance operations through the application of professional expertise, technology and industry best practices.

### Risk Management

Identify, assess and mitigate financial risks through proactive financial management and strengthened internal control systems.

### Audit Readiness

- Ensure that the Club maintains accurate, complete and well-supported financial records to facilitate efficient external audits and the timely implementation of audit recommendations.
- Coordination and supervision of external audits to ensure they're completed on set timelines.

### Value for Money

Obtain high-quality professional financial services that deliver measurable value while supporting prudent financial management and cost effectiveness.

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# 2. The Engagement Team

2.1 It is the club's intention to appoint a professional accounting firm with a team assigned led by a finance manager, responsible for all the services described in this procurement manual and as required by us as the client.

2.2 Upon appointment the accounting firm will be required to audit and assess the club's existing internal processes to ascertain; their adequacy, their strength and appropriateness to its service delivery to the club. Where possible make recommendations to management for improvements.

2.3 The finance manager will be responsible for supervising the work preformed by the engagement team and the accountant, who will establish a direct working relationship with the club, as the client.

The Engagement Team, under the direction and supervision of the Club Manager, will be required to perform the following primary tasks;

- Overall oversight over accounting functions
- Management of all accounting staff, including club's internal accounting team.
- Daily monitoring of day-to-day entries, leading to month-end closure and adherence to reporting deadlines.
- Preparation of monthly financial analysis and management accounts.
- Preparation and presentation of quarterly reports for the executive committee and / or trustees.
- Monthly Budget monitoring

- Annual Forecasting
- Ensuring that all tax returns, PAYE, VAT, Corporate Income Tax, WHT (if applicable) are computed accurately and timely, and remitted to BURS.
- Maintenance of the club's Fixed Asset Register.
- Any other accounting functions as required by management.

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# 3. Reporting Structure

The Engagement Team will report to the Club Manager (immediate) and The Executive Committee Treasurer.

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# 4. Working Hours and Place of Work

The Engagement team will work Mondays – Fridays mornings, 08:30hrs to 13:30hrs at the client's premises. The Engagement Team members will however be available on email, phone calls during the Club's normal working hours. On advance notice and in emergency situations, the Engagement Team members will also attend to any others requiring them to be physically at the Club.

The Client will allow and avail the Engagement Team members with adequate club equipment as is reasonably required for the purpose of this engagement. The Engagement Team members will use the club's equipment for the purposes of providing the outsourced services only.

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# 5. The Club's Responsibilities

5.1 Throughout the engagement period, management of the club shall retain overall responsibility of information and decision in making in connection with the outsourced services. In addition, the ability of the firm's delivery of services is dependant on the following;

5.1.1 The presence of appropriately a qualified and competent internal accounting team who will be preforming daily data entries into the club's accounting system.

5.1.2 The Club maintaining active subscriptions for the relevant accounting, payroll and other operating systems at all material times.

5.1.3 Management acting on recommendations by the Engagement Team on proposed changes and improvements required in the club's finance department and daily financial procedures.

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# 6. Pricing Schedule

6.1Pricing Requirements - The submitted prices shall:

- Remain fixed for the duration of the evaluation period
- Be quoted in Botswana Pula (BWP)
- Clearly indicate whether any disbursements are included
- Include all applicable taxes, with VAT shown separately
- Identify any optional services and their respective costs
- Disclose any assumptions made in preparing the quotation.

| Cost Component | Frequency | Amount (Excl. VAT) (BWP) | VAT (BWP) | Amount (Incl. VAT) (BWP) |
|---|---|---|---|---|
| **Professional Monthly Accounting Services** | Monthly | | | |
| **Payroll Administration** | Monthly | | | |
| **Tax Compliance Services** | Monthly / Quarterly | | | |
| **Statutory Returns and Regulatory Compliance** | Annual | | | |
| **Financial Reporting & Management Accounts** | Monthly | | | |
| **Budget Preparation & Forecasting** | Annual | | | |
| **Advisory & Financial Consulting Services** | As Required | | | |
| **Any Other Costs (Specify)** | | | | |

**Total Contract Price**

| Description | Amount (BWP) |
|---|---|
| **Total Professional Fees (Excluding VAT)** | |
| **VAT** | |
| **Total Contract Price (Including VAT)** | |

# 7. Mandatory Due Diligence Documentation

Each bidder shall submit the following documents together with its proposal.

Failure to provide any mandatory document may result in disqualification from further evaluation.

**The following documents shall be submitted:**

I. A valid Tax Clearance Certificate issued by the Botswana Unified Revenue Service (BURS).

II. Proof of registration with the Botswana Institute of Chartered Accountants (BICA) or other relevant professional regulatory body where applicable.

III. A current Company Extract issued by the Companies and Intellectual Property Authority (CIPA).

IV. Confirmation of all Shareholders and Directors of the company.

V. Certified copies of the Identity Documents or Passports of all Directors and Shareholders.

VI. Where any shareholder is itself a corporate entity, bidders shall disclose the ultimate beneficial ownership by providing:

The Company Extract of the shareholder company;

Confirmation of that company's Directors and Shareholders; and

Certified Identity Documents of the individual shareholders behind the corporate shareholder.

VII. Any Power of Attorney or Board Resolution authorising the signatory where the proposal is signed by a representative.

VIII. Any additional statutory registrations or licences relevant to the provision of professional accounting services.