



**PART A
REQUEST FOR QUOTATIONS (RFQ)**

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE (SA TOURISM)					
RFQ NUMBER :	RFQ-HC-24-2025	CLOSING DATE:	21 OCTOBER 2025	CLOSING TIME:	10:00 AM
DESCRIPTION	Organizational Redesign and Structure Alignment				
BID RESPONSE DOCUMENTS MAY BE PROVIDED BY THE BELOW METHODS					
All proposals must be uploaded using the following email: quotes@southafrica.net NOTE: IT IS THE BIDDER'S RESPONSIBILITY TO ENSURE THE COMPLETED RFQ DOCUMENT WITH APPROPRIATE SUPPORTING DOCUMENTS ARE DELIVERED TO THE CORRECT ADDRESS ON OR BEFORE THE CLOSING DATE AND TIME.					
BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO					
CONTACT PERSON	Thapelo Somo				
TELEPHONE NUMBER	0118953000				
E-MAIL ADDRESS	quotes@southafrica.net				
SUPPLIER INFORMATION					
NAME OF BIDDER					
POSTAL ADDRESS					
STREET ADDRESS					
TELEPHONE NUMBER	CODE		NUMBER		
CELLPHONE NUMBER					
E-MAIL ADDRESS					
VAT REGISTRATION NUMBER (If applicable)					
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:		OR	CENTRAL SUPPLIER DATABASE No:	MAAA
ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED?			☐ Yes ☐ No [IF YES, PLEASE PROVIDE DETAILS]		
QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS					
IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?			☐ YES ☐ NO		
DOES THE ENTITY HAVE A BRANCH IN THE RSA?			☐ YES ☐ NO		
DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?			☐ YES ☐ NO		



SOUTH AFRICAN TOURISM

DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA?

☐ YES ☐ NO

IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION?

☐ YES ☐ NO

IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN IT IS NOT A REQUIREMENT TO REGISTER FOR A TAX COMPLIANCE STATUS SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 BELOW.

PART B
TERMS AND CONDITIONS FOR BIDDING

1. BID SUBMISSION:

- 1.1. BIDS MUST BE DELIVERED BY THE STIPULATED DATE AND TIME TO THE CORRECT EMAIL ADDRESS AND OR PLATFORM. NO HAND DELIVERY MAY BE ACCEPTED. ALL COMPLETED DOCUMENTS SHOULD BE SEND TO quotes@southafrica.net
- 1.2. BIDDERS FAILURE TO COMPLETE THE REGISTER WILL INVALIDATE THE RFQ. LATE BIDS/RFQ WILL NOT BE CONSIDERED WHEN MAKING A DECISION TO AWARD.
- 1.3. ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED – OR IN THE MANNER PRESCRIBED IN THE BID DOCUMENT. THE STANDARDS BIDDING DOCUMENTS (SBD) FORMS MUST BE COMPLETED, SIGNED AND RETURNED WITH THE RFQ / BID DOCUMENTS.
- 1.4. BIDDER'S ARE NOT ALLOWED TO ALTER THE CONTENT AND SEQUENCE OF INFORMATION IN THE SBD4 FORM.
- 1.5. THE UNDERSIGNED BIDDER DECLARES AND FURTHER AGREES TO HAVE READ 2010 VERSION OF THE GENERAL CONDITIONS OF CONTRACT (GCC) IS AVAILABLE ON THE NATIONAL TREASURY WEBSITE. TO ACCESS THE GCC THE BIDDER SHOULD CLICK THE FOLLOWING LINK <http://www.treasury.gov.za/divisions/ocpo/sc/GeneralConditions/> OR DOWNLOAD THE DOCUMENT FROM THE WEBSITE OF NATIONAL TREASURY.
- 1.6. THE **80 / 20** PREFERENTIAL POINT SYSTEM WILL BE APPLIED WHEREIN **80** POINTS IS FOR PRICE AND **20** POINTS IS FOR SPECIFIC GOALS. TENDERS WITH A RAND VALUE OF BETWEEN R 2 000 BUT NOT EXCEEDING R 50 MILLION (INCLUSIVE OF ALL APPLICABLE TAXES). FIRSTLY, THE SUBMISSION / RFQ WILL BE EVALUATED IN LINE WITH THE SET CRITERIA OR FUNCTIONALITY (IF APPLICABLE) AND THEREAFTER PROPOSAL WILL BE EVALUATED ON POINTS FOR PRICE AND SPECIFIC GOALS.
- 1.7. POINTS SCORED FOR SPECIFIC GOALS WILL BE ADDED TO THE POINTS SCORED FOR PRICE AND THE TOTAL WILL BE ROUNDED OFF TO THE NEAREST TWO (2) DECIMAL PLACES.
- 1.8. A TENDER OR RFQ MUST BE AWARDED TO THE TENDERER WHO SCORE THE HIGHEST TOTAL NUMBER OF POINTS IN TERMS OF THE PREFERENCE POINT SYSTEM (*PRICE AND SPECIFIC GOALS*) UNLESS OBJECTIVE CRITERIA IN TERMS OF SECTION 2 (1)(F) OF THE PPPFA JUSTIFY THE AWARD OF THE TENDER TO ANOTHER TENDERER
- 1.9. BIDDERS ARE REQUIRED TO SUBMIT RESPONSIVE BIDS BY COMPLETING ALL PRICING AND ITEM INFORMATION IN LINE WITH THE ENTIRE SCOPE OF WORK/GOODS/SERVICES. SHOULD THE SUPPLIER FAIL TO QUOTE ON THE ENTIRE SCOPE OF WORK AS PER THE RFQ THE SAT MAY NOT AWARD THE CONTRACT TO THE SUPPLIER.
- 1.10. THE SAT RESERVES THE RIGHT TO NEGOTIATE WITH THE BIDDERS PRIOR OR POST AWARD.
- 1.11. THE SAT MAY ALLOCATE ZERO/NIL POINTS FOR SPECIFIC GOALS WHERE PROOF IS NOT SUBMITTED WITH THE RFQ.
- 1.12. THE BID MUST BE VALID FOR A PERIOD OF 45 CALENDAR DAYS FROM THE CLOSING DATE AND TIME

2. TAX COMPLIANCE REQUIREMENTS

- 2.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
- 2.2 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VERIFY THE TAXPAYER'S PROFILE AND TAX STATUS.
- 2.3 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) PIN MAY BE MADE VIA E-FILING THROUGH THE SARS WEBSITE **WWW.SARS.GOV.ZA**
- 2.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID.
- 2.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED; EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER.
- 2.6 WHERE NO TCS IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.

REQUEST FOR QUOTATION

Table A: Provide documentation and/or information [South African Tourism (SAT) reserves the right to review and verify submitted documentations on mandatory requirements/information]	Comply	Not Comply NB:(Non-compliant on any of the below may result in disqualifications unless SAT indicates as not applicable)
1.1. Proof of National Treasury Central Supplier Database (CSD) Summary report - SAT may verify the information as per the CSD) (unless supplier is a foreign supplier)		
1.2. CSD Overall Tax Status must be compliant (Tax Compliant during evaluation and award stage) (unless it's a foreign supplier)		
1.3. Conformance to the Scope of Work/ Terms of Reference (ToR)		

3. LIST OF RETURNABLES

BIDDERS SHOULD PLEASE ADHERE TO THE FOLLOWING INSTRUCTIONS

- TICK APPLICABLE BOX
- ENSURE THAT THE FOLLOWING DOCUMENTS ARE COMPLETED, SUBMITTED AND SIGNED WHERE APPLICABLE

ANNEXURES	DOCUMENT DESCRIPTION	YES	NO
PART A & B	IS BID INVITATION FORM , TERMS, AND CONDITIONS FOR BIDDING COMPLETED, SIGNED, AND SUBMITTED?		
SUPPLIER IS REQUIRED TO USE THE PRESCRIBED SEQUENCE IN ATTACHING THE ANNEXURES THAT COMPLETE THE BID OR RFQ DOCUMENT			
ANNEXURE A	IS THE STANDARD BID DOCUMENT (SBD4) FORM BIDDER'S DISCLOSURE COMPLETED, SIGNED AND SUBMITTED?		
ANNEXURE B	IS BIDDER'S SWORN AFFIDAVIT – EXEMPTED MICRO ENTERPRISE (EME) – OR QUALIFYING SMALL ENTERPRISE (QSE) – STILL VALID (FOR A PERIOD OF 12 MONTHS) FROM THE DATE SIGNED BY COMMISSIONER SUBMITTED TO CLAIM POINTS FOR SMME'S?		
ANNEXURE C	IS THE BIDDER'S QUOTED PRICE OR FINANCIAL OFFER SUBMITTED AND ALIGNED WITH THE SCOPE OF WORK? OR STATED IN THE BELOW TABLE OF DESCRIPTION OF SERVICE/GOODS?		
ANNEXURE D	IS PROOF OF OWNERSHIP BY BLACK WOMAN ATTACHED IN THE FORM OF (A) COPY OF THE FOUNDING DOCUMENTATION OF THE COMPANY WITH WHICH THE OWNERSHIP IS LISTED, (B) COPY OF THE ID-DOCUMENT(S) OF THE BLACK WOMAN(E)		
ANNEXURE E	IS PROOF OF OWNERSHIP BY BLACK PERSON (S) IN THE FORM OF, (A) COPY OF THE FOUNDING DOCUMENTATION OF THE COMPANY WITH WHICH THE BLACK OWNERSHIP IS LISTED, AND (B) COPY OF IDENTITY DOCUMENTS.		
ANNEXURE F	IS PROOF OF OWNERSHIP BY BLACK YOUTH ATTACHED IN THE FORM OF (A)) COPY OF THE FOUNDING DOCUMENTATION OF THE COMPANY WITH WHICH THE OWNERSHIP IS LISTED, (B) COPY OF THE ID-DOCUMENT(S) OF THE BLACK YOUTH.		
ANNEXURE G	IS THE LATEST REPORT FROM CENTRAL SUPPLIER DATABASE (CSD) SUBMITTED? THE REPORT WILL BE USED AMONGST OTHERS TO VERIFY TAX COMPLIANT AND BANKING DETAILS. TO FURTHER CONFIRM IF THE SHAREHOLDERS/DIRECTORS OF THE COMPANY ARE BLACK WOMEN,		

		BLACK YOUTH OR BLACK-OWNED. INFORMATION AND DETAILS ON BLACK WOMEN, BLACK YOUTH AND BLACK OWNERSHIP SHOULD BE SIMILAR TO THE INFORMATION SUBMITTED ON ANNEXURES C, D,E AND F ABOVE.		
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4. APPLICATION OF PREFERENCE POINT SYSTEM

4.1 DEFINITIONS

HISTORICALLY DISADVANTAGED INDIVIDUALS (HDI) IS DEFINED AS A SOUTH AFRICAN CITIZEN –

- a) WHO, DUE TO THE APARTHEID POLICY THAT WAS IN PLACE, HAD NO VOTING RIGHTS IN THE NATIONAL ELECTIONS PRIOR TO THE INTRODUCTION OF THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, 1983 (ACT NO. 100 OF 1983) OR THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, 1993 (ACT NO. 200 OF 1993) (*"THE INTERIM CONSTITUTION"*) AND OR
- b) WHO IS A WOMAN AND/OR
- c) YOUTH

4.2 WITH THE UNDERSTANDING THAT ANY PERSON WHO RECEIVED SOUTH AFRICAN CITIZENSHIP ON OR BEFORE THE INTRODUCTION OF THE INTERIM CONSTITUTION, WILL NOT BE DEEMED TO BE HDI.

4.3 ANY REFERENCE TO WORDS "BID" OR "BIDDER" HEREIN AND/OR IN ANY OTHER DOCUMENTATION SHALL BE CONSTRUED TO HAVE THE SAME MEANING AS THE WORDS "TENDER" OR "TENDERER".

4.4 **"A WOMAN"** REFERS TO A FEMALE PERSON WHO IS A SOUTH AFRICAN CITIZEN

4.5 **"HDI EQUITY OWNERSHIP"** REFERS TO THE PERCENTAGE OF A PARTNERSHIP OR BUSINESS THAT IS OWNED BY INDIVIDUALS, OR IN THE CASE OF A COMPANY, THE PERCENTAGE OF SHARES WHICH IS OWNED BY INDIVIDUALS WHO ARE ACTIVELY INVOLVED IN THE MANAGEMENT DECISIONS AND DAY TO DAY OPERATIONAL ACTIVITIES OF THE COMPANY OR BUSINESS AND WHO EXERCISES CONTROL IN THE BUSINESS IN RELATION TO THEIR OWNERSHIP AT THE CLOSE OF TENDER. WHERE INDIVIDUALS ARE NOT ACTIVELY INVOLVED IN THE MANAGEMENT AND DAY TO DAY OPERATIONAL ACTIVITIES OF THE BUSINESS AND WHO DOES NOT EXERCISE CONTROL IN RELATION TO THE PERCENTAGE OF THEIR OWNERSHIP, EQUITY OWNERSHIP POINTS CANNOT BE AWARDED.

4.6 **"BLACK PEOPLE"** IS A GENERIC TERM WHICH MEANS AFRICANS, COLOURED AND INDIANS WHO ARE CITIZENS OF THE RSA BY BIRTH OR DESCENT OR BY NATURALISATION BEFORE 27 APRIL 1994 OR AFTER.

4.7 **"SMALL ENTERPRISE"** MEANS A SEPARATE AND DISTINCT BUSINESS ENTITY, TOGETHER WITH ITS BRANCHES OR SUBSIDIARIES, IF ANY, INCLUDING COOPERATIVE ENTERPRISES, MANAGED BY ONE OWNER OR MORE PREDOMINANTLY CARRIED ON IN ANY SECTOR OR SUBSECTOR OF THE ECONOMY.

4.8 **"YOUTH"** IS A GENERIC TERM WHICH MEANS PERSONS BETWEEN 14 TO 35 YEARS OF AGE. (THE MAXIMUM AGE OF PERSON/DIRECTOR/SHAREHOLDER ETC MUST BE BELOW OR 35 YEARS ON OR BEFORE THE CLOSING DATE AND TIME OF THE RFQ)

4.9 **"EXEMPTED MICRO ENTERPRISE (EME)"** IN TERMS OF THE GENERIC CODES OF GOOD PRACTICE, IT REFERS TO AN ENTERPRISE WITH AN ANNUAL TOTAL REVENUE OF R 10 MILLION OR LESS.

4.10 **"QUALIFYING SMALL ENTERPRISE (QSE)"** IN TERMS OF THE GENERIC CODES OF GOOD PRACTICE, IT REFERS TO AN ENTERPRISE WITH AN ANNUAL TOTAL REVENUE OF BETWEEN R 10 MILLION AND R 50 MILLION

4.11 **"SPECIFIC GOALS"** REFERS TO CONTRACTING WITH PERSONS, OR CATEGORIES OF PERSONS, HISTORICALLY DISADVANTAGED BY UNFAIR DISCRIMINATION ON THE BASIS OF RACE, GENDER OR DISABILITY AND IMPLEMENTING PROGRAMME AS PUBLISHED IN THE GOVERNMENT GAZETTE NO. 16085 DATED 23 NOVEMBER 1994.

4.12 80 / 20 PREFERENCE POINT SYSTEM

TENDERERS WILL BE AWARDED POINTS AS FOLLOWS:

The points must be allocated and awarded as follows:

i. Total Tendered Price	:	80 points	
ii. Black Women Ownership	:	04 points	} Specific Goals (Maximum points)
iii. Black Ownership	:	10 points	
iv. Black Youth	:	02 points	
v. Small, Medium and Micro Enterprises (SMME's)	:	04 points	
Total	:	100 points	

4.13 THE POINTS SCORED FOR SPECIFIC GOALS WILL BE ADDED TO THE POINTS SCORED FOR PRICE AND THE TOTAL MUST BE ROUNDED OFF TO THE NEAREST 2 DECIMAL PLACES

4.14 TENDER PRICE

THE FOLLOWING FORMULA WILL BE USED TO CALCULATE THE POINTS OUT OF 80 FOR PRICE IN RESPECT OF TENDER WITH A RAND VALUE NOT EXCEEDING R 50 MILLION (INCLUSIVE OF ALL APPLICABLE TAXES). THE LOWEST ACCEPTABLE TENDER MUST SCORE 80 POINTS FOR PRICE, AND OTHER TENDERS WHICH ARE HIGH IN PRICE MUST SCORE FEWER POINTS , ON PRO RATA BASIS.

$$P_s = 80 \left(1 - \frac{P_t - P_{min}}{P_{min}} \right)$$

WHERE -

PS = POINTS SCORED (AWARDED) FOR PRICE OF TENDER UNDER CONSIDERATION

PT = PRICE OF TENDER UNDER CONSIDERATION; AND

PMIN = PRICE OF THE LOWEST ACCEPTABLE TENDER

4.15 SPECIFIC GOALS

4.15.1 % OWNED BY PEOPLE WHO ARE BLACK WOMEN (WO)

A MAXIMUM OF FOUR (04) POINTS WILL BE AWARDED TO A TENDERER WHO IS A BLACK WOMAN. EQUITY OWNERSHIP FOR BLACK WOMEN WILL BE DETERMINED BY THE % OF THE ENTERPRISE OWNED BY SUCH A PERSON OR BY THE % OF SHARES OWNED BY MEMBER/S WHO ARE ACTIVELY INVOLVED IN THE DAY TO DAY MANAGEMENT OF THE COMPANY OR ENTERPRISE.

% OF ENTERPRISE OWNED BY BLACK WOMEN -----%

THUS, POINTS AWARDED: $4 \times \frac{\% WO}{100} = 14 \times \frac{\% WO}{100} =$

PROOF OF OWNERSHIP MUST BE ATTACHED IN THE FORM OF:

- COPY OF THE FOUNDING DOCUMENTATION OF THE COMPANY WITH WHICH THE OWNERSHIP IS LISTED I.E. CIPC ETC;
- COPY OF THE ID-DOCUMENT (S) OF THE BLACK WOMAN(E)
- LATEST CENTRAL SUPPLIER DATABASE (CSD) REPORT OF WHICH OWNERSHIP OF THE BLACK WOMAN IS LISTED

4.15.2 % OWNED BY BLACK PEOPLE (BO)

A MAXIMUM OF TEN (10) POINTS WILL BE AWARDED TO A TENDERER WHO IS A BLACK AND DID NOT HAVE VOTING RIGHTS ACCORDING TO THE DEFINITION OF AN HDI. EQUITY OWNERSHIP FOR BLACKS WILL BE DETERMINED BY THE % OF THE ENTERPRISE OWNED BY SUCH A PERSON OR BY THE % OF SHARES OWNED BY MEMBERS WHO ARE ACTIVELY INVOLVED IN THE DAY TO DAY ACTIVITIES OF THE COMPANY OR ENTERPRISE.

% OF ENTERPRISE OWNED BY BLACK PERSON(S) WHO DID NOT HAVE VOTING RIGHTS.....%

THUS, POINTS AWARDED: $10 \times \frac{\% BO}{100} = 4 \times \frac{\% BO}{100} =$

PROOF OF OWNERSHIP MUST BE ATTACHED IN THE FORM OF:

- COPY OF ID DOCUMENT.

REQUEST FOR QUOTATION

- b) COPY OF THE FOUNDING DOCUMENTATION ON THE COMPANY WITH WHICH THE OWNERSHIP IS LISTED I.E. CIPC ETC;
- c) LATEST CSD REPORT WITH BLACKS AS SHAREHOLDERS/DIRECTORS OF THE COMPANY

4.15.3 SMALL, MEDIUM AND MICRO ENTERPRISES (SMME'S)

A MAXIMUM OF FOUR (4) POINTS WILL BE AWARDED TO A TENDERER WHO IS CLASSIFIED AS SMME

IS THE COMPANY CLASSIFIED AS EME OR QSE?

YES = 4 POINTS

=

NO = 0 POINT

PROOF OF DOCUMENTATION MUST BE ATTACHED IN THE FORM OF:

- a) SWORN AFFIDAVIT THAT IS VALID FOR A PERIOD OF 12 MONTHS FROM THE DATE SIGNED BY THE COMMISSIONER.

4.15.4 % OWNED BY BLACK YOUTH

A MAXIMUM OF TWO (2) POINTS WILL BE AWARDED TO A TENDERER WHO IS DISABLED. EQUITY OWNERSHIP FOR BLACK YOUTH WILL BE DETERMINED BY THE % OF THE ENTERPRISE OWNED BY SUCH A PERSON OR BY THE % OF SHARES OWNED BY MEMBERS WHO ARE ACTIVELY INVOLVED IN THE DAY TO DAY ACTIVITIES OF THE COMPANY OR ENTERPRISE.

% OF ENTERPRISE OWNED BY BLACK YOUTH.....%

THUS, POINTS AWARDED : $2 \times \frac{\% DO}{100} =$

PROOF OF OWNERSHIP MUST BE ATTACHED IN THE FORM OF:

- a) A COPY OF THE FOUNDING DOCUMENTATION OF THE COMPANY WITH WHICH THE OWNERSHIP IS LISTED I.E. CIPC ETC;
- b) A COPY OF ID DOCUMENT;
- c) LATEST CENTRAL SUPPLIER DATABASE (CSD) REPORT OF WHICH OWNERSHIP OF THE BLACK YOUTH IS LISTED.

TABLE B: OWNERSHIP

NAME AND SURNAME /ENTITY NAME	GENDER (MALE OR FEMALE)	AGE i.e., 32	CITIZENSHIP (RSA, OR SPECIFY OTHER)	ETHNIC GROUP (BLACK, WHITE, ETC.)	NUMBER OF SHARES PER SHAREHOLDER	PERCENTAGE OF OWNERSHIP (%) PER SHAREHOLDER

REQUEST FOR QUOTATION

Total						

(To be completed by bidder)

TABLE- C: SPECIFIC GOALS

OWNERSHIP	TOTAL PERCENTAGE OF OWNERSHIP	SPECIFIC GOALS POINTS CLAIMED
Black Woman ownership		
Black Ownership		
Black Youth Ownership		
Total		

4.16 THE SAT CAN ONLY AWARD POINTS PROVIDED SUFFICIENT INFORMATION AND REQUIRED DOCUMENTS ARE CORRECTLY COMPLETED AND RETURNED WITH THE PROPOSALS IN LINE WITH LIST OF RETURNABLE DOCUMENTS ON PARAGRAPH THREE (3) ABOVE. POINTS OBTAINED FOR PRICE SHOULD BE ADDED TO POINTS OBTAINED FOR SPECIFIC GOALS.

4.17 TENDER MUST BE AWARDED TO THE TENDERER SCORING THE HIGHEST POINTS. HOWEVER, A CONTRACT MAY BE AWARDED TO A TENDERER THAT DID NOT SCORE THE HIGHEST POINTS ONLY IN ACCORDANCE WITH SECTION 2 (1)(F) OF THE PPPFA 05 OF 2000.

5. CRITERIA FOR BREAKING DEADLOCK IN SCORING

- IF TWO OR MORE OF THE TENDERERS HAVE SCORED EQUAL TOTAL NUMBER OF POINTS, THE CONTRACT WILL BE AWARDED TO THE TENDERER THAT SCORED THE HIGHEST POINTS FOR SPECIFIC GOALS;
- IF TWO OR MORE TENDERES SCORE EQUAL TOTAL NUMBER OF POINTS IN ALL RESPECTS, THE AWARD WILL BE DECIDED BY THE DRAWING OF LOTS

6. DELIVERIES

- ALL DELIVERIES MAY BE ACCOMPANIED BY A DELIVERY NOTE OR AN INVOICE OF AN OFFICIAL PURCHASE ORDER NUMBER AGAINST WHICH THE DELIVERY HAS BEEN AFFECTED
- DELIVERIES NOT COMPLYING WITH THE PURCHASE ORDER FORM MAY BE RETURNED TO THE SUPPLIER(S) AT THE SUPPLIER'S EXPENSE.THE SATWILL NOT BE LIABLE FOR PAYMENT OF INCORRECTLY DELIVERED GOODS OR SERVICE

- BIDDERS SHOULD INDICATE THE PLANNED DELIVERY PERIOD (IN DAYS) FROM THE DATE AN ORDER IS ISSUED

7. POPIA DISCLAIMER

7.1 COMPLIANCE WITH PERSONAL INFORMATION ACT, 4 OF 2013

PERSONAL INFORMATION SHARED WITH THE SAT SHALL BE TREATED WITH CONFIDENTIALITY AND IN COMPLIANCE WITH THE PROTECTION OF PERSONAL INFORMATION ACT, 4 OF 2013 (POPIA) AND OTHER APPLICABLE LAWS. FOR PURPOSES OF THIS DISCLAIMER, "PERSONAL INFORMATION" SHALL BE DEFINED AS DETAILED IN THE PROMOTION OF ACCESS TO INFORMATION ACT, ACT 2 OF 2000 (PAIA) AND POPIA, AND "PROCESSING" AND "FURTHER PROCESSING" SHALL BE READ, INTERPRETED AND UNDERSTOOD AS DETAILED AND DEFINED IN POPIA.

7.2 CONSENT TO PROCESSING AND FURTHER PROCESSING OF PERSONAL INFORMATION

THE SATMAY PROCESS AND FURTHER PROCESS RECEIVED PERSONAL INFORMATION, INTERNALLY OR EXTERNALLY, IN THE EXECUTION OF ITS MANDATE AND/OR AS REQUIRED BY LAW. THE SATMAY SHARE PERSONAL INFORMATION WITH ITS SERVICE PROVIDERS, AGENTS, CONTRACTORS, LEGAL AND OTHER PROFESSIONAL ADVISORS AUTHORISED TO PROCESS THIS INFORMATION. THE SATMAY THUS PLACE RECEIVED PERSONAL INFORMATION IN THE PUBLIC DOMAIN DUE TO THE NATURE AND REQUIREMENTS OF ITS WORK.

7.3 FURTHER PROCESSING OF PERSONAL INFORMATION

YOU FURTHER GRANT THE SATEXPRESS AND/OR IMPLIED PERMISSION TO FURTHER PROCESS RECEIVED PERSONAL INFORMATION AND PLACE IT IN THE PUBLIC DOMAIN, IN THE EXECUTION OF ITS MANDATE AND STATUTORY OBLIGATIONS.

7.4 DUTY OF CARE

THE SAT VALUES YOUR PRIVACY AND SHALL TAKE ALL REASONABLE MEASURES TO PROTECT RECEIVED PERSONAL INFORMATION.

7.5 EXEMPTION FROM LIABILITY

THE SAT (INCLUDING ITS OFFICIALS AND/OR EMPLOYEES) ACCEPTS NO LIABILITY WHATSOEVER, FOR ANY LOSS, DAMAGE (WHETHER DIRECT, INDIRECT, SPECIAL, OR CONSEQUENTIAL), AND/OR EXPENSES OF ANY NATURE WHATSOEVER WHICH MAY ARISE AS A RESULT OF, OR WHICH MAY BE ATTRIBUTABLE DIRECTLY OR INDIRECTLY, FROM INFORMATION MADE AVAILABLE HEREIN, OR ACTIONS OR TRANSACTIONS RESULTING THEREFROM

8. BACKGROUND AND SCOPE OF WORK

South African Tourism (SA Tourism) was established by section 2 of the Tourism Act No. 72 of 1993 and continues to exist in terms of section 9 of the Tourism Act No. 3 of 2014. SA Tourism is a Schedule 3A public entity in terms of the Public Finance Management Act, 1999 (PFMA).

The mandate of SA Tourism is to develop and promote sustainable tourism for the benefit of the Republic, its residents, and its visitors. Tourism remains a key strategic industry in terms of the National Tourism Sector Strategy, supporting Government's objectives to alleviate unemployment, poverty, and inequality.

Section 217 of the Constitution of the Republic of South Africa, 1996 prescribes that goods and services must be procured in a manner that is fair, equitable, transparent, competitive, and cost-effective. SA Tourism invites reputable firms, as part of a competitive process, to submit a proposal to deliver a comprehensive organisational re-design for SA Tourism.

The outcome sought is a modern, agile organisational structure aligned to SA Tourism's 2025-2030 Corporate Strategy and Programme Structure, enabling efficient delivery, clear accountability, improved decision-making, and measurable performance across Head Office and all international offices.

8.1 Objectives of the Assignment

- Design an agile, future-fit organisational architecture aligned to the 2025-2030 Corporate Strategy, Programme Structure (Programmes 1-5), and the Strategic Plan/APP.
- Remove duplication, clarify mandates, and strengthen accountability through appropriate spans of control, layers, and role clarity.
- Enhance service delivery, customer centricity, and responsiveness across domestic and international operations.
- Establish a coherent operating model (governance, decision rights, interfaces) that enables digitisation, analytics, and performance management.
- Ensure compliance with applicable legislation, directives, and frameworks (for example, PFMA, labour legislation, POPIA/GDPR for data handling).
- Provide a costed business case and implementation roadmap with risks, dependencies, and benefits realisation measures.
 - Draw the organizational process flow with clear indication of areas that can be automated
- Evaluate and update job profiles and role requirements to support the new structure, including role purpose, key outputs, competencies, and alignment to grading frameworks (for example, Paterson).
- NEW: Produce an integrated blueprint that explicitly addresses the Functional Structure (what work is performed and where capabilities sit), the Operational Structure (how work flows, processes, and service models operate), and the Overall Structure

REQUEST FOR QUOTATION

(governance layers, reporting lines, spans, and decision forums).

SOUTH AFRICAN TOURISM

8.2 Scope of Services and Deliverables

The service provider will be expected to undertake the following activities and deliver the outputs as outlined. SA Tourism expects a collaborative, evidence-based methodology with strong knowledge transfer.

1) Inception and Planning

- Inception meeting to confirm scope, methodology, governance, timelines, and key milestones.
- Detailed project plan with work-breakdown, risk register, mitigation strategies, and stakeholder engagement plan.
- Data, documentation, and systems access plan; confirm data privacy and confidentiality controls.

2) Organisational Diagnostic (As-Is Assessment)

- Review strategy, programme structure, APP, budgets, performance reports, process maps, and existing organograms (Head Office and international offices).
- Conduct interviews, focus groups, and workshops across business units (including SANCB and TGCSA) to understand mandates, interfaces, and pain points.
- Assess spans and layers, decision-rights (RACI), workload drivers, duplication, bottlenecks, and compliance risks.
- Baseline current workforce capacity, capabilities, and critical roles; identify gaps and future capability requirements.
- Produce an As-Is Assessment Report with key findings and root-cause analysis.
- NEW: Map the current Functional, Operational, and Overall Structure, including value streams, processes, and governance forums, and identify misalignments against the mandate and programme delivery requirements.

3) Design Principles and Operating Model Options

- Co-create design principles (agility, customer centricity, programme alignment, accountability, efficiency, and governance).
- Define target operating model (governance structures, decision forums, interfaces, service-delivery model, and digital enablement).
- Develop alternative structural options (for example, programme-centric, hub-and-spoke, regional clusters), with pros and cons and change impacts.
- NEW: For each option, describe implications for Functional Structure (capabilities and placement), Operational Structure (process/flow and service design), and the Overall Structure (levels, reporting, and committees).

4) To-Be Organisational Structure and Establishment

- Recommend a To-Be structure aligned to Programmes 1-5 (Corporate Support; Business Enablement; Leisure Tourism Marketing; Business Events/SANCB; Tourist Experience/TGCSA). Current structure is mandated by Government to have 202 positions.
- Provide hierarchical organograms (Board/EXCO to unit/team level) with clear reporting lines and accountability.
- Produce a detailed Post Establishment List: titles, levels/grades, reporting line, location, and indicative FTEs per unit.
- Define interfaces across Head Office and international offices; clarify roles of regional hubs and market offices.
- Provide a governance map (committees and decision forums), RACI matrices for key cross-functional processes, and escalation pathways.
- NEW: Deliver a consolidated Target Functional Structure (capability map), Target Operational Structure (end-to-end process and service model), and Target Overall Structure (governance, spans and layers, and reporting architecture).

5) Job Profile Evaluation, Overlap and Redundancy Analysis, and Role Alignment

- Audit existing job profiles for completeness, clarity, and alignment to programme mandates and the To-Be structure.

- Evaluate whether existing job profiles overlap excessively across certain roles or layers, resulting in duplicated functions or role redundancy.
- Develop a Role-Function Matrix and Overlap Heatmap to evidence areas of duplication, ambiguity, or gaps.
- Recommend consolidation, separation, or re-allocation of functions to remove overlap, reduce redundancy, and optimise spans and layers.
- Update and standardise job profiles to optimally support SA Tourism's mandate, explicitly aligning role scope and complexity to each individual's salary grade and occupational level (for example, Paterson).
- Include clear role purpose, key outputs, KPIs, competencies, reporting line, decision rights, interfaces, and required qualifications for each updated profile.
- Confirm grading readiness and note anticipated grade shifts with rationale and change implications for affected roles.
- Produce a Job Profile Overlap and Alignment Report with an action plan and implementation priorities.
- NEW: Cross-check all updated job profiles against the Target Functional, Operational, and Overall Structures to validate that roles collectively cover all required functions without duplication or gaps.

6) Costing and Business Case

- Cost the recommended structure (remuneration envelope assumptions, FTE changes, once-off versus recurring costs).
- Identify efficiencies and benefits (qualitative and quantitative), with a benefits realisation plan and KPIs.
- Provide financial scenarios and sensitivities; align with programme budgets and APP commitments.

7) Roadmap and Change Management

- Phased implementation roadmap (quick wins, 6-, 12-, and 24-month milestones) with dependencies and risk mitigation.
- Stakeholder engagement and communications plan (Board, EXCO, unions and employee forums, affected staff).
- Change impact assessment, training and skills-transfer plan, and handover of artefacts and templates.
- Support pack for approvals and concurrence where applicable.

8) Reporting and Presentations

- Inception Report and detailed Project Plan.
- As-Is Assessment Report with diagnostic insights.
- Design Principles and Operating Model Options Paper.
- Recommended To-Be Organisational Structure (organograms and establishment list).
- Job Profile Overlap and Alignment Report and the full Updated Job Profile Pack (editable).
- Costed Business Case with financial scenarios and benefits plan.
- Implementation Roadmap and Change and Communications Plan.
- Stakeholder-ready slide decks and executive summaries for EXCO, Board, and governance forums.
- Editable source files and data (Word, PowerPoint, Excel/CSV).
- NEW: Functional, Operational, and Overall Structure Blueprints (current and target), with a traceability map from functions to roles, processes, and governance.

9) Optional Value-Added Services

- Competency model deep-dive and skills audit alignment.
- Digitisation advisory for HCIMS/HRIS alignment to the new structure.
- Policy alignment advisory (delegations, performance management, incentives).
- Coaching for leaders on operating in the new structure and decision-rights discipline.

REQUEST FOR QUOTATION

SOUTH AFRICAN TOURISM

- D1: Inception Report and Project Plan
- D2: As-Is Diagnostic Report (including current Functional, Operational, and Overall Structure maps)
- D3: Design Principles and Operating Model Options
- D4: To-Be Organisational Structure (organograms and establishment) and Target Functional, Operational, and Overall Structure Blueprints
- D5: Job Profile Overlap Analysis, Redundancy Assessment, and Updated Profiles (validated against target structures)
- D6: Costed Business Case and Benefits Plan
- D7: Implementation Roadmap and Change and Communications Plan
- D8: Presentations and Governance Packs (EXCO and Board)
- D9: Editable Source Files and Data

8.3 Bidder Qualifications and Proposal Requirements

- Proven track record delivering organisational re-designs for public entities or complex multi-country organisations.
- CVs of the proposed team (organisation design lead, operating model specialist, HC/HR expert, financial modeller, change lead).
- At least three relevant references within the last five years.
- Detailed methodology and workplan with timeline and risks.
- Assumptions, dependencies, and data requirements.
- Fixed-fee pricing with milestone-based payment schedule and rates card for any approved additional work.
- Declaration of Interests and Conflict-of-Interest statement; confirmation of independence.
- Compliance with data protection (POPIA/GDPR) and information security standards.
- NEW: Demonstrate previous delivery of integrated Functional, Operational, and Overall Structure designs, with examples and artefacts.

8.4 Geographic Coverage

The scope includes Head Office (Johannesburg) and international offices in Nigeria, France, Germany, United Kingdom, Netherlands, United States of America, Australia, India, China, and Japan.

8.5 Submission Outputs

- Technical proposal (must explicitly address methodology and deliverables for Functional, Operational, and Overall Structure design)
- Pricing proposal (separate, detailed) including assumptions and taxes.
- Project plan with milestones and resource allocation.
- Compliance documents and signed declarations as per procurement pack.

Functionality evaluation

EVALUATION CRITERIA	Rating			Weight
	1	2	3	
Credentials and experience relevant to the scope of work under this RFQ Evidence required: Company profile; list of comparable OD/operating-model projects (client, scope, size, dates); three (3) contactable reference letters on client letterhead (≤ 3 years old) verifying similar services (no appointment letters). Scoring guidance: 1: ≥ 5 years in OD/structural design and at least 1-2 similar projects; references incomplete or generic. 2: ≥ 5 years and ≥ 3 similar projects (comparable industry/size/methodology) with valid references. 3: ≥ 8 years and ≥ 5 similar projects including public-entity and/or multi-country redesigns; references quantify outcomes (e.g., spans/layers reduced, cycle-time, cost or service-level improvements). Non-Scoring: -No appointment letters from clients will be accepted as reference letters. -Less than three contactable references will result to a zero score -Reference letters older than 5 years, not on the client's letterhead, or include work not relevant to scope of this RFQ				20
Proposed methodology, technique, and approach Evidence required: Clear end-to-end method from As-Is diagnostic $\rightarrow$ options $\rightarrow$ To-Be; tools (spans & layers, RACIs, capability maps, value-streams); how Functional/Operational/Overall structures will be designed and traced to roles, processes, and governance; examples/templates; project timeline (milestones or Gantt). Scoring guidance: 1: Any one of: method outline or examples or timeline, with adequate detail. 2: Two of the above with good tailoring to SA Tourism; partial treatment of Functional/Operational/Overall structures. 3: All of the above, strongly tailored; explicit Functional/Operational/Overall blueprints and traceability to roles/processes/governance; realistic critical path and acceptance points.				30
Professional memberships Evidence required: Current memberships/accreditations relevant to OD/HC/Reward (e.g., EODF/OD Network, SABPP/Chartered HR bodies, SARA, WorldatWork), at organisation and/or key-team level. Scoring guidance: 1: One relevant membership/accreditation evidenced. 2: Two relevant memberships/accreditations (organisation or key staff). 3: Three or more, including at least one OD-specific body and one reward/HR body.				20
Project team and each member's credentials and roles Evidence required: CVs and qualifications; defined roles (OD Lead, Operating-Model Specialist, HC/Reward Expert, Financial Modeller, Change Lead); % time allocations and availability; backups. Scoring guidance: 1: CVs provided; roles partially clear or limited seniority. 2: Complete multi-disciplinary team with clear roles and allocations; ≥ 2 senior profiles (10+ years). 3: Seasoned team (most leads 10-15+ years) with demonstrated OD experience; backups named; allocations align to the proposed plan.				30
TOTAL POINTS FOR FUNCTIONALITY				100
A threshold of 70% is applicable.				

BIDDER'S DISCLOSURE (SBD 4)**1. Bidder's declaration**

2.1 Is the bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest¹ in the enterprise, employed by the state? **YES/NO**

2.1.1 If so, furnish particulars of the names, individual identity numbers, and, if applicable, state employee numbers of sole proprietor/ directors / trustees / shareholders / members/ partners or any person having a controlling interest in the enterprise, in table below.

Full Name	Identity Number	Name of State institution

2.2 Do you, or any person connected with the bidder, have a relationship with any person who is employed by the procuring institution?

YES/NO

2.2.1 If so, furnish particulars:

.....

2.3 Does the bidder or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise whether or not they are bidding for this contract?

YES/NO

2.3.1 If so, furnish particulars:

.....

3 DECLARATION

I, the undersigned, (name)..... in submitting the accompanying bid, do hereby make the following statements that I certify to be true and complete in every respect:

¹ the power, by one person or a group of persons holding the majority of the equity of an enterprise, alternatively, the person/s having the deciding vote or power to influence or to direct the course and decisions of the enterprise.



- 3.1 I have read and I understand the contents of this disclosure;
- 3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect;
- 3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However, communication between partners in a joint venture or consortium² will not be construed as collusive bidding.
- 3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.
- 3.4 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
- 3.5 There have been no consultations, communications, agreements or arrangements made by the bidder with any official of the procuring institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.
- 3.6 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

I CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 1, 2 and 3 ABOVE IS CORRECT.

I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 6 OF PFMA SCM INSTRUCTION 03 OF 2021/22 ON PREVENTING AND COMBATING ABUSE IN THE SUPPLY CHAIN MANAGEMENT SYSTEM SHOULD THIS DECLARATION PROVE TO BE FALSE.

NB: FAILURE TO SUBMIT DULY COMPLETED FORMS AND SIGNED AUTHORISATION DECLARATION, WITH THE REQUIRED ANNEXURE(S), IN ACCORDANCE WITH THE ABOVE PROVISIONS MAY INVALIDATE THE BID FOR SUCH GOODS OR SERVICES OFFERED.

SIGNATURE OF BIDDER:.....

CAPACITY UNDER WHICH THIS BID IS SIGNED:.....

(Proof of authority must be submitted e.g. company resolution)

DATE:.....

² Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.

**SBD 6.1**

PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2022

This preference form must form part of all tenders invited. It contains general information and serves as a claim form for preference points for specific goals.

NB: BEFORE COMPLETING THIS FORM, TENDERERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF THE TENDER AND PREFERENTIAL PROCUREMENT REGULATIONS, 2022

1. GENERAL CONDITIONS

1.1 The following preference point systems are applicable to invitations to tender:

- the 80/20 system for requirements with a Rand value of up to R50 000 000 (all applicable taxes included); and
- the 90/10 system for requirements with a Rand value above R50 000 000 (all applicable taxes included).

1.2 To be completed by the organ of state

(delete whichever is not applicable for this tender).

- a) The applicable preference point system for this tender is the **90/10** preference point system.
- b) The applicable preference point system for this tender is the **80/20** preference point system.
- c) Either the **90/10 or 80/20 preference point system** will be applicable in this tender. The lowest/highest acceptable tender will be used to determine the accurate system once tenders are received.

1.3 Points for this tender (even in the case of a tender for income-generating contracts) shall be awarded for:

- (a) Price; and
- (b) Specific Goals.

1.4 To be completed by the organ of state:

The maximum points for this tender are allocated as follows:

	POINTS
PRICE	
SPECIFIC GOALS	
Total points for Price and SPECIFIC GOALS	100

- 1.5 Failure on the part of a tenderer to submit proof or documentation required in terms of this tender to claim points for specific goals with the tender, will be interpreted to mean that preference points for specific goals are not claimed.
- 1.6 The organ of state reserves the right to require of a tenderer, either before a tender is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

2. DEFINITIONS

- (a) **“tender”** means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation;
- (b) **“price”** means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;
- (c) **“rand value”** means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
- (d) **“tender for income-generating contracts”** means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions; and
- (e) **“the Act”** means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000).

3. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES

3.1. POINTS AWARDED FOR PRICE

3.1.1 THE 80/20 OR 90/10 PREFERENCE POINT SYSTEMS

A maximum of 80 or 90 points is allocated for price on the following basis:

80/20

or

90/10

$$P_s = 80 \left(1 - \frac{P_t - P_{min}}{P_{min}} \right) \text{ or } P_s = 90 \left(1 - \frac{P_t - P_{min}}{P_{min}} \right)$$

Where

P_s = Points scored for price of tender under consideration

P_t = Price of tender under consideration

P_{min} = Price of lowest acceptable tender

3.2. FORMULAE FOR DISPOSAL OR LEASING OF STATE ASSETS AND INCOME GENERATING PROCUREMENT

3.2.1. POINTS AWARDED FOR PRICE

A maximum of 80 or 90 points is allocated for price on the following basis:

$$\begin{array}{ccc}
 \mathbf{80/20} & \mathbf{or} & \mathbf{90/10} \\
 \\
 \mathbf{Ps = 80 \left(1 + \frac{Pt - P_{max}}{P_{max}} \right)} & \mathbf{or} & \mathbf{Ps = 90 \left(1 + \frac{Pt - P_{max}}{P_{max}} \right)}
 \end{array}$$

Where

- P_s = Points scored for price of tender under consideration
 P_t = Price of tender under consideration
 P_{max} = Price of highest acceptable tender

4. POINTS AWARDED FOR SPECIFIC GOALS

- 4.1. In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender. For the purposes of this tender the tenderer will be allocated points based on the goals stated in table 1 below as may be supported by proof/ documentation stated in the conditions of this tender:
- 4.2. In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the tender documents, stipulate in the case of—
- (a) an invitation for tender for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or
 - (b) any other invitation for tender, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system,

then the organ of state must indicate the points allocated for specific goals for both the 90/10 and 80/20 preference point system.

Table 1: Specific goals for the tender and points claimed are indicated per the table below.

(Note to organs of state: Where either the 90/10 or 80/20 preference point system is applicable, corresponding points must also be indicated as such.)

Note to tenderers: The tenderer must indicate how they claim points for each preference point system.)

The specific goals allocated points in terms of this tender	Number of points allocated (90/10 system) (To be completed by the organ of state)	Number of points allocated (80/20 system) (To be completed by the organ of state)	Number of points claimed (90/10 system) (To be completed by the tenderer)	Number of points claimed (80/20 system) (To be completed by the tenderer)
Black Women Ownership	02	04		
Black Youth Ownership	02	02		
Black Ownership	04	10		
Small, Medium, and Micro Enterprises (SMMEs)	02	04		
Total	10	20		

DECLARATION WITH REGARD TO COMPANY/FIRM

4.3. Name of company/firm.....

4.4. Company registration number:

4.5. TYPE OF COMPANY/ FIRM

- ☐ Partnership/Joint Venture / Consortium
- ☐ One-person business/sole propriety
- ☐ Close corporation
- ☐ Public Company
- ☐ Personal Liability Company
- ☐ (Pty) Limited
- ☐ Non-Profit Company
- ☐ State Owned Company

[TICK APPLICABLE BOX]



4.6. I, the undersigned, who is duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the specific goals as advised in the tender, qualifies the company/ firm for the preference(s) shown and I acknowledge that:

- i) The information furnished is true and correct;
- ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;
- iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 4.2, the contractor may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct;
- iv) If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have –
 - (a) disqualify the person from the tendering process;
 - (b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
 - (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
 - (d) recommend that the tenderer or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been applied; and
 - (e) forward the matter for criminal prosecution, if deemed necessary.

.....
SIGNATURE(S) OF TENDERER(S)

SURNAME AND NAME:

DATE:

ADDRESS:

.....

.....

.....