

REQUEST FOR QUOTATION (RFQ)

Registration Number 1944/018018/30

DESCRIPTION	Appointment of a Service Provider to facilitate and develop a Corporate Strategy and Plan, and Annual Performance Plan for African Exploration Mining and Finance Corporation (SOC) LTD ("AEMFC").
DOC NUMBER:	6000007544
ISSUE DATE	17 August 2023
BRIEFING SESSION	Not Applicable
BRIEFING SESSION DATE	Not Applicable
BRIEFING SESSION TIME	Not Applicable
CLARIFICATION ENQUIRY EMAIL	rfg.enquiry@aemfc.co.za .
CLOSING DATE ON CLARIFICATION ENQUIRY	21 August 2023
CLOSING DATE	23 August 2023
CLOSING TIME	12:00 PM
RFQ VALIDITY PERIOD:	Sixty [60] "Business Days" from the closing date of this RFQ.
DELIVERY INSTRUCTIONS BY EMAIL	Written Quotations (inclusive VAT) are to be submitted to the email address: Email: quotations@aemfc.co.za Note: Late proposal Bids and those submitted to other email addresses <u>WILL</u> be "DISQUALIFIED". Bidders must ensure that bids are submitted to the above email address on time to the correct email address.
BID ESTIMATED VALUE	The value of this bid is estimated to be below R50 000 000 (all applicable taxes included).
NOTE TO BIDDERS:	<i>Bidders are required to ensure that electronic bid submissions are done at least a day before the closing date to prevent issues that they may encounter due to their internet speed, bandwidth, or the size of the number of uploads they are submitting. AEMFC will not be held liable for any challenges experienced by bidders as a result of the technical challenges. Please do not wait for the last hour to submit.</i>
NOTE IMPORTANT	Suppliers of Goods and /or Services to AEMFC cannot be undertaken without receipt of a VALID Purchase Order Number. Verbal, telephonic instructions from an employee of AEMFC is a violation of AEMC's Procurement Policy and Procedures. Commencement of such an act will result in an unlawful transaction with the repercussion of non-payment to the supplier.

SECTION 1: SBD1 FORM

PART A
INVITATION TO BID

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF AFRICAN EXPLORATION MINING AND FINANCE CORPORATION (SOC) LTD							
BID NUMBER:	6000007544	ISSUE DATE:	17 AUGUST 2023	CLOSING DATE:	23 AUGUST 2023	CLOSING TIME:	12:00PM
DESCRIPTION	Appointment of a Service Provider to facilitate and develop a Corporate Strategy and Plan, and Annual Performance Plan for African Exploration Mining and Finance Corporation (SOC) LTD ("AEMFC").						
BID RESPONSE DOCUMENTS SUBMISSION MUST BE SUBMITTED ELECTRONICALLY TO THE FOLLOWING							
EMAIL	quotations@aemfc.co.za						
BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO				TECHNICAL ENQUIRIES MAY BE DIRECTED TO:			
CONTACT PERSON	Knowledge Malingane			CONTACT PERSON	Knowledge Malingane		
TELEPHONE NUMBER	010 010 6100			TELEPHONE NUMBER	010 010 6100		
FACSIMILE NUMBER	N/A			FACSIMILE NUMBER	N/A		
E-MAIL ADDRESS	knowlwedgem@aemfc.co.za			E-MAIL ADDRESS	rfq.enquiry@aemfc.co.za		
SUPPLIER INFORMATION							
NAME OF BIDDER							
POSTAL ADDRESS							
STREET ADDRESS							
TELEPHONE NUMBER	CODE			NUMBER			
CELLPHONE NUMBER							
FACSIMILE NUMBER	CODE			NUMBER			
E-MAIL ADDRESS							
VAT REGISTRATION NUMBER							
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:		OR	CENTRAL SUPPLIER DATABASE	UNIQUE REGISTRATION REFERENCE NUMBER: MAAA		
B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE	TICK APPLICABLE BOX] ☐ Yes ☐ No		B-BBEE STATUS LEVEL SWORN AFFIDAVIT		[TICK APPLICABLE BOX] ☐ Yes ☐ No		
[A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE/ SWORN AFFIDAVIT MUST BE SUBMITTED FOR PURPOSES OF COMPLIANCE WITH THE B-BBEE ACT]							

Respondent's Signature

Date & Company Stamp

1 ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES /WORKS OFFERED? ☐ Yes ☐ No [IF YES ENCLOSE PROOF]		2 ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED? ☐ Yes ☐ No [IF YES, ANSWER QUESTIONAIRE BELOW]	
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 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 1.3 BELOW.			

PART B TERMS AND CONDITIONS FOR BIDDING

1. TAX COMPLIANCE REQUIREMENTS	
1.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS. 1.2 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. 1.3 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) PIN MAY BE MADE VIA E-FILING THROUGH THE SARS WEBSITE WWW.SARS.GOV.ZA. 1.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID. 1.5 IN BIDS WHERE UNINCORPORATED CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER. 1.6 WHERE NO TCS IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.	

NB: FAILURE TO PROVIDE / OR COMPLY WITH ANY OF THE ABOVE PARTICULARS MAY RENDER THE BID INVALID.

SIGNATURE OF BIDDER:

CAPACITY UNDER WHICH THIS BID IS SIGNED:

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

DATE:.....

SECTION2: NOTICE TO BIDDERS

1 RESPONSE TO RFQ

- 1.1 Responses to this RFQ **[Quotations]** must not include documents or reference relating to any other quotation or proposal. Any additional conditions must be embodied in an accompanying letter.
- 1.2 Bid proposal must be delivered by the stipulated date and time to the correct **email address**.
- 1.3 All Bids must be submitted on the official forms provided or in the manner prescribed in the Bid document.
- 1.4 The **80/20** Preferential Point System will be applied wherein **80** Points is for Price and **20** points is for Specific Goals.
- 1.5 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.
- 1.6 Bidders are required to submit responsive Bids by completing all pricing and item information in line with the entire scope of work /goods/services.
- 1.7 AEMFC reserves the right to negotiate with the bidders prior or post-award.
- 1.8 AEMFC may allocate zero/nil points for specific goals where proof is not submitted with the RFQ.
- 1.9 The Bid must be valid for a period of 60 business days from the closing date and time.

2 COMMUNICATION

- 2.1 Specific queries relating to this RFQ before the closing date of the RFQ should be submitted to the email address rfq.enquiry@aemfc.co.za. In the interest of fairness and transparency, AEMFC's response to such a query will then be made available to other bidders.
- 2.2 It is prohibited for Respondents to attempt, either directly or indirectly, to canvass any officer or employee of AEMFC in respect of this RFQ between the closing date and the date of the award of the business.
- 2.3 Respondents found to be in collusion with one another will be automatically disqualified and restricted from doing business with organs of state for a specified period.
- 2.4 All unsuccessful bidders have a right to request AEMFC to furnish individual reasons for their bid not being successful. This request must be directed to the contact person stated in the **SBD 1 form**.

3 CHANGES TO QUOTATIONS

- 3.1 Changes by the tendered/bidder will not be considered after the closing date and time.

4 BINDING OFFER

- 4.1 Any Quotation furnished pursuant to this Request shall be deemed to be an offer. Any exceptions to this statement must be clearly and specifically indicated.

5 DISCLAIMERS

5.1 AEMFC reserves the right to:

- a) modify the RFQ's goods / service(s) and request Respondents to re-bid on any changes;
- b) reject any Quotation which does not conform to instructions and specifications which are detailed herein;
- c) disqualify Quotations submitted after the stated submission deadline;
- d) not necessarily accept the lowest priced Quotation or an alternative bid;
- e) place an order in connection with this Quotation at any time after the RFQ's closing date;
- f) award only a portion of the proposed goods / services which are reflected in the scope of this RFQ;
- g) split the award of the order/s between more than one Supplier/Service Provider should it at AEMFC's discretion be more advantageous in terms of, amongst others, cost or developmental considerations;
- h) cancel the quotation process;
- i) validate any information submitted by Respondents in response to this bid. This would include, but is not limited to, requesting the Respondents to provide supporting evidence. By submitting a bid, Respondents hereby irrevocably grant the necessary consent to AEMFC to do so;
- j) request audited financial statements or other documentation for the purposes of a due diligence exercise;
- k) not accept any changes or purported changes by the Tenderer/Bidder to the bid rates after the closing date and/or after the award of the business, unless the contract specifically provides for it;
- l) to cancel the Purchase Order (PO)/ Contract and place the Tenderer/Bidder on its Database of Restricted Suppliers for a period not exceeding 10 years, on the basis that a contract was awarded on the strength of incorrect information furnished by the Tenderer/Bidder or on any other basis recognised in law;
- m) award the business to the next ranked bidder, provided that the tenderer/bidder is still prepared to provide the required Goods/Services at the quoted price, should the preferred bidder fail to sign or commence with the contract within a reasonable period after being requested to do so. Under such circumstances, the validity of the bids of the next ranked tenderer(s)/bidder(s) will be deemed to remain valid, irrespective of whether the next ranked tenderer(s)/bidder(s) were issued with a letter of regret. Tenderers/Bidders may therefore be requested to advise whether they would still be prepared to provide the required Goods/Services at their quoted price, even after they have been issued with a letter of regret.

6 LEGAL COMPLIANCE

- 6.1 The successful Respondent shall be in full and complete compliance with any and all applicable national and local laws and regulations.

7 NATIONAL TREASURY'S CENTRAL SUPPLIER DATABASE (CSD)

- 7.1 Tenderers/Bidders are required to self-register on National Treasury's Central Supplier Database (CSD) which has been established to centrally administer supplier information for all organs of state and facilitate the verification of certain key supplier information. AEMFC is required to ensure that price quotations are invited and accepted from prospective bidders listed on the CSD. Tenderers/Bidders must register on the CSD prior to submitting their Bids as Business may not be awarded to a Tenderer/ Bidder who has failed to register on the CSD. Only foreign suppliers with no local registered entity need not register on the CSD. The CSD can be accessed at <https://secure.csd.gov.za/>

For this purpose, the attached SBD 1 Form (Section 1) must be completed and submitted as a mandatory returnable document by the closing date and time of the bid.

8 TAX COMPLIANCE

- 8.1 Tenderers/ Bidders must be compliant when submitting a proposal to AEMFC and remain compliant for the entire contract term with all applicable tax legislation, including but not limited to the Income Tax Act, 1962 (Act No. 58 of 1962) and Value Added Tax Act, 1991 (Act No. 89 of 1991).
- 8.2 It is a condition of this bid that the tax matters of the successful Respondents be in order, or that satisfactory arrangements have been made with South African Revenue Service (SARS) to meet the Tenderers/Bidders' tax obligations.
- 8.3 The Tax Compliance status requirements are also applicable to foreign Respondents/ individuals who wish to submit tenders/bids.
- 8.4 Where Consortia / Joint Ventures / Sub-contractors are involved, each party must be registered on the Central Supplier Database and their tax compliance status will be verified through the Central Supplier Database.
- 8.5 Tenderers/Bidders are required to submit their unique pin number issued by SARS to enable the organ of state to verify the taxpayer's profile and tax status.

9 VALIDITY

- 9.1 AEMFC requires a validity period of sixty (60) Business Days from the closing date of this RFQ, excluding the first day and including the last day.
- 9.2 Bidders are to note that they may be requested to extend the validity period of their bid, on the same terms and conditions, if the internal evaluation process has not been finalised within the validity period. However, once the adjudication body has approved the process and award of the business to the successful bidder(s), the validity of the successful bidder(s)' bid will be deemed to remain valid until a final contract has been concluded.

SECTION 3: NOTICE TO BIDDERS

BACKGROUND, OVERVIEW AND SCOPE OF WORK (SOW) /SPECIFICATION

African Exploration Mining and Finance Corporation (SOC) Ltd ("AEMFC") is a South African State-Owned Entity, incorporated in terms of the Companies Act 26 of 1926 (Reg No: UC/18018). AEMFC was established to secure South Africa's energy supply primarily through the mining and supply of coal for the generation of electricity, as well as securing other resources that will provide energy for the future, including key minerals for beneficiation in the energy and steel value chain.

AEMFC is headquartered at Waterfall City, in Johannesburg, from where it oversees the operations of its open cast coal mine which is located near Ogies in Mpumalanga Province. AEMFC is also developing several mining projects in Mpumalanga Province, as well as pursuing the acquisition of high potential mining assets that can be brought into production expeditiously. The core strategic objective of the company in the medium to long term is to achieve sustainable growth through a diversified minerals portfolio both locally and cross-border.

AEMFC operates under the Schedule 2 of the Public Finance Management Act (PFMA), thus making it a statutory entity. AEMFC is a subsidiary of CEF Group, together with iGas, PETROSA, PASA and SFF, and therefore reports indirectly to the Department of Minerals Resources and Energy (DMRE).

3.1 BACKGROUND

In terms of the PMFMA, AEMFC is expected to prepare and submit an annual Corporate Plan, covering a period of about five years. The plan is meant to identify strategically important outcomes, goal and objectives which the company will pursue, and against which progress and performance will be measured and evaluated by its key stakeholders.

AMEFC typically holds two strategic planning session on an annual basis with its leadership team. The first session is with members of the Executive Committee, Heads of Department and Senior Employees and Specialists, and the second, with Executive Committee members and members of the Board. The purpose of these sessions is to reflect on the previous period's performance and to seek alignment with the short, medium and long-term goals and objectives of the organisation and its mandate, in response to prevailing development priorities and the business operating environment. The outcome of the sessions is a set of cohesive strategic

postures which are collaboratively developed on the back of data-driven insights, best-practice, and considered industry specialist knowledge and expertise. The inputs from these interactive facilitated sessions are then incorporated and processed into strategic objectives, business goal, and corporate scorecard targets.

The role of an external facilitator in these sessions is to provide process guidance and steer, as well as expert mining industry insights and inputs, which must, together with the facilitated discourses, dialogues and interactions from the session, be distilled and synthesised into a set of strategic themes that are part of a cohesive narrative about the strategic objectives of the organisation, and how its performance in respect of their attainment in the short, medium and long term can be monitored, evaluated and reported to key stakeholders.

3.2 PURPOSE

Proposals from experienced and capable Bidders are hereby invited to assist AEMFC with the development of its 5-year Corporate Strategy and Corporate Plan covering the period of FY2024/25 – 2028/2029, as well as an accompanying, proposed Implementation Guideline and Template. The successful service provider will also be expected to review AEMFC's current Business Operating Model and propose a fit-for-purpose Business Model in line with AEMFC mandate and strategic plan.

We are thus, looking to appoint a competent and experienced service provider who will be in a position to provide AEMFC with an objective assessment of its current business strategy and operating model, focussing on the challenges and opportunities in the mining industry both locally and cross-border. The envisaged Service Provider is expected to be able to, amongst others, provide guidance on how AEMFC can execute its operational and strategic mandate whilst also supporting the developmental objectives of government.

The envisaged Corporate Strategy will amongst other things reflect the developmental impact and outcomes of the AEMFC and its operations, in alignment with the achievement of its mandate as a state mining champion. The strategy and operating model will be expected to articulate a clear vision, mission, impact statement, comprehensive coverage of the local and global mining business environment within which AEFMC operates, as well as strategic goals, objectives, outcomes and aligned corporate performance targets that will northstar the company in the next five years. It is expected that the strategy must clearly articulate a fitting business

operating model, with a clearly aligned and effective resourcing plan that is tailored to the long-term development trajectory of the company.

3.3 SCOPE OF WORK

The successful Service Provider (PSP) is expected to undertake the following activities in relation to the requirements:

- a) **Review existing Strategic Documents:** The service provider is expected to undertake a review of the current year's Corporate Strategy and Plan, Business Model and Annual Performance Plan. The Service provider is expected to undertake this in consultation with Management of AEMFC and the relevant Project Team. The service provider will also be expected to review and analyse current achievements, opportunities, challenges and aspirations of the AEMFC, and benchmark those with other comparative mining companies both locally and globally to identify best-practice that will inform AEMFC's forward looking strategic posture.
- b) **Conduct a strategic environmental analysis:** Conduct external environmental scan to inform the context of the proposed corporate strategy and corporate plan.
- c) **Planning** – The service provider will be expected to compile a workshop programme for both sessions in consultation with Executives and Senior Management. The AEMFC also expects of the service provider to share the preferred approaches and methodology deemed appropriate for the achievement of the scope of work herein describes.
- d) **Facilitation** - Attend and facilitate Strategic Planning Session for Exco and Board sessions with the Management team of the AEMFC in accordance with the scope of work at a venue to be confirmed by the AEMFC.
- e) **Strategy Workshop Report** – Record of the strategic planning session proceeding and compile an outcome report.
- f) **Develop the Corporate Strategy (5 Years)** – Draft the AEMFC's Strategy with a view to map its programme, strategic thrusts and action plans inclusive of milestones and dates. The plan must include a clear organisational vision, impact statement, long-term goals, performance metrics, resource allocation, and business initiatives to support the effective execution of the strategy.
- g) **Propose and Develop a suitable Operating Model for AEMFC** – review the current operational business model of the AEMFC, and propose a revised one if necessary, to align with the corporate plan and strategic goals.

3.4 COMPANY EXPERIENCE

The bidder should have experience in strategy formulation and strategic planning facilitation including experience in facilitating engagements at Leadership level.

The bidder should possess an in-depth understanding of the mining sector, both locally and globally, including emerging trends, pain points and opportunities relevant to the operations of the AEMFC.

The successful bidder will have to provide demonstrable evidence an experience in this regard.

3.5 REFERENCES

The bidder must provide reference letters in strategy formulation and/or strategic planning facilitation experience in the mining sector and/or public sector, or any other comparative client or industry reference. The references should be on a formal letterhead of the referee and signed by the authorised person.

3.6 TIME FRAMES AND DURATION

The Management strategic planning session is indicatively scheduled for 06 – 07 September 2023 and the Board strategic planning session is scheduled for 20-22 September 2023.

Upon successful appointment, the Service Provider will be expected to engage with the project sponsor, in preparation for the preparation and planning of the strategy sessions, as recommended by the AEMFC Project Team. The services should be initiated in at least one week after signing the acceptance letter.

It is anticipated that the tasks associated with this process will require the Service Provider to be available for the full duration of the project or as determined by the AEMFC.

3.7 MANAGEMENT REPORTING

The successful Service Provider shall report to the Project Manager on the ongoing process and work in close collaboration with any internal clients deemed vital for the successful completion of the assignment (e.g., the Strategy team). The Project Manager will review and oversee the completion of the strategy sessions.

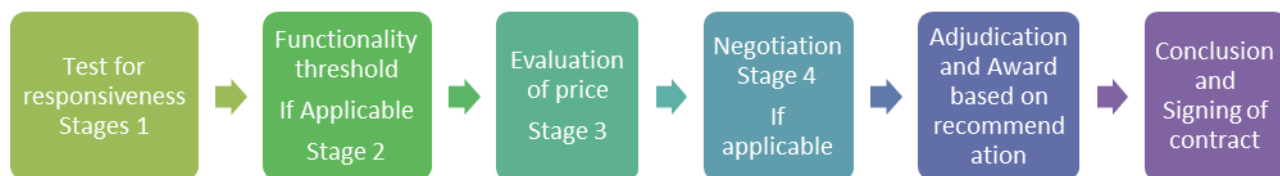
3.8 DELIVERABLES

- Preparation and planning documents, including findings on research that informed adopted strategies or approaches to the assignment.
- Identified gaps and inputs in submissions from Executives presentations regarding areas under review.
- Facilitated Management and Board strategic planning sessions.
- 5-year Strategy/ Business Plan and its Implementation/Performance Plan that are SMART.
- Proposed Fit for Purpose Business Operating Model Structure to deploy the strategy.

SECTION 4**4 EVALUATION METHODOLOGY, CRITERIA AND RETURNABLE DOCUMENTS**

4.1 The evaluation of Quotations is to determine whether the Tender/ Bidder is capable of delivering the Goods/ Services and will be evaluated accordingly.

4.2 AEMFC will utilize the following methodology and criteria in selecting a preferred Supplier / Service Provider.

**4.3 STAGE 1**

Test for Administrative Responsiveness. The test for administrative responsiveness will include the following:

Administrative responsiveness check	
• Whether the RFQ has been lodged on time	
• Whether all Returnable Documents were completed and returned by the closing date and time	
• Verify the validity of all Returnable Documents	

The test for Administrative Responsiveness (**Stage One**) must be passed for a Tender/Bid to progress further pre-qualification.

4.4 STAGE 2

Test for substantive responsiveness to this RFQ will include the following:

Check for substantive responsiveness	YES / NO
• Whether the Tender / Bid contains a fully completed Price Schedule	
• Whether the Tender/Bid materially complies with the scope and/or specification given	

Test for substantive responsiveness (**Stage Two**) must be passed for a Tender/Bid to Stage three for further evaluation.

4.5 STAGE 3

Evaluation and Final Weighted Scoring

a) Price Criteria (Weighted Score) **80**

Evaluation Criteria
• Commercial Offer (Price)

Price Evaluation: The evaluation of Price will be done based on the following formula below:

Respondent's Signature

Date & Company Stamp



NO	EVALUATION CRITERIA	RETURNABLE SCHEDULE	SCORING PRINCIPLE	RATING	WEIGHTING SCORE
1.	Strategy development planning / methodology Bidder to provide the Strategy proposals that includes: - Demonstration of application of clearly defined strategy development approach or process (e.g. Blue Ocean strategy, Greiner Growth Model, Core Competence Model, Distinctive Capabilities model, Strategic Innovation, Balanced Scorecard, Visioning, System dynamics). - Demonstration of in-depth understanding of the mining industry or SOE space - Highlights of opportunities for growth and key risks to mitigate. - Identification of potential inhibitors responses to effective strategy implementation	- Detailed and comprehensive plan of the project must have the following: - Suggested strategy development method/s that take a longer view of the future. - Methodology that begins with investigating macro and micro forces, that will meaningfully shape our operating environment and how these translate to new opportunities or potential threats. - Disciplined approach to analysing the current operating environment imagining and investigating the future and using those insights to inform the strategy. This may require gathering multiple perspectives to challenge entrenched biases and assumptions, and to foster new insights and inter-relationships. - Proposed mechanism to implement and communicate the strategy to the organization, Board, Shareholder, external	Detailed and comprehensive plan which covers all 4 key activities with comprehensive solutions	30	30
			Detailed and comprehensive plan which covers at least 3 activities with comprehensive solutions	20	
			Generic plan and solutions which covers at least 2 activities	10	
			No detailed project plan	0	

Returnable Document

2.	<u>Board and Management strategic planning sessions plan / methodology:</u> Bidder to provide a plan for the strategy sessions that includes: • An understanding of the business of the AEMFC • Pertinent strategic issues of the AEMFC • Identifying opportunities for growth • Identifies potential inhibitors to effective strategy implementation. • Facilitation methodologies and intended outcomes	Detailed plan comprising of the following but not limited to: • A sample agenda for the (1) Management and (2) Board two-day Sessions • A facilitation technique: This guide should be created in conjunction with the agenda and expected outcomes for the sessions	Detailed and comprehensive agenda and facilitation guide supplied in the plan	10	10
			Generic agenda and facilitation guide supplied in the plan	5	
			Agenda and facilitation guide not supplied	0	
3.	<u>Bidder/Company References</u> Bidder to provide references in strategy development and/or facilitation in the public sector, and/or mining sector.	Reference letters for organisation, firm, and/or individual in strategy development and/or facilitation in the public sector, and/or mining sector.	Five (5) or more reference letters provided.	20	20
			Four (4) reference letters provided.	10	
			Three (3) reference letters provided.	5	
			Two (2) or less reference letters provided.	0	

Respondent's Signature

Date & Company Stamp

Returnable Document

4	<u>Individual Experience (Lead Strategist/Facilitator)</u>	The Individual (Lead Strategist) must demonstrate their experience as a strategist. The individual must provide a profile with information encompassing but not limited to experience and number of years in strategy development	10 years' experience or more	20	20
	6 - 9 years' experience		10		
	3 to 5 years' experience		5		
	below 3 years' experience and below		0		
5	<u>Qualifications of Lead Strategist / Facilitator</u>	Curriculum Vitae of the Lead Strategist and all supporting documents/copies of qualifications.	Doctorate Degree	20	20
	Master's Degree		10		
	Honors Degree		5		
	Bachelor's Degree		0		
	N.B The onus is on a bidder to ensure that the contact details and email addresses of the clients provided are valid. Failure to provide the required information on the reference letter will lead to the bidder scoring zero points.				
Total Points					100
Minimum Threshold					75

Respondent's Signature

Date & Company Stamp

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

Where

P_s = Points scored for price of bid under consideration
 P_t = Price of bid under consideration
 $P_{\min}$ = Price of lowest acceptable bid

4.6 SPECIFIC GOALS (Preference Point System)

a) Weighted Score **20 points**

4.7 AEMFC has identified in its Supply Chain Management Policy, Specific Goals, which will be used to promote transformation and empowerment.

4.8 In this RFQ, AEMFC will utilise the B-BBEE status level of contributor as the specific goal. This selected preference point system will allocate 20 points to Tenderers/Bidders for attaining the B-BBEE status level of contribution in accordance with the table indicated in Section 7 : Preference Points Claim Form.

4.9 As evidence, Tenderers must submit with their Tender, their valid BBEE certificate or sworn affidavit as points will be based on the level of the Tenderers BBEE level as per their BBEE Certificate issued by an agency approved by SANAS or IRBA registered Auditors.

4.10 STAGE 4: Post Tender/Bid Negotiations (If Applicable)

AEMFC reserves the right to enter into post-negotiations should it deem necessary to do so.

4.11 The evaluation of Quotations is to determine whether the Tender/ Bidder is capable of delivering the Goods/ Services and will be evaluated accordingly.

5 RETURNABLE DOCUMENTS

5.1 **Returnable Documents** means all the documents, Sections and Annexures, as listed in the tables below. There are three types of returnable documents as indicated below and Respondents are urged to ensure that these documents are returned with their bids based on the consequences of non-submission as indicated below:

Mandatory Returnable Documents	<i>Failure to provide all these Mandatory Returnable Documents at the Closing Date and time of this RFP <u>will</u> result in a Respondent's disqualification.</i>
Returnable Documents Used for Scoring	<i>Failure to provide all Returnable Documents used for purposes of scoring a bid, by the closing date and time of this bid will not result in a Respondent's disqualification. However, Bidders will receive an automatic score of zero for the applicable evaluation criterion.</i>
Essential Returnable Documents	<i>Failure to provide essential Returnable Documents <u>will</u> result in AEMFC affording Respondents a further opportunity to submit by a set deadline. Should a Respondent thereafter fail to submit the requested documents, this may result in a Respondent's disqualification.</i>

Note: All Returnable Sections, as indicated in the footer of the relevant pages, must be signed, and dated by the Respondent

a) Mandatory Returnable Documents

Respondents are required to submit with their bid submissions the following **Mandatory Returnable Documents**, and also to confirm submission of these documents by so indicating [Yes or No] in the tables below:

Mandatory Returnable Documents	Submitted [Yes or No]
SECTION 1: SBD1 Form	
SECTION 4: Quotation Form and Pricing Schedule	

b) Returnable Documents Used for Scoring

In addition to the requirements of section (a) above, Respondents are further required to submit with their Proposals the following **Returnable Documents Used for Scoring** and also to confirm submission of these documents by so indicating [Yes or No] in the table below:

RETURNABLE DOCUMENTS USED FOR SCORING	SUBMITTED [Yes or No]
Detailed and comprehensive plan of the project must have the following: - Suggested strategy development method/s that take a longer view of the future. - Methodology that begins with investigating macro and micro forces, that will meaningfully shape our operating environment and how these translate to new opportunities or potential threats. - Disciplined approach to analysing the current operating environment imagining and investigating the future and using those insights to inform the strategy. This may require gathering multiple perspectives to challenge entrenched biases and assumptions, and to foster new insights and inter-relationships. Renewed mechanism to implement and communicate the strategy to the organization, Board, Shareholder, external	
Detailed plan comprising of the following but not limited to: - A sample agenda for the (1) Management and (2) Board two-day Sessions - A facilitation technique: This guide should be created in conjunction with the agenda and expected outcomes for the sessions	
Reference letters for organization, firm, and/or individual in strategy development and/or facilitation in the public sector, and/or mining sector.	
The Individual must demonstrate their experience as a strategist. The individual must provide a profile with information encompassing but not limited to experience and number of years in strategy development	
Curriculum Vitae of the Lead Strategist and all supporting documents/copies of qualifications.	

RETURNABLE DOCUMENTS USED FOR SCORING	SUBMITTED [Yes or No]
Valid proof of Respondent's compliance to B-BBEE requirements stipulated in Section 7 of this RFQ (Valid B-BBEE certificate or Sworn Affidavit)	

c) Essential Returnable Documents:

Over and the above the requirements of section (a) and (b) mentioned above, Respondents are further required to submit with their Proposals the following **Essential Returnable Documents** and also to confirm submission of these documents by so indicating [Yes or No] in the table below:

ESSENTIAL RETURNABLE DOCUMENTS & SCHEDULES	SUBMITTED [Yes or No]
National Treasury Registration on Central Data Base (CSD) (certificate). (a detailed report not older than one month).	
Tax Clearance Certificate or electronic access PIN obtained from SARS's new Tax Compliance Status (TCS) system [Consortia / Joint Ventures must submit a separate Tax Clearance Certificate for each party]	
SECTION 3: Evaluation Methodology, Criteria and Returnable Documents	
SECTION 5: Certificate of Acquaintance with RFQ Documents	
SECTION 6: RFQ Declaration and Breach of Law Form	
SECTION 7: B-BBEE Preference Claim Form	

Respondent's Signature

Date & Company Stamp

SECTION 5

QUOTATION FORM

I/We _____
hereby offer to supply the goods/services at the prices quoted in the Price Schedule below /
Company Letter Head.

I/We accept that unless AEMFC should otherwise decide and so inform me/us, this Quotation [and, if any, its covering letter and any subsequent exchange of correspondence], together with AEMFC's acceptance thereof shall constitute a binding contract between AEMFC and me/us.

I/We further agree that if, after I/we have been notified of the acceptance of my/our Quotation, I/we fail to deliver the said goods/service/s within the delivery lead-time quoted, AEMFC may, without prejudice to any other legal remedy which it may have, cancel the order. AEMFC may call for Quotations afresh.

5.1 PRICE SCHEDULE

Item No.	Key Deliverable As Per Scope of Work	Key Deliverables Descriptions	Deliverable Outcome	Number of Hours	Rate Per Hour	Total Price (ZAR)
1	Preparation and Planning	Review of current and prior year AEMFC Corporate Strategy, Operating Business Model, Operational Plan and Annual Performance Plan	Strategic Environmental Analysis Report			
		Conduct Strategic External and Internal Environmental Analysis				
2	Management Strategy Planning Session	Facilitate an interactive and participative 2-day Strategic Planning Workshop with Management of AEMFC	Identify and Finalise 2024/25 Strategic Priorities, Themes, Plays, Enablers, a fitting Business Operating Model, as well as an accompanying Annual Performance Plan (Corporate Performance Scorecard) for AEMFC.			

Respondent's Signature

Date & Company Stamp

Item No.	Key Deliverable As Per Scope of Work	Key Deliverables Descriptions	Deliverable Outcome	Number of Hours	Rate Per Hour	Total Price (ZAR)
		Produce the 5-year Corporate Strategy and a fitting Operating Model for AEMFC.	AEMFC 5-year Corporate Strategy and Plan, an Operating Model, and Annual Performance Plan for FY2024/25 – FY2028/29			
		Produce and present Management Strategic Planning Session Report to AEMFC, incorporating all the strategy sessions' deliberations and outcomes.	Management Strategic Planning Session Report			
3.	Board Strategy Planning Session	Briefing and Planning meetings with AEMFC Team and Board Chairperson	Final Agenda/Program for the Board Strategy Sessions			
		Facilitate an interactive and participative two (2) day Strategic Planning Session with the Board and Management	- Corporate Strategy and Plan - Business Operating Model - Annual Performance Plan			
		Produce and present Board Strategic Planning Report to AEMFC, with all strategy session's deliberations and outcomes.	Board Strategy Planning Session Report			
4.	Draft and Submit Final Strategic Plan and Annual	Compilation of AEMFC's five-years Strategic Plan, Operating Model and	Draft of AEMFC Strategic Plan, Operating Model and Annual Performance			

Respondent's Signature

Date & Company Stamp

Item No.	Key Deliverable As Per Scope of Work	Key Deliverables Descriptions	Deliverable Outcome	Number of Hours	Rate Per Hour	Total Price (ZAR)
	Performance Plans for AEMFC	Annual Performance Plan, incorporating the outcomes and deliberations from the two Strategy Planning Sessions as well we feedback and comments received from both Management and Board.	Plan			
5	Compile FINAL DRAFT of AEMFC's five (5) years Strategy and Plan, Operating Model and Performance Plan and Project Closeout Report.		FINAL DRAFT of AEMFC's five-years Strategic Plan and Business Operating Model, and the Annual Performance Plan.			
TOTAL PRICE (Excluding 15% VAT)						
15% VAT (If Applicable)						
TOTAL PRICE (including 15% VAT (if applicable))						
TOTAL PRICE IN WORDS:						

Respondent's Signature

Date & Company Stamp

Delivery Lead-Time from date of purchase order: _____ **[days/weeks]**

Respondents are to note that AEMFC will round off final pricing scores to the nearest 2 (two) decimal places.

5.2 NOTES ON PRICING

- a) All Prices must be quoted in South African Rand, inclusive of VAT.
- b) Prices quoted must be held valid for a period of Sixty (60) days from closing date of the RFQ
- c) To facilitate like-for-like comparison Tenderers/Bidders must submit pricing strictly in accordance with this price schedule and not utilise a different format. Deviation from this pricing schedule may result in a bid being disqualified.
- d) Tenderers/ Bidders are to note that if the price offered by the highest scoring bidder is not market related, AEMFC may not award the contract to that Respondent. AEMFC may-
 - (i) negotiate a market-related price with the Tenderer/Bidder scoring the highest points or cancel the RFQ;
 - (ii) if that Tenderer/Bidder does not agree to a market-related price, negotiate a market-related price with the Tenderer/Bidder scoring the second highest points or cancel the RFQ;
 - (iii) if the Tenderer/Bidder scoring the second highest points does not agree to a market-related price, negotiate a market-related price with the Tenderer/Bidder scoring the third highest points or cancel the RFQ.

If a market-related price is not agreed with the Tenderer/Bidder scoring the third highest points, AEMFC must cancel the RFQ.
- e) Any disbursement not specifically priced for will not be considered/accepted by AEMFC.
- f) Please note that should you have offered a discounted price(s), AEMFC will only consider such price discount(s) in the final evaluation stage if offered on an unconditional basis.

AEMFC urges its clients, suppliers, and public to report any fraud or corruption to Tip Offs Anonymous

Toll Free Number: 0800 333 118

Email: aemfc@whistleblowing.co.za

- Toll-Free Fax: 0800 212 689
- Postal: FREEPOST KZN665, MUSGRAVE, 4062
- SMS: 33490
- Online: www.whistleblowing.co.za

National Anti-Corruption Hot Line - 0800 701 701

SECTION 6: SBD 4**6. ADMINISTRATIVE RETURNABLE DOCUMENTS****DECLARATION OF INTEREST****(SBD4)**

14.1. Any legal person, including persons employed by the state¹, or persons having a kinship with persons employed by the state, including a blood relationship, may make an offer or offers in terms of this invitation to bid (includes a price quotation, advertised competitive bid, limited bid or proposal). In view of possible allegations of favouritism, should the resulting bid, or part thereof, be awarded to persons employed by the state, or to persons connected with or related to them, it is required that the bidder or his/her authorised representative declare his/her position in relation to the evaluating/adjudicating authority where-

- the bidder is employed by the state; and/or
- the legal person on whose behalf the bidding document is signed, has a relationship with persons/a person who are/is involved in the evaluation and or adjudication of the bid(s), or where it is known that such a relationship exists between the person or persons for or on whose behalf the declarant acts and persons who are involved with the evaluation and or adjudication of the bid.

14.2. In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.

14.2.1. Full Name of bidder or his or her representative:

14.2.2. Identity Number.....

14.2.3. Position occupied in the Company (director, trustee, shareholder²):

14.2.4. Company Registration Number.....

14.2.5. Tax Reference Number:

14.2.6. VAT Registration Number:

14.2.6.1. The names of all directors / trustees / shareholders / members, their individual identity numbers, tax reference numbers and, if applicable, employee / persal numbers must be indicated in paragraph 3 below.

14.2.6.2. “State” means –

- (a) any national or provincial department, national or provincial public entity or constitutional institution within the meaning of the Public Finance Management Act, 1999 (Act No. 1 of 1999);
- (b) any municipality or municipal entity;
- (c) provincial legislature;
- (d) national Assembly or the national Council of provinces; or
- (e) Parliament.

²“Shareholder” means a person who owns shares in the company and is actively involved in the management of the enterprise or business and exercises control over the enterprise.

**14.3. Are you or any person connected with the bidder presently employed by the state?
YES/NO****14.3.1. If so, furnish the following particulars:**

(a) Name of person / director / trustee / shareholder/ member:

(b) Name of state institution at which you or the person connected to the bidder is employed:

(c) Position occupied in the state institution:

(d) Any other particulars:

14.3.1.1.If you are presently employed by the state, did you obtain the appropriate authority to undertake remunerative work outside employment in the public sector? YES/NO**14.3.1.2.If yes, did you attach proof of such authority to the bid document? YES / NO**

(Note: Failure to submit proof of such authority, where applicable, may result in the disqualification of the bid.

14.3.1.3.If no, furnish reasons for non-submission of such proof:**14.4. Did you or your spouse, or any of the company's directors / trustees /shareholders / members or their spouses conduct business with the state in the previous twelve months?
YES/NO****14.4.1. If so, furnish particulars:****14.5. Do you, or any person connected with the bidder, have any relationship (family, friend, other) with a person employed by the state and who may be involved with the evaluation and or adjudication of this bid? YES / NO****14.5.1. If so, furnish particulars.****14.6. Are you, or any person connected with the bidder, aware of any relationship (family, friend, other) between any other and any person employed by the state who may be involved with the evaluation and or adjudication of this bid? YES/NO****If so, furnish particulars.**

14.7. Do you or any of the directors / trustees / shareholders / members of the company have any interest in any other related companies whether or not they are bidding for this contract?

YES/NO

14.7.1. If so, furnish particulars:

.....

.....

.....

14.8. Full details of directors / trustees / members / shareholders.

Full Name	Identity Number	Personal Reference Number	Tax	State Employee Number / Persal Number

Respondent's Signature

Date & Company Stamp

14.9. DECLARATION

THE UNDERSIGNED (NAME).....

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

I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 23 OF THE GENERAL CONDITIONS OF CONTRACT SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....
Signature.....
Date.....
Position.....
Name of bidder

SECTION 7

B-BBEE PREFERENCE POINTS CLAIM FORM.

This preference form must form part of all bids invited. It contains general information and serves as a claim for preference points for Specific Goals.

NB: BEFORE COMPLETING THIS FORM, BIDDERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF B-BBEE, AS PRESCRIBED IN THE PREFERENTIAL PROCUREMENT REGULATIONS, 2022.

1. GENERAL CONDITIONS

- 1.1 The following preference point systems are applicable to all bids:
- 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 The value of this bid is estimated to **not exceed** R50 000 000 (all applicable taxes included) and therefore the preference point system shall be applicable.
- 1.3 Points for this tender/bid shall be awarded for:
- (a) Price; and
 - (b) Specific Goals.
- 1.4 The maximum points for this bid are allocated as follows:

	POINTS
PRICE	80
SPECIFIC GOALS	20
Total points for Price and SPECIFIC GOALS	100

- 1.5 Failure on the part of a bidder/tenderer to submit proof of documentation required in terms of this bid/tender to claim points for Specific Goals with the bid/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 bidder/tenderer, either before a bid/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/bid"** means a written offer determined by an organ of state in response to an invitation to provide goods/services through price quotations, competitive bidding or any other method envisaged in legislation;
- (b) **"Price"** includes all applicable taxes less all unconditional discounts.
- (c) **"rand value"** means the total estimated value of a contract in South African currency, calculated at the time of bid invitations, and includes all applicable taxes and excise duties.
- (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

3.2 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

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

Where

P_s = Points scored for price of bid under consideration

P_t = Price of bid under consideration

$P_{\min}$ = Price of lowest acceptable bid

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

3.4 POINTS AWARDED FOR PRICE

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

80/20

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

Where

P_s = Points scored for price of bid under consideration

P_t = Price of bid under consideration

$P_{\min}$ = Price of lowest acceptable bid

4. POINTS AWARDED FOR SPECIFIC GOALS

In terms of Regulation 4 (2); 6 (2) and 7 (2) of the Preferential Procurement Regulations, preference points must be awarded for Specific Goals stated in the tender/bid. For the purposes of this tender the tenderer/bidder 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:

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/bid and points claimed are indicated per the table below.

(Note to organs of the 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/bidders: The tenderer must indicate how they claim points for each preference point system.)

The Specific Goal applicable to the tender/bid is:.....

specific goals allocated points in terms of this RFQ B-BBEE Status Level	Number of points (80/20 system)
1	20
2	18
3	14
4	12
5	8
6	6
7	4
8	2
Non-compliant contributor	0

5. DECLARATION WITH REGARD TO COMPANY/FIRM

5.1 Name of company/firm:.....

5.2 VAT registration number:.....

5.3 Company registration number:.....

5.4 TYPE OF COMPANY/ FIRM

- ☐ Partnership/Joint Venture / Consortium
☐ One person business/sole propriety
☐ Close corporation
☐ Company
☐ (Pty) Limited

[TICK APPLICABLE BOX]

5.5 DESCRIBE PRINCIPAL BUSINESS ACTIVITIES

5.6 **COMPANY CLASSIFICATION**

- ☐ Manufacturer
☐ Supplier
☐ Professional service provider
☐ Other service providers, e.g. transporter, etc.

[TICK APPLICABLE BOX]

5.7 Total number of years the company/firm has been in business:.....

5.8 I/we, the undersigned, who is / are duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the B-BBEE status level of contribution indicated in paragraphs 4.1 and 6.1 of the foregoing certificate, qualifies the company/ firm for the preference(s) shown and I / we 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 paragraph 4.1 and 6.1, the contractor may be required to furnish documentary proof to the satisfaction of the purchaser that the claims are correct;
- iv) If the B-BBEE status level of contributor has been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the purchaser may, in addition to any other remedy it may have-
 - (a) disqualify the person from the bidding 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) if the successful bidder subcontracted a portion of the bid to another person without disclosing it, AEMFC reserves the right to penalise the bidder up to 10 percent of the value of the contract;
 - (e) recommend that the bidder or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted by the National Treasury 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
 - (f) forward the matter for criminal prosecution.

WITNESSES

1.
2.

SIGNATURE(S) OF BIDDERS(S)

DATE:

ADDRESS

.....

Respondent's Signature

Date & Company Stamp