



ROADS AGENCY
LIMPOPO
TOGETHER FOR BETTER ROADS

REGISTRATION NO. (2001/025832/30)

REQUEST FOR BID SERVICES

BID DETAILS

BID NUMBER: RAL/2026/ORGANISATION-WIDE STRUCTURE
REVIEW/RFB001

CLOSING DATE: 29 OCTOBER 2026
TIME: 11:00

DESCRIPTION: APPOINTMENT OF A SERVICE PROVIDER TO
CONDUCT AN ORGANISATION-WIDE
STRUCTURE REVIEW, JOB EVALUATION,
GRADING, SKILLS AUDIT, PERFORMANCE
MANAGEMENT, PERFORMANCE CHARTERS,
SALARY SCALES, SALARY DISPARITY
ANALYSIS AND RECLASSIFICATION EXERCISE
FOR ROADS AGENCY LIMPOPO (SOC) LTD
WITHIN A PERIOD OF SIX (6) MONTHS.

BRIEFING SESSION: Yes ☐ No ☒
See Paragraph 2 on Bid Submission Conditions and
Instructions that the Bidder needs to take note of.

DETAILS OF BIDDER

Service provider: _____
CSD number: _____
Bid price: _____
Contact person: _____
Telephone/ Cell number: _____
E-mail address: _____

GLOSSARY

Award	Conclusion of the procurement process and final notification to the effect to the successful bidder
Bid	Written offer in a prescribed or stipulated form in response to an invitation by RAL for the provision of goods, works or services
Contractor	Organisation with whom RAL will conclude a contract and potential service level agreement subsequent to the final award of the contract based on this Request for Bid
Core Team	The core team are those members who fill the non-administrative positions against which the experience will be measured.
GCC	General Conditions of Contract
IP	Intellectual Property
Original Bid	Original document signed in ink, or Copy of original document signed in ink
Originally certified	To comply with the principle of originally certified, a document must be both stamped and signed in original ink by a commissioner of oaths.
RAL	Limpopo Province Roads Agency (SOC) Ltd Registration No. 2001/025832/30 – t/a Roads Agency Limpopo
SCM	Supply Chain Management
SLA	Service Level Agreement

DOCUMENTS IN THIS BID DOCUMENT PACK

Bidders are to ensure that they have received all pages **(43)** of this document, which consists of the following sections:

SECTION A

Note: Documents in this section are for information to/instruction to bidders/ must be completed and returned with bids.

- ☐ Invitation to Bid (SBD 1)
- ☐ Bid Submission Conditions and Instructions
- ☐ Terms of Reference
- ☐ Evaluation Process

SECTION B

Note: Documents in this section must be completed and returned or supplied with bids.

- ☐ Pricing Schedule (SBD 3.3)
- ☐ Bidder's Disclosure (SBD 4)
- ☐ Preference Points Claim Form in terms of the Preferential Procurement Regulations, 2022 (SBD 6.1)
- ☐ Bid submission Conditions, Instruction and Evaluation Process/Criteria

SECTION A

(This section must be returned as part of the bid
document)

**PART A
INVITATION TO BID**

SBD1

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE ROADS AGENCY LIMPOPO					
BID NUMBER:	RAL/2026/ORGANISATION-WIDE STRUCTURE REVIEW/RFB001	CLOSING DATE: 29 October 2026		CLOSING TIME:	11:00
DESCRIPTION	APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT AN ORGANISATION-WIDE STRUCTURE REVIEW, JOB EVALUATION, GRADING, SKILLS AUDIT, PERFORMANCE MANAGEMENT, PERFORMANCE CHARTERS, SALARY SCALES, SALARY DISPARITY ANALYSIS AND RECLASSIFICATION EXERCISE FOR ROADS AGENCY LIMPOPO (SOC) LTD WITHIN A PERIOD OF SIX (6) MONTHS.				
BID RESPONSE DOCUMENTS MAY BE DEPOSITED IN THE BID BOX SITUATED AT (STREET ADDRESS)					
ROADS AGENCY LIMPOPO					
RAL TOWERS					
26 RABE STREET					
POLOKWANE 0700					
BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO			TECHNICAL ENQUIRIES MAY BE DIRECTED TO:		
CONTACT PERSON	DINALA MATSOBANE		CONTACT PERSON	HLABANGWANE TN	
TELEPHONE NUMBER	015 284 4600		TELEPHONE NUMBER	015 284 4600	
FACSIMILE NUMBER	015 291 2433		FACSIMILE NUMBER	015 291 2433	
E-MAIL ADDRESS	dinalamr@ral.co.za		E-MAIL ADDRESS	hlabangwaneTN@ral.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 No:	MAAA
ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES OFFERED?	☐ Yes ☐ No [IF YES ENCLOSE PROOF]		ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES OFFERED?		☐ Yes ☐ No [IF YES, ANSWER THE QUESTIONNAIRE 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?

☐ NO

☐ YES

DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?

☐ YES ☐ NO

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

☐ NO

☐ YES

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

☐ NO

☐ YES

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.

SBD1

PART B TERMS AND CONDITIONS FOR QUOTING

1. BID SUBMISSION:

- 1.1. BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.
- 1.2. **ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED (NOT TO BE RE-TYPED) OR IN THE MANNER PRESCRIBED IN THE BID DOCUMENT.**
- 1.3. THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT, 2000 AND THE PREFERENTIAL PROCUREMENT REGULATIONS, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT.
- 1.4. **THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM (SBD7).**

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 PIN IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.
- 2.7 NO BIDS WILL BE CONSIDERED FROM PERSONS IN THE SERVICE OF THE STATE, COMPANIES WITH DIRECTORS WHO ARE PERSONS IN THE SERVICE OF THE STATE, OR CLOSE CORPORATIONS WITH MEMBERS PERSONS IN THE SERVICE OF THE STATE."

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:

.....

BID SUBMISSION CONDITIONS AND INSTRUCTIONS

CONDITIONS AND INSTRUCTIONS THAT BIDDERS NEED TO TAKE NOTE OF

1 FRAUD AND CORRUPTION

- 1.1 All providers are to take note of the implications of contravening the Prevention and Combating of Corrupt Activities Act, Act No 12 of 2004 and any other Act applicable.

2 BRIEFING SESSION

- 2.1 No briefing session will be held.

3 CLARIFICATIONS/ QUERIES

- 3.1 Any clarification required by a Bidder regarding the meaning or interpretation of the Terms of Reference, or any other aspect concerning the bid, is to be requested in writing (letter, facsimile or e-mail) from dinalamr@ral.co.za by not later than **15:00 on Tuesday, 20 October 2026**. A reply will be forwarded within two (02) working days. Telephonic requests for clarification will not be accepted. If appropriate, the clarifying information will be made available to all Bidders by e-mail only. The bid number should be mentioned in all correspondence.

4 SUBMITTING BIDS

- 4.1 One (1) original document (properly bounded) must be handed in/delivered/posted to:

DEPOSITED IN THE
BID/TENDER BOX
SITUATED AT
(Street address)

Roads Agency Limpopo
RAL Towers
26 Rabe Street
Polokwane

OR

* POSTED TO:

Roads Agency Limpopo
Private Bag X9554
Polokwane
0700

No faxed or e-mailed bids will be accepted

Bidders should ensure that bids are delivered to RAL before the closing date and time to the correct physical address. If the bid is late, it will not be accepted for consideration.

*** Refer to Paragraph 5 below**

- ☐ Bids can be delivered and deposited into the tender box any time before or on the closing date.
- ☐ All bids must be submitted on the official forms (not to be re-typed).

- 4.2 Bids should be submitted in sealed envelopes, marked with:
- ☐ Bid number (**RAL/2026/ORGANISATION-WIDE STRUCTURE REVIEW/RFB001**)
 - ☐ Closing date and time (**29 October 2026 @ 11:00**)
 - ☐ The name and address of the Bidder.

- 4.3 Documents submitted on time by bidders shall not be returned.

5 LATE BIDS

- 5.1 Bids received late shall not be considered. A bid will be considered late if it arrived even one second after 11:00 or any time thereafter. The tender (bid) box shall be closed at exactly 11:00 and bids arriving late will not be considered under any circumstances. Bids received late shall be returned unopened to the bidder. Bidders are therefore strongly advised to ensure that bids be despatched allowing enough time for any unforeseen events that may delay the delivery of the bid.
- 5.2 The official Telkom time, which can be observed by dialling 1026 from any phone, will be used to verify the exact closing time.
- 5.3 Bids sent to the RAL via normal post or any other mechanism shall be deemed to be received at the date and time of arrival at the RAL premises (tender/bid box or reception). Bids received at the physical address after the closing date and time of the bid, shall therefore be deemed to be received late.

6 PAYMENTS

- 6.1 RAL will pay the Contractor the fees set out in the final contract according to the table of deliverables. No additional amounts will be payable by the RAL to the Contractor.
- 6.1.1 The Contractor shall from time to time during the duration of the contract, invoice RAL for the services rendered.
- 6.1.2 The invoice must be accompanied by supporting source document(s) containing detailed information, as RAL may reasonably require, for the purposes of establishing the specific nature, extent and quality of the services which were undertaken by the Contractor.
- 6.1.3 No payment will be made to the Contractor unless an original tax invoice complying with section 20 of the VAT Act No 89 of 1991, as amended, has been submitted to RAL.
- 6.1.4 Payment shall be made by bank transfer into the Contractor's back account normally 30 days after receipt of an acceptable, original, valid tax invoice. Money will only be transferred into a South African bank account. (Banking details must be submitted as soon as the bid is awarded).

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- 6.2 The Contractor shall be responsible for accounting to the appropriate authorities for its income tax, VAT or other moneys required to be paid in terms of the applicable law.

7 GENERAL CONDITIONS OF CONTRACT

- 7.1 The General Conditions of Contract must be accepted. The GCC can be downloaded from the Treasury Website. Please refer to the link below:

<http://www.treasury.gov.za/divisions/ocpo/sc/GeneralConditions/General%20Conditions%20of%20Contract-%20Inclusion%20of%20par%2034%20CIBD.pdf>

TERMS OF REFERENCE

1. PURPOSE

The Roads Agency Limpopo (RAL) seeks proposals with costs from suitable companies to conduct an organisational structure review project, which include job evaluation, grading, performance management system, and remuneration framework, and to provide actionable recommendations for improvement and a reclassification process for the entire Agency and produce a fair and equitable pay structure for all positions in line with RAL's mandate and strategic objectives.

2. BACKGROUND

RAL is a state-owned company. RAL's mandate is set out in Section 25 of the Limpopo Roads Agency Proprietary Limited and Provincial Roads Act 7 of 1998 as amended. The vision of RAL is to contribute to socio-economic development by connecting the people of Limpopo Province.

The responsibilities of the Agency include, among others, planning, designing, construction, operation, management, control, maintenance, and rehabilitation of all provincial roads on the shoulders of RAL. RAL's primary role remains to facilitate economic activity and the mobility of the people of Limpopo Province by providing an accessible, safe, and reliable provincial road network.

3. OBJECTIVES

The primary objectives of this review are as follows:

- i. To assess the current organisational structure of RAL, including its divisions, and reporting relationships.
- ii. To evaluate the effectiveness and efficiency of the existing organisational structure in supporting RAL's strategic goals and operational requirements
- iii. To identify any redundancies, gaps, or inefficiencies within the current organisational structure
- iv. Analyse, evaluate and grade all positions and where necessary guided by RAL
- v. Advise on the remuneration and grading system adopted by the Agency.
- vi. Perform a comprehensive skills audit to identify gaps and redundancies
- vii. To propose recommendations and guide implementation where necessary for enhancing the organisational structure to better align with RAL's strategic objectives, improve operational efficiency, and enhance service delivery.

4. SCOPE OF WORK

The review will encompass the following key areas:

4.1 Organisational Review

- i. Analysis of RAL's current organisational structure, including reporting lines, organisational functions, and roles and responsibilities. Identify areas of inefficiency, bottlenecks, and opportunities for improvement and make proposals for implementation
- ii. Assessment of the reporting line and decision-making processes within the organisation
- iii. Evaluation of the allocation of resources including human resources, across different divisions and units.
- iv. Examination of the organisational structure's adaptability to changes in the external environment, technological advancements, and industry best practices
- v. Assess alignment with strategic goals and operational needs
- vi. Recommend and implement a digital organogram management system/software
- vii. Benchmarking RAL's organisational structure against industry standards and best practices

Job Evaluation and Job grading

- viii. Review and update job descriptions, conduct job evaluation using an appropriate methodology.
- ix. Develop or validate job grading structure, ensure consistency and transparency across roles

4.2 Skills Audit

The appointed service provider shall undertake a comprehensive organisation-wide skills audit to determine the current capability of the workforce and assess the extent to which existing competencies support the RAL's strategic objectives, operational requirements, and future organisational needs.

The skills audit shall include, but not be limited to, the following:

- i. Develop a skills audit methodology and implementation plan, including data collection tools and validation processes.
- ii. Review existing employee qualifications, competencies, professional registrations, experience, licences, certifications, and training records.
- iii. Assess the current workforce against the Agency's approved organisational structure, strategic objectives, business processes, and legislative requirements.
- iv. Conduct competency assessments to determine the knowledge, technical skills, behavioural competencies, leadership capabilities, and functional expertise required for each position.
- v. Identify critical, scarce, and future skills required to support the Agency's mandate and long-term strategic direction.

- vi. Identify skills gaps, competency deficiencies, surplus capacity, duplication of functions, and areas where upskilling, reskilling, or redeployment may be required.
- vii. Develop a comprehensive organisational skills matrix and competency framework aligned to each job family, occupational category, and organisational level.
- viii. Assess succession planning readiness and identify critical positions that require talent pipeline development.
- ix. Evaluate current learning and development initiatives and determine their effectiveness in addressing identified competency gaps.
- x. Recommend workforce planning interventions to optimise organisational capability, improve productivity, and support future organisational requirements.
- xi. Develop a prioritised Skills Development Plan and Learning and Development Roadmap, including recommended training interventions, professional development programmes, mentoring and coaching initiatives, and leadership development programmes.
- xii. Present findings through departmental and organisational skills profiles, identifying critical risks, strengths, opportunities, and priority interventions.

4.3 Performance Management System Review

The appointed service provider shall conduct a comprehensive review of the Agency's Performance Management System (PMS) to determine its effectiveness, alignment with organisational strategy, legislative requirements, and leading practices in the public sector. The review shall include, but not be limited to, the following:

- i. Review the existing Performance Management Policy, procedures, guidelines, templates, systems, and associated governance processes.
- ii. Assess the effectiveness, relevance, and implementation of the current performance management framework across all organisational levels.
- iii. Review individual performance agreements, performance charters, key performance areas (KPAs), key performance indicators (KPIs), and performance standards to determine their relevance, measurability, and alignment with organisational objectives.
- iv. Evaluate the alignment between the Strategic Plan, Annual Performance Plan (APP), Operational Plans, departmental objectives, and individual performance agreements to ensure a clear line of sight between organisational and employee performance.
- v. Assess the effectiveness of the current performance planning, monitoring, coaching, mid-year reviews, annual assessments, moderation, and performance reporting processes.
- vi. Evaluate the fairness, consistency, transparency, and objectivity of performance assessments and identify any gaps or implementation challenges.

- vii. Assess the adequacy of performance monitoring, reporting, moderation, quality assurance, and governance mechanisms.
- viii. Review the integration of performance management with organisational planning, talent management, learning and development, succession planning, recognition, and remuneration.
- ix. Benchmark the Agency's performance management practices against relevant public sector organisations and recognised best practices.
- x. Develop revised Performance Management Frameworks, policies, procedures, templates, performance agreements, performance charters, and standardised KPI libraries where required.
- xi. Recommend practical measures to strengthen performance management, improve accountability, enhance organisational performance, and support continuous improvement.
- xii. Develop an implementation and change management plan, including training requirements, communication strategies, and monitoring and evaluation mechanisms.

4.4 Salary and Pay Scale Analysis

- i. Analyse current salary structures and pay scales
- ii. Identify internal inequities and inconsistencies
- iii. Benchmark against relevant market data (where available)
- iv. Provide recommendations for equitable and sustainable remuneration framework

5. METHODOLOGY

The review will be conducted through a combination of methods, including:

- i. Interviews with key stakeholders, including divisional heads, senior management, and staff members from various levels of the organisation.
- ii. Examination of relevant documentation, such as organisational structure, job descriptions, policies, and procedures.
- iii. Comparative analysis with similar organisations in the construction and road infrastructure industry to identify best practices.
- iv. Surveys and feedback mechanisms to gather input from employees regarding the current organisational structure.
- v. Job analysis and evaluation tools
- vi. Benchmarking and comparative analysis

6. EXPECTED OUTPUTS/DELIVERABLES

Upon completion of the project, the following deliverables should be provided:

Deliverable 1: Inception report – to be completed within 1 week

- i. A comprehensive report detailing the findings of the review, including strengths, weaknesses, opportunities, and threats related to the current organisational structure
- ii. Recommendations for optimising the organisational structure, including proposed changes to reporting lines, division re-organisations, and potential re-allocations of resources
- iii. Implementation plan outlining the steps and timeline for executing the recommended changes, including key stakeholders responsible for implementation
- iv. Skills audit report and skills matrix
- v. Job evaluation and grading framework
- vi. Performance management system review report with revised performance charters
- vii. Salary analysis report with recommendations on pay scale adjustments

Deliverable 2: Draft report

The review is expected to be completed within 2 weeks with regular progress updates provided to RAL.

Deliverable 3: Conduct presentation to EXCO and REMCO, of the draft report.

Deliverable 4: Final consolidated report with implementation roadmap.

Following consideration of stakeholder comments, the service provider shall submit the Final Report incorporating all approved amendments.

The Final Report shall include:

- i. Executive Summary.
- ii. Background and project approach.
- iii. Methodology.
- iv. Benchmarking analysis.
- v. Organisational review findings.
- vi. Job evaluation and grading outcomes.
- vii. Skills audit findings.
- viii. Salary benchmarking and remuneration recommendations.
- ix. Performance management review findings.

- x. Recommended organisational structure.
- xi. Implementation roadmap.
- xii. Change management strategy.
- xiii. Monitoring and evaluation framework.
- xiv. Appendices, including assessment tools, stakeholder consultations, reference documents, and the approved Terms of Reference.

7. COMPLIANCE

7.1 Administrative requirements

#	Description	Minimum Proof required	Tick	
			Yes	No
1.	Proof of Registration on Central Supplier Database (CSD). If you are not registered proceed to complete the registration of your company prior to submitting your proposal. Visit https://secure.csd.gov.za/ to obtain your vendor number.	CSD-Proof of registration		
2.	Preference points claim form in terms of the preferential procurement regulations 2022 (SBD 6.1) Failure 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.	Fully completed, signed and submitted		
3.	Special conditions of contract and bid	Fully completed, signed and submitted		

7.2 Mandatory requirements

The following are mandatory requirements to be considered:

The information contained in the Table below is mandatory and will be used in assessing the responsiveness of bidders. Failure to submit and complete all

mandatory information will result in submissions being deemed null and void and shall be considered “non – responsive” and therefore not considered.

#	Description	Minimum Proof required	Tick	
			Yes	No
1.	Invitation to Bid (SBD 1)	Fully completed, signed and submitted		
2.	Pricing Schedule (SBD 3.3)	Fully completed, and submitted		
3.	Bidder's Disclosure (SBD4). Failure by the bidder's directors to declare all companies in which they have an interest, or that are involved in the bid, will result in the bid being declared non-responsive.	Fully completed, signed and submitted		
5.	Proof of Authority to sign (submit Letter / Board Resolution	Signed Letter/Board resolution		
5.	Proof of JV or partnership agreements (if applicable)	Signed agreement		
6.	Proof of team leader individual membership of Institute of people management (IPM) or South African Board for people practices (SABPP)	Valid letter of good standing		

7. PRICING

The service provider will be required to provide a detailed cost of the project as per **Annexure A** including all disbursements. The pricing shall be all inclusive and firm. Please refer to Annexure A for pricing. The total bidder's amount should be carried forward to **Annexure B (SBD 3.3)** attached.

The financial proposal shall include:

- A completed pricing schedule in the format prescribed by the Agency. The service provider will be required to provide a detailed cost of the project including all disbursements as per attached pricing schedule.
- A detailed cost breakdown for each deliverable and activity, clearly indicating the proposed professional fees, estimated person-days, daily rates, disbursements, applicable taxes, and the total contract value.
- Any assumptions, exclusions, optional services, software licensing, maintenance, hosting, support, and training costs where applicable.

iv. Proposed payment terms linked to the successful completion and acceptance of agreed deliverables.

The Consultant will be requested to provide the following:

- i. A detailed quotation regarding the work to be undertaken, with the currency clearly stated

Payment under the contract shall be milestone-based and linked to the satisfactory completion and formal acceptance of each deliverable by the Agency.

The proposed payment schedule shall be agreed during contract negotiations. The final payment shall be made only after the Agency has accepted all contractual deliverables and the Final Consolidated Report.

9. CONTRACT PERIOD

The project shall be completed within **Six (6)** months from the date of contract commencement.

10. VALIDITY PERIOD

The offer validity period will be **120** days from the closing of the bid.

11. TERMS AND CONDITIONS

- (i) The successful bidder shall ensure that team members produce the relevant qualifications and proof of identity prior to commencement of work. Team members must be in possession of a diploma or degree in human resource management, organizational development, business administration or relevant discipline to HRM.
- (ii) The successful service provider shall submit a detailed implementation schedule indicating key milestones, deliverable dates, stakeholder engagement activities, reporting timelines, and project dependencies. Weekly or bi-weekly progress reports and progress meetings shall be conducted throughout the project to monitor implementation and ensure timely delivery of all agreed outputs.
- (iii) The successful bidder shall sign a Service Level Agreement (SLA) with RAL.

12. CONFIDENTIALITY

The appointed service provider shall treat all information obtained during the assignment as confidential and shall not disclose such information to any third party without the prior written consent of the Agency. The successful bidder shall sign a Confidentiality and Non-Disclosure Agreement before commencement of the project and shall comply with all applicable legislation relating to the protection of confidential information and personal information.

ALL BIDDERS MUST TAKE NOTE OF THE EVALUATION PROCESS THAT WILL BE FOLLOWED.

1 EVALUATION PROCESS

1.1 COMPLIANCE WITH MINIMUM REQUIREMENTS

1.1.1 Evaluation criteria is based on **Compliance, Functionality, Price, and Specific goals**. Non submission and fully completion of mandatory requirements will render proposals non- responsive and will be eliminated from further consideration.

1.1.1.1 Administrative compliance

- Registration on Central Supplier Database (CSD). If you are not registered proceed to complete the registration of your company prior to submitting your proposal. Visit <https://secure.csd.gov.za/> to obtain your vendor number.
- Preference points claim form in terms of the preferential procurement regulations 2022 (SBD 6.1) Failure 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.
- Special conditions of contract and bid

1.1.1.2 Mandatory Requirements

- Invitation to Bid (SBD 1)
- Pricing Schedule (SBD 3.3)
- Bidder's Disclosure (SBD 4) Failure by the bidder's directors to declare all companies in which they have an interest, or that are involved in the bid, will result in the bid being declared non-responsive.
- Proof of Authority to sign (submit Letter / Board Resolution)
- Proof of JV or partnership agreements (if applicable)
- Proof of team leader individual membership of Institute of people management (IPM) or South African Board for people practices (SABPP)

1.2 DETERMINATION OF SCORE FOR FUNCTIONALITY

1.2.1 The evaluation criteria and weights for functionality as indicated in the table in below, will apply.

FUNCTIONAL CRITERIA	MAXIMUM TO BE AWARDED
<u>Company Experience</u> Experience of the bidder in the review, design or implementation of organisational design/transformation or similar projects in the last 5 years with a private organisation or government. Points are awarded based on the number of reference letters submitted confirming completion of the projects by the bidder. The reference letters must have at least 3 of the following fields or areas: i. Experience in overseeing the development and implementation of human resource policies, procedures, and practices including the development of job descriptions and pay structures. ii. Relevant experience in human resource management, performance management and/or developing competency frameworks, and compensation management iii. Experience in working with different departments in an advisory or consultancy role, assisting them to understand and implement policies and procedures. iv. Knowledge of compensation systems in the public service. • No references = 0 point • 3 references = 20 points • 4 – 5 references = 30 points • 6 – 7 references = 40 points • More than 7 references = 50 points	50
<u>Staff Capacity</u> The project team leader must have relevant experience and qualifications in any of the following: A degree in human resource management, organizational development, business administration or relevant discipline to HRM. Company profile, CV, ID copies and originally certified copies of qualifications of the project team leader must be attached. The name of the project team leader must be clearly indicated on the Company profile. <u>Qualifications</u> • No qualifications = 0 point • National Diploma = 10 points • Degree/Btech/Advanced Diploma = 15 points • Honours/Postgraduate Diploma and above = 20 points <u>Experience</u> • Less than 3 years' experience = 0 point • 3 – 4 years' experience = 5 points	20

FUNCTIONAL CRITERIA	MAXIMUM TO BE AWARDED
5 years' experience and more = 10 points	10
<u>Approach and Methodology</u> Level of Creativity and Innovation applied with regard to the implementation of the project to achieve overall project outcomes. Points will be awarded based on the extent to which the bidder demonstrates a clear, practical, innovative and appropriately tailored methodology for successfully delivering the organisational structure and achieving the required project outcomes. Points will be awarded based on each components listed below: <u>Project Charter</u> Provides a comprehensive and clearly structured Project Charter specifically tailored to the organisational structure review. Clearly defines (1) objectives, scope, deliverables, (2) governance arrangements, roles and responsibilities, milestones, (3) assumptions, success measures and decision-making mechanisms. Demonstrate practical and innovative approach to achieving project outcomes: 3 points - No project charter methodology or approach provided = 0 point - Objectives, scope, deliverables = 1 point - Governance arrangements, roles and responsibilities, milestones = 1 point - Assumptions, success measures and decision-making mechanisms = 1 point <u>Project Stakeholder Matrix</u> Provides a comprehensive and tailored stakeholder management methodology, clearly (1) identifying key stakeholders, (2) influence, interests, expectations, potential resistance, (3) engagement requirements and communication strategies. Demonstrate innovative and practical mechanisms for securing stakeholder participation, alignment and buy-in throughout the project: 3 points - No stakeholder identification or engagement methodology provided = 0 point - Identifying key stakeholders = 1 point	20

FUNCTIONAL CRITERIA	MAXIMUM TO BE AWARDED
- Stakeholder's influence, interests, expectations, and potential resistance = 1 point - stakeholder's engagement requirements and communication strategies = 1 point <u>Project Risk Matrix</u> Provides a comprehensive and practical risk management methodology, including (1) identification, (2) assessment and (3) prioritisation of risks (i.e. probability and impact, mitigation and contingency measures, risk ownership, monitoring, reporting and escalation.) The methodology appropriately considers risks associated with organisational restructuring and implementation. Demonstrate comprehensive and practical risk management methodology: 3 points - No project risk matrix provided = 0 point - Identification of project risk matrix = 1 point - Assessment of project risk matrix = 1 point - Prioritisation of project risk matrix = 1 point <u>Results Based Planning Methodology</u> Provides a comprehensive, clearly articulated and tailored results-based planning methodology. The approach must clearly align the organisational structure review with the organisation's strategic objectives and desired future state. Demonstrates a strong causal link between: 3 points - No results-based planning methodology provided = 0 point - Activities, outputs, outcomes and strategic organisational benefits = 1 point - Supported by measurable indicators, targets, milestones = 1 point - Mechanisms for monitoring and demonstrating value/impact = 1 point <u>Change Management</u> Provides a comprehensive and tailored change management methodology incorporating (1) change-impact assessments, stakeholder readiness, resistance management (2) leadership alignment, communication, employee engagement.	

FUNCTIONAL CRITERIA	MAXIMUM TO BE AWARDED
Demonstrates practical and innovative approaches to achieving sustainable adoption of the recommended changes: 2 points - No change management methodology provided = 0 point - Change-impact assessments, stakeholder readiness, resistance management = 1 point - Leadership alignment, communication, employee engagement = 1 point <u>Project Management</u> Provides a comprehensive and practical project management methodology covering (1) project governance, work planning, scheduling, resource management, quality assurance, (2) progress monitoring, reporting, issue management, escalation, deliverable management and project controls. Demonstrate an effective approach to managing the project: 2 points - No project management methodology provided = 0 points: - Project governance, work planning, scheduling, resource management, quality assurance = 1 point - Progress monitoring, reporting, issue management, time and quality requirements = 1 point <u>Embedding of Project Initiatives</u> Provides a clear and practical methodology for embedding project initiatives into the organisation. (1) Clearly addresses ownership, accountability, governance, policies, procedures, systems, processes, roles and responsibilities, (2) capability transfer and integration into business operations. Demonstrates how recommendations will move from project outputs to actual organisational implementation: 4 points - No methodology provided for embedding project initiatives/recommendations = 0 point - Clearly addresses ownership, accountability, governance, policies, procedures, systems, processes, roles and responsibilities = 2 points - capability transfer and integration into business operations = 2 points	
TOTAL	100

1.2.2 The score for functionality shall be calculated as follows:

- ☐ Each panel member shall award values for each individual criterion on a score sheet. The value scored for each criterion shall be multiplied with the specified weighting for the relevant criterion to obtain the marks scored for the various criteria. These marks should be added to obtain the total score for functionality.
- ☐ The score of each panel member shall be added together and divided by the number of panel members to establish the average score obtained by each individual bidder for functionality.

1.2.3 Bids that score less than **85** out of **100** points for functionality will be eliminated from further consideration.

1.3 PRICE AND SPECIFIC GOALS STATUS LEVEL POINTS

1.3.1 All remaining bids will be evaluated as follows:

1.3.2 The **80/20** preference point system will be applied. Points for price and specific goals status will be awarded in accordance with the stipulations in the Preference Point Claim Form in terms of the Preferential Procurement Regulations, 2022.

1.3.3 If appropriate, implied contract price adjustments will be made to the cost proposals of all remaining quotes.

1.3.4 The point scored for the specific goals status level for each acceptable bid will be added to the price point.

1.3.5 The Evaluation Committee will recommend that the contract be awarded to the bidder obtaining the highest points.

1.4 ADJUDICATION OF BID

1.4.1 The relevant award structure will consider the recommendations and make the final award. The successful bidder will usually be the service provider scoring the highest number of points.

SECTION B

This section must be completed and returned or supplied with bids as prescribed.

(ANNEXURE A)

The Pricing proposal must be submitted in line with the format below: For more information, service providers are required to refer to scope of the work on item 4 **(4.1- 4.4)** The total bidder's amount should be carried forward to **Annexure B (SBD 3.3)** attached.

Scope of Work	Estimated Man-days	Number of Units	Unit Rate	Total Costs
		1	2	3 (1*2)
1. Organisational Review				
2. Skills Audit				
3. Performance Management System Review				
4. Salary and Pay Scale Analysis				
Sub Total				
15% VAT				
Total Including VAT				

(ANNEXURE B) (SBD 3.3)

PRICING SCHEDULE
(Professional Services)

NAME OF Bidder: _____
OFFER TO BE VALID FOR **120** DAYS FROM THE CLOSING DATE OF BID

PAR NO	DESCRIPTION	QUOTATION PRICE IN RSA CURRENCY			
1	The accompanying information must be used for the formulation of proposals.				
2	Respondents are required to indicate a ceiling price based on the total estimated time/fees for completion of all phases and including all expenses for the project. Check if this is right format for the service			Amount excluding VAT	R _____
				VAT @ 15%	R _____
				Total including VAT	R _____
3	PHASES ACCORDING TO WHICH THE PROJECT WILL BE COMPLETED, COST PER PHASE, PERSONS WHO WILL BE INVOLVED IN THE PHASE, RATES APPLICABLE AND PERSON-DAYS TO BE SPENT (A BREAKDOWN MUST BE GIVEN FOR EACH PHASE).				
3.1	Phase 1: Description _____				
3.1.1	Person and position	Hourly rate excluding VAT	Daily rate excluding VAT	Person-days to be spent	Cost/person/phase excluding VAT
	_____	R _____	R _____	_____	R _____
	_____	R _____	R _____	_____	R _____
	_____	R _____	R _____	_____	R _____
				Amount for phase excluding VAT	R _____
				VAT @ 15%	R _____
				Total per phase including VAT	R _____

3.2	Phase 2: Description				
3.2.1	Person and position	Hourly rate excluding VAT	Daily rate excluding VAT	Person-days to be spent	Cost/person/phase excluding VAT
		R	R		R
		R	R		R
		R	R		R
				Amount for phase excluding VAT	R
				VAT @ 15%	R
				Total per phase including VAT	R
3.3	Phase 3: Description				
3.3.1	Person and position	Hourly rate excluding VAT	Daily rate excluding VAT	Person-days to be spent	Cost/person/phase excluding VAT
		R	R		R
		R	R		R
		R	R		R
				Amount for phase excluding VAT	R
				VAT @ 15%	R
				Total per phase including VAT	R
4	TRAVEL EXPENSES TO COVER ALL PHASES OF PROJECT (SPECIFY, FOR EXAMPLE RATE/KM AND TOTAL KM, CLASS OF AIR TRAVEL, ETC). ONLY ACTUAL COSTS ARE RECOVERABLE. PROOF OF THE EXPENSES INCURRED MUST ACCOMPANY CERTIFIED INVOICES.				
4.1	Description of expense to be incurred	Rate	Quantity	Amount excluding VAT	
	Travel (km)	R		R	
	Car Hire (per day)	R		R	
	Flights (economy)	R		R	

		Amount excluding VAT	R
		VAT @ 15%	R
		Total including VAT	R

- 5 OTHER EXPENSES TO COVER ALL PHASES OF PROJECT (SPECIFY, E.G. THREE STAR HOTEL, BED AND BREAKFAST, TELEPHONE COST, REPRODUCTION COST, ETC). ON BASIS OF THESE PARTICULAR, CERTIFIED INVOICES WILL BE CHECKED FOR CORRECTNESS. PROOF OF THE EXPENSES MUST ACCOMPANY INVOICES.

5.1	Description of expense to be incurred	Rate	Quantity	Amount excluding VAT
	Accommodation (three star or equivalent)	R		R
	Meals (each)	R		R
	Per Diem (per day)	R		R
	Telephone costs (per unit)	R		R
	Reproduction costs (per page)	R		R
			Amount excluding VAT	R
			VAT @ 15%	R
			Total including VAT	R
6	Period required for commencement with project after acceptance of quotation.			
7	Estimated person-days for completion of the project.			
8	Are the rates quoted firm for the full period of the contract?			
9	If not firm for the full period, provide details of the basis on which adjustments will be applied for, for example consumer price index.			

SBD 4

BIDDER'S DISCLOSURE

1. PURPOSE OF THE FORM

Any person (natural or juristic) may make an offer or offers in terms of this invitation to bid. In line with the principles of transparency, accountability, impartiality, and ethics as enshrined in the Constitution of the Republic of South Africa and further expressed in various pieces of legislation, it is required for the bidder to make this declaration in respect of the details required hereunder.

Where a person/s are listed in the Register for Tender Defaulters and / or the List of Restricted Suppliers, that person will automatically be disqualified from the bid process.

2. 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:

.....

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.

.....

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:

- 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.

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.

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.

.....
Signature

.....
Date

.....
Position

.....
Name of Bidder

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 The applicable preference point system for this tender is the **80/20** preference point system.
- 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 The maximum points for this tender 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 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) **“highest acceptable tender”** means a tender that complies with all specifications and conditions of tender and that has the highest price compared to other tenders;
- (b) **“lowest acceptable tenders”** means a tender that complies with all the specifications and conditions of tender that has lowest price compared to other tenders;
- (c) **“price”** means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;
- (d) **“rand value”** means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
- (e) **“specific goals”** means specific goals as contemplated in section 2(1)(d) of the Act which may include contracting with persons, or categories of persons, historically disadvantaged by unfair discrimination on the basis of race, gender and disability including the implementation of programmes of the Reconstruction and Development Programme as published in *Government Gazette* No. 16085 dated 23 November 1994;
- (f) **“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;
- (g) **“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
- (h) **“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:

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

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 2022, preference points must be awarded for specific goals stated in the 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,

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

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 (80/20 system)	Number of points claimed (80/20 system)	Required documents as a means of verification.
Enterprises with ownership of 51% or more by person/s who are black person/s	5		CSD report
Enterprises with ownership of 51% or more by person/s who are women	6		CSD report
Enterprises with ownership of 51% or more by person/s who are youth	3		CSD report
Enterprises with ownership of 51% or more by person/s with disability	3		- Medical certificate (not older than six months) - CSD report
SMME's	0		
Rural / Township Business	3		Municipal account or Permission to Occupy (PTO) or Lease agreement
Total points for specific goals	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 4.1, the contractor is 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:

.....

.....

SPECIAL CONDITIONS OF BID AND CONTRACT

Return as Part 1

	SPECIAL CONDITIONS
1	GENERAL
1.1	The Bidder must clearly state if deviation from these special conditions are offered and the reason therefor. If an explanatory note is provided, the paragraph reference must be indicated in a supporting appendix to the application submission.
1.2	Should Bidders fail to indicate agreement/compliance or otherwise, RAL will assume that the Bidder is in compliance or agreement with the statement(s) as specified in this bid.
1.3	Bids not completed in this manner may be considered incomplete and rejected.
1.4	RAL shall not be liable for any expense incurred by the Bidder in the preparation and submission of a bid.
2	CANCELLATION OF PROCUREMENT PROCESS
2.1	This procurement process can be postponed or cancelled at any stage at the sole discretion of RAL provided that such cancellation or postponement takes place prior to entering into a contract with a specific service provider to which the bid relates.
3	BID SUBMISSION CONDITIONS, INSTRUCTION AND EVALUATION PROCESS/CRITERIA
3.1	Bid submission conditions and instructions as well as the evaluation process/criteria have been noted.
4	NEGOTIATION AND CONTRACTING
4.1	RAL have the right to enter into a negotiation with one or more Bidders regarding any terms and conditions, including price(s), of a proposed contract.
4.2	Under no circumstances will negotiation with any Bidders, including preferred Bidders, constitute an award ³ or promise/ undertaking to award the contract.
4.3	RAL shall not be obliged to accept the lowest or any bid, offer or proposal.
4.4	A contract will only be deemed to be concluded when reduced to writing in a formal contract and Service Level Agreement (if applicable) signed by the designated responsible person of both parties. The designated responsible person of RAL is the CEO.

³ See GLOSSARY.

4.5	RAL also reserves the right to enter into one contract with a Bidder for all required functions or into more than one contract with different Bidders for different functions.
5	ACCESS TO INFORMATION
5.1	All bidders will be informed of the status of their bid once the procurement process has been completed.
5.2	Requests for information regarding the bid process will be dealt with in line with the RAL SCM Policy and relevant legislation.
6	REASONS FOR REJECTION
6.1	RAL shall reject a proposal for the award of a contract if the recommended Bidder has committed a proven corrupt or fraudulent act in competing for the particular contract.
6.2	The RAL may disregard the quote of any bidder if that bidder, or any of its directors: ☐ Have abused the SCM system of the RAL. ☐ Have committed proven fraud or any other improper conduct in relation to such system. ☐ Have failed to perform on any previous contract and the proof exists. Such actions shall be communicated to the National Treasury.
7	GENERAL CONDITIONS OF CONTRACT
7.1	The General Conditions of Contract must be accepted.
8	ADDITIONAL INFORMATION REQUIREMENTS
8.1	During evaluation of the bids, additional information may be requested in writing from Bidders. Replies to such request must be submitted, within 5 (five) working days or as otherwise indicated. Failure to comply, may lead to your bid being disregarded.
8.2	No additional information will be accepted from any individual Bidder without such information having been requested
9	CONFIDENTIALITY
9.1	The bid and all information in connection therewith shall be held in strict confidence by Bidders and usage of such information shall be limited to the preparation of the bid. Bidders shall undertake to limit the number of copies of this document.
10	INTELLECTUAL PROPERTY, INVENTIONS AND COPYRIGHT
10.1	Copyright of all documentation relating to this contract belongs to the client. The successful Bidder may not disclose any information, documentation or products to other clients without the written approval of the accounting authority or the delegate.
10.2	This paragraph shall survive termination of this contract.

11	NON-COMPLIANCE WITH DELIVERY TERMS
11.1	As soon as it becomes known to the contractor that he/she will not be able to deliver the services within the delivery period and/or against the quoted price and/or as specified, RAL must be given immediate written notice to this effect. RAL reserves the right to implement remedies as provided for in the GCC.
12	WARRANTS
12.1	The Contractor warrants that it is able to conclude this Agreement to the satisfaction of RAL.
12.2	Although the contractor will be entitled to provide services to persons other than RAL, the contractor shall not without the prior written consent of RAL, be involved in any manner whatsoever, directly or indirectly, in any business or venture which competes or conflicts with the obligations of the contractor to provide Services.
13	PARTIES NOT AFFECTED BY WAIVER OR BREACHES
13.1	The waiver (whether express or implied) by any Party of any breach of the terms or conditions of this contract by the other Party shall not prejudice any remedy of the waiving party in respect of any continuing or other breach of the terms and conditions hereof.
13.2	No favour, delay, relaxation or indulgence on the part of any Party in exercising any power or right conferred on such Party in terms of this contract shall operate as a waiver of such power or right nor shall any single or partial exercise of any such power or right under this agreement.
14	RETENTION
14.1	On termination of this agreement, the contractor shall, on demand hand over all documentation provided as part of the project and all deliverables, etc., without the right of retention, to RAL.
14.2	No agreement to amend or vary a contract or order or the conditions, stipulations or provisions thereof shall be valid and of any force and effect unless such agreement to amend or vary is entered into in writing and signed by the contracting parties. Any waiver of the requirement that the agreement to amend or vary shall be in writing, shall also be in writing.
15	FORMAT OF BIDS
15.1	Bidders must complete all the necessary bid documents and undertakings required in this bid document. Bidders are advised that their proposal should be concise, written in plain English and simply presented.
15.2	Bidders are to set out their proposal in the format prescribed hereunder. This means that the proposal must be structured in the parts noted below. <u>Information not submitted in the relevant part, may not be considered for evaluation purposes.</u>

15.3	Part 1: Special Conditions of Bid and Contract
15.3.1	Bidders must sign and return the Special Conditions of bid and Contract.
15.3.2	Recommended bidder who is not CSD compliant at the time of appointment must be notified in writing to comply within seven (7) working days.
15.4	Part 2: Bidder's Disclosure (SBD 4)
15.4.1	Each party to the bid must complete and return the "Bidder's Disclosure". Bids submitted without a complete and signed Declaration of Interest will be deemed to be non-responsive.
15.5	Part 3: Preference Points Claim Form in terms of the Preferential Procurement Regulations 2022 (SBD 6.1)
15.5.1	Points for this tender (even in the case of a tender for income-generating contracts) shall be awarded for: (c) Price ; and (d) Specific Goals . 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.
15.6	Part 4: Invitation to Bid (SBD 1)
15.6.1	Bidders must complete, sign and return the full "Invitation to Bid" document. Bids submitted without a completed and signed Invitation to Bid will be deemed to be non-responsive.
15.7	Part 5: Pricing Schedule (SBD 3.3)
15.7.1	Any budget amount that may be indicated in this document shall be deemed to be a guide only and Bidders are expected to submit a costing that is fair and reasonable.
15.7.2	All costs related to this assignment are to be allowed for in the pricing schedule and in the formats prescribed and must be returned as part of the submission. Bids submitted without a price or with an incomplete price, will be deemed to be non-responsive.
15.7.3	Rates for the first year of the contract must be firm and must be indicated in the formats prescribed. <u>All normal operating costs and out of pocket expenses such as photocopies, telephone calls, printing, travel, etc. must be covered in the rates quoted.</u>
15.7.4	A pricing schedule with one of the specified elements (fees and reimbursable costs) omitted from the costing, may be considered non-responsive.
15.7.5	

	Note 1: The cost of travel and accommodation for persons who are not part of the prospective contractor's team should not be included. These costs will be borne by the Client.
	Note 2: No handling fee on disbursements will be considered
	☐ VAT: Value Added Tax must be included and shown separately.
15.8	Part 6: Team details
15.8.1	In this part that must be returned as part of the submission, Bidders must provide details of the team (if applicable)
15.9	Part 7: Experience in this field
15.9.1	Bidders should provide in this part, and return as part the submission, at least the following information. ☐ Details of contracts for similar work. ☐ Contact details of at least 3 organisations for which work was done.

I/we herewith accept all the above-mentioned special conditions of the bid. If I/we do consider a deviation therefrom, I have noted those as per the instruction in paragraph 1 (General) above.

Name of applicant: _____

Signature of applicant: _____

Date: _____