



**AIR TRAFFIC AND NAVIGATION SERVICES SOC. LTD
REPUBLIC OF SOUTH AFRICA**



**APPOINTMENT OF A SERVICE PROVIDER FOR FACILITATION OF THE ATNS 2025
STRATEGY PLAN SESSION WITH THE ATNS BOARD FORMULATION OF STRATEGY
2030 AND DEVELOPMENT OF THE CORPORATE PLAN.**

REQUEST FOR PROPOSAL: ATNS/S&O/RFP0023/FY23/24/ STRATEGY SESSION

JULY 2023

VOLUME 1A

The information contained within this document is confidential to ATNS in all respects and it is hereby acknowledged that the information provided shall only be used for the preparation of a response to this document. The information furnished will not be used for any other purpose than stated and that the information will not directly or indirectly, by agent, employee, or representative, be disclosed either in whole or in part, to any other third party without the express written consent by the Company or its representative.



APPOINTMENT OF A SERVICE PROVIDER FOR FACILITATION OF THE ATNS 2025 STRATEGY PLAN SESSION WITH THE ATNS BOARD FORMULATION OF STRATEGY 2030 AND DEVELOPMENT OF THE CORPORATE PLAN.

RFP REFERENCE NUMBER:	ATNS/S&O/RFP0023/FY23/24/STRATEGY SESSION
CLOSING DATE OF TENDER / SUBMISSION OF BID:	26 July 2023
CLOSING TIME:	14h00, CAT (no late, and facsimile responses will be accepted)
COMPULSORY SITE INSPECTION SESSION	N/A
BID VALIDITY PERIOD:	120 days (Commencing from tender closing date)
RETURNABLE DOCUMENTS	• Valid SARS pin • Valid B-BBEE certificate (SANAS approved) or Sworn Affidavit. • Latest CSD report • Fully completed and signed SBD documents.
DESCRIPTION:	APPOINTMENT OF A SERVICE PROVIDER FOR FACILITATION OF THE ATNS 2025 STRATEGY PLAN SESSION WITH THE ATNS BOARD FORMULATION OF STRATEGY 2030 AND DEVELOPMENT OF THE CORPORATE PLAN.
DEPOSITED IN THE BID BOX SITUATED AT:	ATNS Company Limited, Eastgate Office Park, Block C, South Boulevard Road, Bruma, 2298 OR Should a bidder require to submit their documents online, they must send an email requesting a link



	to olwethuf@atns.co.za and copy tenders@atns.co.za to express their interest to do so. On the email Bidders must specify on the subject line – the tender number and description. Deadline for requesting the link is two days before the closing date of the RFP, email sent after this deadline will not be attended to.
PROCUREMENT SPECIALIST:	Olwethu Fakude
TELEPHONE:	(011) 607 1000
E-MAIL:	olwethuf@atns.co.za
THE FOLLOWING PARTICULARS MUST BE FURNISHED (FAILURE TO DO SO MAY RESULT IN YOUR BID BEING DISQUALIFIED)	



BIDDING STRUCTURE

Indicate the type of Bidding/Biding Structure by marking with an 'X'	
Individual Bidder	
Joint Venture	
Consortium	
With Sub-Contractors	
Other	

If Individual:	
Name of Bidder	
Registration Number	
VAT Registration Number	
Contact Person	
Telephone Number	
Fax Number	
Cell Number(s)	
E-mail Address	
Postal Address	
Physical Address	

If Joint Venture or Consortium, indicate the name/s of the partners:	
Company Name	
Registration Number	
VAT Registration Number	



Contact Person	
Telephone Number	
E-mail Address	
Fax Number	
Postal Address	
Physical Address	

HAS AN ORIGINAL VALID TAX COMPLIANCE REPORT AND PIN BEEN SUBMITTED FOR CONSORTIUM, JOINT VENTURE AND/OR SUB CONTRACTORS	
YES	NO

PLEASE INDICATE THE TYPE OF YOUR COMPANY E.G. PRIVATE COMPANY OR CLOSED CORPORATION OR OTHER	
Indicate the Type of Company	

SIGNATURE OF BIDDER:

.....

DATE:

.....

CAPACITY UNDER WHICH THIS BID IS SIGNED:



IMPORTANT NOTICE

The information contained herein, is given without any liability whatsoever to Air Traffic & Navigation Services Company Limited (ATNS) and no representation or warranty, express or implied, is made as to the accuracy, completeness, or thoroughness of the content of this Request for Proposal (RFP).

This RFP is for the confidential use of only those persons/companies who are participants of this RFP. Each recipient acknowledges that the contents of this RFP are confidential and agrees that it will not without the prior written consent of ATNS, reproduce, use or disclose such information in whole or in part, to any other party other than as required by law or other regulatory requirements.

The Bidder shall bear all costs incurred by him in connection with the preparation and submission of his Bid Response and for finalisation of the contract and the attachments thereof. ATNS will in no case be responsible for payment to the Bidder for these costs.

The Company reserves the right to reject any or all Bids, to undertake discussions with one or more Bidders, and to accept that Bid or modified Bid which in its sole judgment, will be most advantageous to the Company, price and other evaluation factors having been considered.



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1 GENERAL INFORMATION AND INSTRUCTIONS TO BIDDERS

1.1. Background and Introduction

The Air Traffic and Navigation Services (ATNS) Company of South Africa is the major provider of air traffic management, communication, surveillance, navigation and associated services (including training) within South Africa. ATNS manages 10% of the world's airspace.

Standing strong with over 1100 employees, ATNS strives to continuously provide safe airspace, orderly, expeditious and efficient management of Air Traffic Management services. The company operates at 21 aerodromes within the country, including OR Tambo, Cape Town and King Shaka International Airports.

In the rest of the African Continent, ATNS provides amongst others the Aeronautical Satellite Communication (VSAT) networks.

This service extends from Cape to Cairo interconnecting more than 33 states in Africa and Middle East. Other services include ATS and technical training, WGS 84 surveys, airspace design, AIP documentation, billing, and consultancy services.

Vision

ATNS's Vision is to be the preferred supplier of air traffic management solutions and associated services to the African continent and selected international markets.

Mission

Our Mission is to provide safe, expeditious and efficient air traffic management solutions and associated services, whilst ensuring long-term economic, social and environmental sustainability.

- Our business is driven through our embedded Values, being:
- Accountability
- Safety and customer service
- Continuous improvement and innovation
- Employee engagement and development



- Fairness and consistency
- Open and effective communication

The Air Traffic and Navigation Service Company Limited (ATNS) is a State-Owned Company (SOC), established in 1993 in terms of the ATNS Company Act (Act 45 of 1993) to provide air traffic management solutions and associated services on behalf of the State. These services accord with International Civil Aviation Organisation (ICAO) standards and recommended practices, and the South African Civil Aviation Regulations and Technical Standards. As an air navigation services provider (ANSP), ATNS is governed by the nation's legislative and administrative framework.

ATNS is also a commercialised ANSP operating on the “user pays” principle that relies on current revenues and debt funding for its operational and capital expenditure requirements.

Our business offerings are divided into Regulated and non-regulated activities:

Regulated Business

At present 90% of ATNS's revenue is facilitated through its regulated business:

Air navigation services and infrastructure

The principal activities of ATNS's regulated business encompass the planning, operating and maintenance of safe and efficient air traffic management services in the airspace for which the State is responsible. Airspace infrastructure consists of the following main components:

- Communications, navigation and surveillance (CNS) infrastructure.
- Auxiliary aviation services, such as aeronautical information publications, flight procedure design and aeronautical surveys.
- Air traffic management.

ATNS's infrastructure development is informed by user expectations and regulatory requirements at a global level; as well as the needs of the air traffic management (ATM) community and new enabling technologies.

Air traffic service charges

As a monopoly service provider, ATNS is regulated economically by the Economic Regulating Committee (RC) that is a statutory body formed and appointed by the Shareholder, the



Department of Transport (DoT). The RC is empowered by the ATNS Company Act (Act 45 of 1993) to issue permission to ATNS. The permission regulates the increase in specified tariffs that ATNS can issue and lays down minimum service standards requirements for the regulated business. ATNS is, through the permission, authorized to levy air traffic service charges on users (aircraft operators) for the use of air navigation infrastructure and/or the provision of an air traffic service. The permission has a five-year life span.

Training institution

ATNS runs a successful training institution as a division within the Company, namely: the Aviation Training Academy (ATA). The ATA provides a full range of air traffic services training, technical support training and related training to delegates in South Africa and the broader African continent in the disciplines of engineering, air traffic services and management. The ATA is an ISO9001:2000 accredited institution and has international cooperation agreements in place with partners, enabling the academy to maintain mutually beneficial partnerships in the presentation and accreditation of international courses in air traffic services (ATS). The ATA is a world-renowned academy, and in both 2012 and 2013 was formally recognized as the International Air Transport Association (IATA) Worldwide Top Regional Training Partner.

Non-Regulated Business

ATNS's non-regulated business currently contributes 10% of the Company's revenue. The non-regulated business encompasses a long-term strategy to facilitate regional expansion through a subsidiary vehicle presently known as "ATNS International". ATNS International will enable the Company to take a more robust and agile stance in the non-regulated business market without posing undue risks to its regulated market and Shareholder. It will also enable ATNS to enter into joint ventures and partnerships with external suppliers so that the Company can harness more valuable market opportunities and extend its regional influence and reach.

Additional information is available on ATNS website – www.atns.co.za



APPENDIX A:

1. PURPOSE OF THE BID

The acquisition of the service provider to conduct the following: -

- **Part A:** Facilitate the ATNS Board of Directors Strategy session over 2 days planned for September 2023.
- **Part B:** Assist ATNS with the formulation of Corporate Strategy 2030 (2025/2026 - 2029/2030).
- **Part C:** Development of the ATNS Corporate Plan and associated implementation plans.

2. SCOPE OF WORK

2.1 PART A: Facilitation of the ATNS Board Corporate Strategy 2025 (2020/2021 – 2024/2025) Review Session Scheduled for September 2023

a) Facilitation of the ATNS Board Strategy Review Session

- Develop a board strategy session approach (Based on the current Corporate Strategy 2025).
- Engage organisational representatives to gather strategic inputs before the ATNS Board Strategy 2025 session.
- Develop ATNS Board session program with the organisational representatives.
- Attend and facilitate the 2-day ATNS Board Corporate Strategy 2025 review session.
- Produce and present a detailed report that outlines the critical discussions and resolutions of the 2-day ATNS Board Corporate Strategy 2025 session.



2.2 PART B: Formulation of the ATNS Corporate Strategy 20230 (2025/2026-2029/2030):

The scope of work below includes the minimum steps that should be incorporated by the bidder for the execution of Part B.

Phase 1: September 2023- October 2023 (Strategic Direction and Environmental Analysis)

a) Perform the following as part of the Operating Landscape Analysis: -

- Analysis of the ATNS Corporate Strategy 2025.
- Analysis of the current ATNS Corporate Strategy 2025 performance.
- Conduct a review of the ATNS business model.
- Gap analysis.
- Micro environmental analysis.
- Macro environmental analysis.
- Industry analysis.
- Air Navigation Service Provider analysis.
- Engage with Stakeholders in collaboration with ATNS (Internal & External).
- Solicit inputs and approval from Executive Management for the next Phase.

Phase 2: October 2023

a) Generating Strategic Options: this enables our organisation to consider the strategy fit for purpose in response to the Phase 1 outcomes: -

- Analysis and consolidation/prioritisation of Phase 1.
- Respond to the ATNS business model.
- Identify ATNS driving force.
- Determine strategic options.

b) Strategic Scenarios: assessing our options and scenarios: -

- Assess and review business concepts.
- Review ATNS Vision, Mission, and Values.
- Review strategic pillars.
- Determine strategic outcomes.



c) Strategic Inputs: determining Strategic requirements for the new Corporate Strategy 2030 (incorporating ongoing deliverables from Corporate Strategy 2025)

- Determination of milestones per outcome.
- Align objectives into strategic pillars and the six integrated capitals.
- Review and check a balanced approach to both pillars and capitals and their alignment to the ATNS operating environment and purpose.
- Define internal activities, processes and systems required to achieve the strategic objectives.
- Solicit inputs and approval from Executive Management for the next phase.

Phase 3: November 2023 - December 2023

a) Future Strategic Profile (Development of new Strategy)

- Incorporate a Balanced Score Card (BSC) to measure the implementation of Corporate Strategy 2030.
- Determine the weights of each strategic plan (Contribution of each corporate BSC per year, remembering that the fourth year will also count as the first while we formulate a new strategy).
- Define the strategic objectives.
- Define the annual and quarterly 5-year strategic objective targets.
- Define the annual and quarterly Key Performance Indicators (KPIs) for 1–5-year targets.
- Assist ATNS with the formulation of the draft Technical Indicator Descriptions (TID) for both the defined KPIs and targets.
- Provide a framework and appropriate templates for monitoring, evaluating and reporting on the implementation of Corporate Strategy 2030.
- Provide a framework and appropriate templates for cascading the Corporate Strategy 2030 within the organisation.
- Solicit inputs and approval from Executive Management for input into Part C.



2.3 PART C: November 2023 – January 2024

Development of the ATNS Corporate Plan (2025/2026 – 2026/2027):

- Development of the ATNS Corporate Plan.
- Alignment of the Corporate Plan to the Corporate Strategy 2030.
- Alignment of the Annual Operational Plans to the ATNS Corporate Plan.
- Produce and present the following documents to organisational representatives: -
 - ✓ Draft ATNS Corporate Plan.
 - ✓ Alignment of the Corporate Plan to the Corporate Strategy 2030.
 - ✓ Alignment of the Annual Operational Plans to the ATNS Corporate Plan.

2.4 PART D:

Rate per hour for ad hoc activities within the project: -

- Service provider to provide a rate per hour for ad hoc activities that ATNS might require within the project.

The successful service provider will be expected to engage regularly with ATNS representatives at a frequency that is agreed to by both parties.

1.2 DURATION OF THE CONTRACT

Service providers are herewith invited to submit a proposal for facilitation of the ATNS 2025 Strategy Plan session with the ATNS Board formulation of Strategy 2030 and development of the Corporate Plan for the duration of 12 months. (01 September 2023 to 31 August 2024)



2 GENERAL BID INSTRUCTIONS AND ADMINISTRATIVE REQUIREMENTS

2.1 Correspondence during Bid Period

All correspondence, in the “Form of Questionnaire” with the Company during the Bidding period in connection with the Bid Documents, shall be made as follows:

2.1.1 All correspondence to ATNS shall be in writing and addressed to:

Procurement Specialist: Olwethu Fakude – olwethuf@atns.co.za and copy tenders@atns.co.za.

ATNS Company Limited,
Eastgate Office Park, Block C,
South Boulevard Road,
Bruma
2298

2.1.2 All correspondence shall be made as follows:

Ref No: **ATNS/S&O/RFP0023/FY23/24/STRATEGY SESSION**

Date : Day Month Year:

To : ATNS Company Ltd:

From : Name of Bidder:

Subject: **ATNS/S&O/RFP0023/FY23/24/STRATEGY SESSION**

All correspondence may be sent by email to olwethuf@atns.co.za and copy tenders@atns.co.za



3 Preparation of Bid

The Bid shall be delivered as a complete submission, which shall comprise of:

- **Parcel A - Commercial Proposal; Financials and Price Structure (Response to Volume 1A, and 1C); and**
- **Parcel B - Technical Proposal (Response to Technical Mandatory and Functional Specifications)**

Parcel A - Commercial Proposal; Financials and Price Structure. - labelled and tabbed as per index.

Reference	Requirement	Comply	Do not comply
Volume 1 A	• South African companies should submit original or certified copies of valid B-BBEE Status Level Verification Certificates from SANAS/EME Sworn Affidavit • Partnership/JV agreement (Where applicable) • Work share split between the parties. (Where applicable)		
Volume 1 A	Bidders shall submit a complete and comprehensive response on all aspects of the tender issued in order to provide ATNS with a solution required.		
Volume 1 A	South African companies shall submit their central supplier database summary reports, Valid Tax PIN, ID copies, Banking Details and company registration docs		



Reference	Requirement	Comply	Do not comply
Volume 1 C	Pricing Schedule (on a separate envelope)		
Parcel B	Response to the Technical Mandatory and Functional Requirements		

3.1 Fraud and Corruption

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.

3.2 Clarifications/ Queries

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 by completing Form of Questionnaire and email to olwethuf@atns.co.za at: olwethuf@atns.co.za and tenders@atns.co.za not later than 12:00 CAT on the 20th of July 2023. A reply will be published on the ATNS website www.atns.co.za under the Tenders section. The bid reference number should be mentioned in all correspondence. Telephonic requests for clarification will not be accepted. If appropriate, the clarifying information will be made available to all bidders by e-mail only.



3.3 Submitting Bids

- 3.3.1** Bidders are now permitted to submit their documents either online or hard copies. Should a bidder require to submit their documents online, they must send an email to tenders@atns.co.za and copy olwethuf@atns.co.za to express their interest to do so. A link will be shared with the supplier for uploading the documents on a secure online portal. On the email Bidders must specify on the subject line – the tender number and description. In case submitting hard copies, Bids shall be submitted in two separate Parcels. Parcel A shall be Response to Volume 1A, and 1C. Each parcel shall contain; 1 (one) original hardcopy, one (1) copy hardcopy, and soft copy (PDF format) on a movable storage medium (USB disk), each sealed and addressed in accordance with the following requirements, The name and address of the Bidder; and the Bid Number.
- 3.3.2** The closing date of the Bid is indicated on the envelope.
- 3.3.3** A Cover Letter, signed by the authorized representative of each member of the Bidding Entity, Consortium or Joint Venture, which shall contain:
- 3.3.4** List of Bid Proposal Documents and an Index of the contents therein.
- 3.3.5** Particular points to which the Bidder wishes to draw the Company's attention to his Commercial Proposal and Technical Proposal.
- 3.3.6** The parcels shall not contain documents relating to any Bid other than that shown on the envelope.
- 3.3.7** Within each parcel, each document shall be individually packaged in a sealed envelope, assigned an identification number, and clearly marked with either the designation "Original" or "Copy", as applicable. When referencing another related document this identification number shall be indicated. Each document which is a copy shall be marked and numbered as "Copy 1/2".
- 3.3.8** All Bid Response documents to be submitted shall be hand delivered to the Company not later than the time and date specified in this document.
- 3.3.9** No Bids forwarded by telegram, telex, facsimile will be considered. Pricing must be submitted in a separate sealed envelope in Parcel A as Volume 1C.
- 3.3.10** The original copy **MUST BE SIGNED IN BLACK INK** by an authorized employee, agent or representative of the Bidder and initialised on each and every page of the Bid Response.



Submission Of Bid:

The Bid Documents shall be hand delivered to:

ATNS Company Limited,

Eastgate Office Park, Block C,

South Boulevard Road,

Bruma,

2298

South Africa.

No later than 14h00 CAT on the 26th of July 2023, Central African Time at which time the Bid Proposals will be collected.

Bidders should allow time to access the premises due to security arrangements that need to be observed.

Should a bidder require to submit their documents online, they must send an email to olwethuf@atns.co.za and tenders@atns.co.za to express their interest to do so. On the email Bidders must specify on the subject line – the tender number and description. A link will be shared with the supplier for uploading the documents on a secure online portal. The deadline for requesting the link is two days prior to closing date and time, should you fail to request the link on time. This will not be attended to.



3.4 Late Bids

3.4.1 Bids received late shall not be considered. A bid will be considered late if it arrives even one second after closing time or any time thereafter. The tender (bid) box shall be locked at exactly 14:00 CAT and bids arriving late will not be attended to under any circumstances.

3.4.2 Bids uploaded after closing date and time online will not be considered.

3.5 Negotiation and Contracting

3.5.1 ATNS have the right to enter into negotiation with one or more bidders regarding any terms and conditions, including price(s), of a proposed contract.

3.5.2 ATNS shall not be obliged to accept the lowest of any quotation, offer or proposal.

3.5.3 Under no circumstances will negotiation with any bidders constitute an award or promise / undertaking to award the contract.

3.6 Reasons For Rejection

3.6.1 ATNS 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.

3.6.2 ATNS may disregard the bid of any bidder if that bidder, or any of its directors:

3.6.3 Have abused the SCM system of ATNS.

3.6.4 Have committed proven fraud or any other improper conduct in relation to such system.

3.6.5 Have failed to perform on any previous contract and the proof exists.

3.6.6 Such actions shall be communicated to the National Treasury.

3.7 Cancellation of Procurement Process

3.7.1 This procurement process can be postponed or cancelled at any stage.

3.8 Contract Terms



- 3.8.1** Whilst ATNS have taken every reasonable step to ensure the accuracy of this brief, the Company accepts no liability in relation to the accuracy of any representation made. Bidder should accept that their Bid response is on the basis and reliance of its own judgment and information. ATNS reserves the right to vary the scope and terms as described in this document although variation is not anticipated at this time. If any variation does take place, the Bidder will be advised as soon as possible.
- 3.8.2** The successful Bidder will be engaged subject to acceptance of a contract containing the standard Terms and Conditions as given in Volume 1B. The contract contains standard clauses including a retention clause for non-satisfactory completion, breach of contract and confidentiality clauses and a requirement for the Bidder to have adequate professional indemnity insurance. All Bidders must bear in mind that if circumstances dictate, ATNS reserves its right to withdraw from any commitments that will be entered into within this statement of work.
- 3.8.3** All documentation will be the property of ATNS.

3.9 Disclaimer

- 3.9.1** The Bidder shall bear all costs incurred by him in connection with the preparation and submission of his Bid Response and for finalization of the contract and the attachments thereof. ATNS will in no case be responsible for payment to the Bidder for these costs.
- 3.9.2** The Company reserves the right to reject any or all Bids, to undertake discussions with one or more Bidders, and to accept that Bid or modified Bid which in its sole judgment, will be most advantageous to the Company, price and other evaluation factors having been considered.

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



4 EVALUATION PROCESS

4.1 Compliance With Minimum Requirements Criteria

4.1.1 All bids duly lodged as specified in this Request for Bid will be examined to determine compliance with bidding requirements and conditions. Bids with deviations from the requirements / conditions, will be eliminated from further consideration.

4.2 Technical mandatory requirements, Functionality, Price, and points system

All bids will be evaluated as follows:

4.2.1 The First stage, Bids will be evaluated first for administrative requirements.

4.2.2 The Second stage, Bids will be evaluated for **Mandatory Technical Requirements**. During this stage, Tender response documentation will be evaluated against compliance to the Mandatory documents required. Failure to submit Mandatory documents will result in disqualification.

4.2.3 The Third stage, Bids will be evaluated for Functionality. Bidders will be considered further if they achieve the minimum prescribed qualifying score for functionality. Bidders that fail to achieve the minimum qualifying score of 75% will be disqualified and not evaluated further.

4.2.4 The Fourth stage, bids will be evaluated in terms of the ATNS' Procurement Policies and Procedures using the 80/90 and 20/10-point system. 80/20 points will be awarded for **the price** and 20/10 points for **ATNS specific goals claimed**. Evaluation for Price and ATNS specific goals, Tender will be evaluated in terms of the ATNS' Procurement Policies and Procedures using the 80/90 and 20/10-point system. 80 points will be awarded for price and 20/10 points for ATNS specific goals claimed.

PRICE	80/90
ATNS SPECIFIC GOALS	20/10

B-BBEE rating certificates are applicable, and points will be allocated in terms of the ATNS specific goals as indicated in the table below. Bidders must submit valid B-BBEE Certificates,



requested declarations, utility statements and any other supporting information that may be required to claim ATNS specific goals.



Note to tenderers: The tenderer must indicate how they claim points for each preference point system in the provided SBD 6.1 attached.

The specific goals allocated points in terms of this tender	Number of points allocated (80/20 or 90/10 system) (To be completed by the organ of state)	Number of points claimed (80/20 or 90/10 system)
51% Black Owned Suppliers (Section 2(1)(d)(i) of the PPPFA)	10	(To be completed by the tenderer in SBD 6.1 attached)
30% Black Woman Owned Suppliers. (Section 2(1)(d)(i) of the PPPFA)	10	(To be completed by the tenderer in SBD 6.1 attached)

This This RFP will be evaluated according to the above on ATNS specific goals. Failure to submit supporting documents may result in a bidder being allocated zero (0) points. Bidders are required to claim ATNS specific goals in the provided **SBD 6.1** attached.

4.3 Bid Response Evaluation

4.3.1 The evaluation of responsive Bids shall be conducted by a panel appointed by the Company following four-stage process as follows:

4.3.2 First Stage: Initial Screening (Administrative Criteria).

4.3.2.1 During this stage Bid response documents will be reviewed to assess adherence to submission instructions.

4.3.3 Second Stage: Technical Mandatory Requirements.

4.3.3.1 During this stage Bid response documentation will be evaluated against compliance to the Technical Specifications. The Technical Mandatory Requirements and Functionality Evaluation are listed below, it is important that you submit all the documentation requested below or you will be disqualified.



FAILURE TO SUBMIT ANY OF THE BELOW MANDATORY DOCUMENTS WILL RESULT IN A DISQUALIFICATION AND BIDDER WILL NOT BE EVALUATED FURTHER.

Mandatory Criteria	Proof Required
Provide three (3) proofs of previous service relating to corporate strategic planning and development consulting services and contactable references. References must be in the form of signed reference letters on a client's business letterhead stating the scope and description of the services rendered, contract duration, contact name, contact number, and position of the referee. Reference letters must not be older than 5 years by the closing date of this RFP.	Yes
Provide a company profile indicating the number of years in rendering strategy planning and development in a public and/or corporate sector (Required: Minimum 5 years)	Yes
Provide a detailed execution plan outlining how the scope of work will be delivered including dedicated resources for the project, their experience, resume and breakdown of resource allocation.	Yes
The project lead should be appointed (including their resume) to execute project activities (Part A-C), coordinate and liaise with the organisation representatives.	Yes

4.3.4 The Third stage, Bids will be evaluated for Functionality. Bidders will be considered further if they achieve the minimum prescribed qualifying score for functionality. Bidders that fail to achieve the minimum qualifying score of 75 points will be disqualified and not evaluated further.

During this stage Bid response documentation will be evaluated against compliance to the Functional Specifications.



The bidder is encouraged to note that each requirement contains a certain weight according to its importance. The total sum of the weights is 100 points and there is a set functional threshold of 75 points that the bidder should meet to proceed to the next stage of the evaluation process.

The relative weighting of the Functional and Technical Evaluation criteria is summarised and explained below, and The Service provider is required to provide proof for each of the criteria listed below.

Item	Criteria	Description	Weight	Minimum Score
1	Detailed Company Profile	Providing a company profile indicating the number of years in rendering strategy planning and development, in a public and /or corporate sector. A. Company experience in strategic planning and development (i) More than 15 years and over = (10 points) (ii) More than 10 years = (7 points) (iii) More than 7 years = (5 points) (iv) More than 5 years = (3 points) v) Less than 5 years = 1 Point	10	7
		B. Key experience (Project Lead) in strategy development and planning (i) More than 15 years and over = (20 points) (ii) More than 10 years = (15 points) (iii) More than 7 years = (10 points) (iv) More than 5 years = (5 points)	20	15
2	Company Track record and	References must be in a form of a signed reference letter/s on a client's business letterhead stating the scope and	20	15



	contactable references	description of the services rendered, contract duration, with contact name, Contact number, and position of the referee. Reference letters must not be older than 5 years by the closing date of this tender. (i) More than 5 reference letters = (20 points) (ii) 4 reference letters = (10 points) (iii) 3 reference letters = (5 points) (iv) Less than 2 reference letters = (0 points)		
3	Project Execution/methodology and resource	Provide proof approach and methodology in response to the scope of work		23
		Facilitation of the ATNS Board Strategy Session	5	
		Formulation of the ATNS Corporate Strategy 2030		
		Phase 1- Operating Landscape Analysis	7	
		Phase 2- Generating Strategic Options and Scenarios	5	
		Phase 3- Future Strategic Profile	5	
		Development of the ATNS Corporate Plan (2024/25-2026/27)	8	
	Execution Total		30	
4	Capabilities	Experience and qualification of key personnel (Strategy planning and development) that will be involved in executing this project supported by a minimum of 3 experienced personnel. (i) All 3 with >10 years' experience = (15 points) (ii) All 3 with 5 - 9 years' experience = (10 points) (iii) All 3 with < 5 = (5 points)	20	15



		Bidder to submit CVs of experienced personnel		
Total Points:			100	
Minimum threshold			75	



4.3.5 Fourth Stage – Price and Specific Goals

4.3.5.1 Bidders who provide all the required documentation listed on Mandatory requirements will be evaluated in terms of the 80/20-point system, where a maximum of 80 points are allocated for price and a maximum of 20 points are allocated in respect of the ATNS Specific goals claimed.

Annexure B

PRICE EVALUATION

1. All prices must be quoted in South African Rand (ZAR).
2. Bidders are requested to provide a rate per hour (Rate/Hour) for all activities involved in executing the project as indicated in the scope. Failure to provide this information will invalidate the RFP response based on incompleteness.

PRICING SCHEDULE

Professional fees in rate per hour (Rate/Hour)

1. Specify role/s on the assignment.
2. Specify the name and experience of the person to be assigned to each role.
3. Provide the charge-out rate for each person.



PRICING SCHEDULE A – BOARD STRATEGY SESSION

ID	KEY DELIVERABLES AS PER SCOPE OF WORK	EXPERT DESCRIPTION	EXPECTED OUTCOME/S	ESTIMATED NUMBER OF HOURS	RATE PER HOUR	TOTAL RATE
1.	Facilitation of the ATNS Board Strategy Session	Facilitation of the ATNS Board Strategy Review Session - Develop a board strategy session approach (Based on the current Corporate Strategy 2025). - Engage organisational representatives to gather strategic inputs before the ATNS Board Strategy 2025 session. - Develop ATNS Board session program with the organisational representatives. - Attend and facilitate the 2-day ATNS Board Corporate Strategy 2025 review session. - Produce and present a detailed report that outlines the critical discussions and resolutions of the 2-day ATNS Board Corporate Strategy 2025 session.	Strategy session approach 2-day ATNS Board Strategy Session. Produce and present a detailed Strategy Session Report	80 hrs		



		TOTAL OF PROPOSED TIME-BASED FEES EXCLUDING VAT	
		15% VAT	
		TOTAL PROPOSED TIME-BASED FEES INCLUDING VAT	

PRICING SCHEDULE B – STRATEGY FORMULATION SESSION

ID	KEY DELIVERABLE AS PER SCOPE OF WORK	EXPERT DESCRIPTION	EXPECTED OUTCOME/S	ESTIMATED NUMBER OF HOURS	RATE PER HOUR	TOTAL RATE
1.	Formulation of the ATNS Corporate Strategy (2025-20230)	Phase 1: September 2023- October 2023 (Strategic Direction and Environmental Analysis) Perform the following as part of the Operating Landscape Analysis: - - Analysis of the ATNS Corporate Strategy 2025. - Analysis of the current ATNS Corporate Strategy 2025 performance.	Comprehensive Operating Landscape Analysis documents	160hrs for all phases. (Phase 1 to Phase 3)		



		• Conduct a review of the ATNS business model. • Gap analysis. • Micro environmental analysis. • Macro environmental analysis. • Industry analysis. • Air Navigation Service Provider analysis. • Engage with Stakeholders in collaboration with ATNS (Internal & External). • Solicit inputs and approval from Executive Management for the next Phase.				
2.		Phase 2: October 2023 Generating Strategic Options: this enables our organisation to consider the strategy fit for purpose in response to the Phase 1 outcomes: -	Strategic scenarios and options including their related advantages and disadvantages			



		• Analysis and consolidation/prioritisation of Phase 1. • Respond to the ATNS business model. • Identify ATNS driving force. • Determine strategic options. Strategic Scenarios: assessing our options and scenarios: - • Assess and review business concepts. • Review ATNS Vision, Mission, and Values. • Review strategic pillars. • Determine strategic outcomes. Strategic Inputs: determining Strategic requirements for the new Corporate Strategy 2030 (incorporating ongoing deliverables from Corporate Strategy 2025)				
--	--	--	--	--	--	--



		• Determination of milestones per outcome. • Align objectives into strategic pillars and the six integrated capitals. • Review and check a balanced approach to both pillars and capitals and their alignment to the ATNS operating environment and purpose. • Define internal activities, processes and systems required to achieve the strategic objectives. • Solicit inputs and approval from Executive Management for the next phase.				
3.		Phase 3: November 2023 - December 2023 Future Strategic Profile (Development of new Strategy) • Incorporate a Balanced Score Card (BSC) to measure the	Draft 2025/26-2029/30 Corporate Strategy.			



		implementation of Corporate Strategy 2030. • Determine the weights of each strategic plan (Contribution of each corporate BSC per year, remembering that the fourth year will also count as the first while we formulate a new strategy). • Define the strategic objectives. • Define the annual and quarterly 5-year strategic objective targets. • Define the annual and quarterly Key Performance Indicators (KPIs) for 1–5-year targets. • Assist ATNS with the formulation of the draft Technical Indicator Descriptions (TID) for both the defined KPIs and targets. • Provide a framework and appropriate templates for monitoring, evaluating and reporting on the implementation of Corporate Strategy 2030.				
--	--	---	--	--	--	--



		• Provide a framework and appropriate templates for cascading the Corporate Strategy 2030 within the organisation. • Solicit inputs and approval from Executive Management for input into Part C.				
TOTAL OF PROPOSED TIME-BASED FEES EXCLUDING VAT						
15% VAT						
TOTAL PROPOSED TIME-BASED FEES, INCLUDING VAT						



PRICING SCHEDULE C – FORMULATION OF THE ATNS CORPORATE PLAN

ID	KEY DELIVERABLES AS PER SCOPE OF WORK	EXPERT DESCRIPTION	EXPECTED OUTCOME/S	ESTIMATED NUMBER OF HOURS	RATE PER HOUR	TOTAL RATE
1.	Development of the ATNS Corporate Plan (2024/2025-2026/2027):	November 2023 – January 2024 Development of the ATNS Corporate Plan (2025/2026 – 2026/2027): • Development of the ATNS Corporate Plan. • Alignment of the Corporate Plan to the Corporate Strategy 2030. • Alignment of the Annual Operational Plans to the ATNS Corporate Plan. • Produce and present the following documents to organisational representatives: - ✓ Draft ATNS Corporate Plan. ✓ Alignment of the Corporate Plan to the Corporate Strategy 2030. ✓ Alignment of the Annual Operational Plans to the ATNS Corporate Plan. ✓	Draft ATNS Corporate Plan (2024/2025-2026/2027):	80hrs		



		TOTAL OF PROPOSED TIME-BASED FEES EXCLUDING VAT	
		15% VAT	
		TOTAL PROPOSED TIME-BASED FEES INCLUDING VAT	

PRICING SCHEDULE D – AD HOC RATES PER HOUR

ID	KEY DELIVERABLES AS PER SCOPE OF WORK	EXPERT DESCRIPTION	EXPECTED OUTCOME/S	ESTIMATED NUMBER OF HOURS	RATE PER HOUR	TOTAL RATE
1.	Ad hoc activity	Ad hoc rate per hour required for extended activities within the project.	Ad hoc rate per hour	N/A		



PART A

INVITATION TO BID

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE (NAME OF DEPARTMENT/ PUBLIC ENTITY)

BID NUMBER:		CLOSING DATE:		CLOSING TIME:	
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DESCRIPTION	
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BID RESPONSE DOCUMENTS MAY BE DEPOSITED IN THE BID BOX SITUATED AT (STREET ADDRESS)

BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO	TECHNICAL ENQUIRIES MAY BE DIRECTED TO:
---	--

CONTACT PERSON		CONTACT PERSON	
TELEPHONE NUMBER		TELEPHONE NUMBER	
FACSIMILE NUMBER		FACSIMILE NUMBER	
E-MAIL ADDRESS		E-MAIL ADDRESS	

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
B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE	TICK APPLICABLE BOX] ☐ Yes ☐ No		B-BBEE STATUS LEVEL SWORN AFFIDAVIT		[TICK APPLICABLE BOX]



		☐ Yes ☐ No	☐ Yes ☐ No
[A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE/ SWORN AFFIDAVIT (FOR EMES & QSEs) MUST BE SUBMITTED IN ORDER TO QUALIFY FOR PREFERENCE POINTS FOR B-BBEE]			
1.1.1.1. ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES /WORKS OFFERED?	☐ Yes ☐ No [IF YES ENCLOSE PROOF]	1.1.1.2. ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS 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?		☐ 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 2.3 BELOW.			



PART B

TERMS AND CONDITIONS FOR BIDDING

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, 2017, 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:

.....



CHECKLIST OF BIDDING DOCUMENTATION BEFORE SUBMITTING

NB!! PLEASE TAKE NOTE THAT ALL STANDARD BIDDING (SBD) FORMS MUST BE COMPLETED, SIGNED AND SUBMITTED WITH YOUR PROPOSAL. FAILURE TO DO SO MAY INVALIDATE YOUR BID

NB: Has the following forms been completed, signed and submitted with your proposal?		
Documentation	Checked by Bidder	Checked by Procurement Specialist
Invitation to Bid- SBD 1		
Declaration of interest – SBD 4		
Preference point claim – SBD 6.1		
Contract Form (rendering of services) – SBD 7.1		
ID Documents of Directors/Shareholders		
Central Supplier Database Summary Report		
Company Profile		
Submitted One (1) original, one (1) hard copy and one (1) electronic copy (USB) in PDF format.		



ATNS FORM D

DISCLOSURE OF GROUP/COMPANY STRUCTURE

1. In view of possible allegations of favouritism, it is required by ATNS that the bidder or his/her authorised representative declare the group structures if any and submit information of group directors / members / shareholders / trustees or subsidiary companies and positions held in the group /companies.
2. **In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.**

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

2.2 Identity Number:

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

2.4 Company Registration Number:

2.5 Tax Reference Number:

2.6 VAT Registration Number:

3. **The names of all directors / trustees / shareholders / members, their individual identity numbers, tax reference numbers and, if applicable. must be indicated in paragraph 3.1 below.**



3.1 Full details of Group / directors / trustees / members / shareholders.

Name of Group / Company / Trust	Full Name and Surname	Identity Number	Personal Tax Reference Number

3 DECLARATION

I, THE UNDERSIGNED

(NAME).....

Declare that the information furnished in paragraphs two (2) and three (3) above is correct. I accept that ATNS 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

1 PROTECTION OF PERSONAL INFORMATION

1.1 The Service Provider shall ensure that its employees, representatives and officers,



comply with the provisions of the Protection of Personal Information Act, 2013 (“**POPIA**”) and all other applicable data protection laws and, without limitation to the foregoing, shall ensure the security and confidentiality of all Personal Information processed by that Party is in accordance with POPIA and all other applicable data protection laws.

- 1.2 The Service Provider must only process personal information of the Company and third parties on behalf of the Company, with the Company’s knowledge or authorisation, treat such information which comes to their knowledge as confidential and must not disclose it unless required by law or in the course of the proper performance of the Service Provider’s duties. The Service Provider must comply with the responsible party’s obligations in clause section 19 of POPIA.
- 1.3 Where the Service Provider, its agents, subcontractors, officers, directors, shareholders, representatives, or employees has/have access to any Personal Information held by the Company for any reason in connection with this Agreement or is/are supplied with or otherwise provided with Personal Information by the Company or on behalf of the Company for any purpose, or are supplied with or otherwise provided with Personal Information relating to the Services, the Service Provider shall:
 - 1.3.1 process such Personal Information only for purposes of performing its/their obligations under this Agreement and shall not otherwise modify, amend or alter the contents of such Personal Information or disclose or permit the disclosure of such Personal Information to any third party, unless specifically authorised to do so by the Company or as required by law or any regulatory authority, and shall take all such steps as may be necessary to protect and safeguard such Personal Information;
 - 1.3.2 without prejudice to the generality of the foregoing, ensure that appropriate, reasonable technical and organisational measures shall be taken by it/them to prevent –
 - 1.3.2.1 the unauthorised or unlawful processing of such Personal Information; and
 - 1.3.2.2 the accidental loss or destruction of, or damage to, such Personal Information; and
 - 1.3.2.3 promptly notify the Company when it becomes aware of any unauthorised, unlawful or dishonest conduct or activities, or any breach of the terms of this Agreement relating to Personal Information.



- 1.4 The Service Provider shall be liable for all claims, demands, actions, costs, expenses (including but not limited to reasonable legal costs and disbursements), fines, losses and damages arising from or incurred by reason of any wrongful processing of any Personal Information by the Service Provider (including its agents, subcontractors, officers, representatives or employees) for any breach of its obligations or warranties in terms of clause.
- 1.5 Both Parties will comply with their obligations under POPIA in relation to personal information for which they are the responsible party.
- 1.6 The Service Provider must notify the Company immediately where there are reasonable grounds to believe that personal information has been accessed or acquired by any unauthorised person (Data Breach) and must assist the Company, at its own cost: a) with any investigation or notice to the Regulator or data subjects that the Company may make in relation to a Data Breach; and b) in responding to any directions by the Regulator to publicise the Data Breach, including assisting the Company to make public announcements if required.
- 1.7 The Service Provider indemnifies the Company against any civil or criminal action or administrative fine or other penalty or loss as a result of the Service Provider's breach of this clause.



1. POPIA CONSENT

1.1 The Service Provider, by submitting its proposal/ quotation, consents to the use of his/her personal information contained therein and confirms that:

1.1.1 The information is voluntarily supplied, without undue influence from any party; and

1.1.2 The information is necessary for the purposes of the engagement with ATNS.

1.2 The tenderer acknowledges that he /she is aware of his/her right to:

1.2.1 Access the information at any reasonable time for the purposes of rectification thereof.

1.2.2 Object to the processing of the information.

1.2.3 Lodge a complaint with the Information Regulator.



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

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.



2.2 Do you, or any person connected with the bidder, have a relationship with any person who is employed by the procuring institution? **YES/NO**

2.2.1 If so, furnish particulars:

.....
.....

2.3 Does the bidder or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise whether or not they are bidding for this contract? **YES/NO**

2.3.1 If so, furnish particulars:

.....
.....

3 DECLARATION

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

- 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.

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.



- 3.4 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
- 3.5 There have been no consultations, communications, agreements or arrangements made by the bidder with any official of the procuring institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.
- 3.6 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

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

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

.....

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 **To be completed by the organ of state**

(Delete whichever is not applicable for this tender).

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

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

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



1.4 To be completed by the organ of state:

The maximum points for this tender are allocated as follows:

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



3. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES

3.1. POINTS AWARDED FOR PRICE

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

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

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

Where

Ps = Points scored for price of tender under consideration

Pt = 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:

80/20	or	90/10
$P_S = 80 \left(1 + \frac{Pt - P_{max}}{P_{max}} \right)$ or		$P_S = 90 \left(1 + \frac{Pt - P_{max}}{P_{max}} \right)$

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

P_{max} = Price of highest acceptable tender



4. POINTS AWARDED FOR SPECIFIC GOALS

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

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

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

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

	POINTS
PRICE	80/90
SPECIFIC GOALS	20/10
Total points for Price and SPECIFIC GOALS	100



DECLARATION WITH REGARD TO COMPANY/FIRM

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

4.4. Company registration number:

4.5. TYPE OF COMPANY/ FIRM

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

[TICK APPLICABLE BOX]

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

- i) The information furnished is true and correct.
- ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form.
- iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 4.2, the contractor may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct.
- iv) If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have –
 - (a) disqualify the person from the tendering process.
 - (b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct.
 - (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation.



- (d) recommend that the tenderer or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the *audit 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:	



SBD 7.1

CONTRACT FORM - RENDERING OF SERVICES

THIS FORM MUST BE COMPLETED IN DUPLICATE BY BOTH THE SERVICE PROVIDER (PART 1) AND THE PURCHASER (PART 2). BOTH FORMS MUST BE SIGNED IN THE ORIGINAL SO THAT THE SERVICE PROVIDER AND THE PURCHASER WOULD BE IN POSSESSION OF ORIGINALLY SIGNED CONTRACTS FOR THEIR RESPECTIVE RECORDS.

PART 1 (TO BE FILLED IN BY THE SERVICE PROVIDER)

1. I hereby undertake to render services described in the attached bidding documents to (name of the institution) in accordance with the requirements and task directives/proposals specifications stipulated in Bid Number..... at the price/s quoted. My offer/s remains binding upon me and open for acceptance by the Purchaser during the validity period indicated and calculated from the closing date of the bid.
1. The following documents shall be deemed to form and be read and construed as part of this agreement.
 - 1.1 Bidding documents, viz
 - 1.1.1 Invitation to bid.
 - 1.1.2 Tax clearance certificate.
 - 1.1.3 Pricing schedule(s).
 - 1.1.4 Filled in task directive/proposal.
 - 1.1.5 Preference claims for Broad Based Black Economic Empowerment Status Level of Contribution in terms of the Preferential Procurement Regulations 2011.
 - 1.1.6 Declaration of interest.
 - 1.1.7 Declaration of bidder's past SCM practices;
 - 1.1.8 Certificate of Independent Bid Determination;



1.2 General Conditions of Contract and

1.3 Other (specify)

2. I confirm that I have satisfied myself as to the correctness and validity of my bid; that the price(s) and rate(s) quoted cover all the services specified in the bidding documents; that the price(s) and rate(s) cover all my obligations and I accept that any mistakes regarding price(s) and rate(s) and calculations will be at my own risk.

3. I accept full responsibility for the proper execution and fulfilment of all obligations and conditions devolving on me under this agreement as the principal liable for the due fulfilment of this contract.

4. I declare that I have no participation in any collusive practices with any bidder or any other person regarding this or any other bid.

5. I confirm that I am duly authorized to sign this contract.

NAME
(PRINT)

CAPACITY

SIGNATURE

NAME OF
FIRM

DATE

WITNESSES	
1.....	
2.....	



SBD 7.2

CONTRACT FORM - RENDERING OF SERVICES

PART 2 (TO BE FILLED IN BY THE PURCHASER)

1. I..... in my capacity as..... accept your bid under reference numberdated.....for the rendering of services indicated hereunder and/or further specified in the annexure(s).
2. An official order indicating service delivery instructions is forthcoming.
3. I undertake to make payment for the services rendered in accordance with the terms and conditions of the contract, within 30 (thirty) days after receipt of an invoice.

DESCRIPTION OF SERVICE	PRICE (ALL APPLICABLE TAXES INCLUDED)	COMPLETION DATE	B-BBEE STATUS LEVEL OF CONTRIBUTION	MINIMUM THRESHOLD FOR LOCAL PRODUCTION AND CONTENT (if applicable)



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4. I confirm that I am duly authorised to sign this contract.

SIGNED AT

ON

.....

NAME

(PRINT) ...

SIGNATURE

E ...

WITNESSES

1.....

2.....

DATE.....

...

OFFICIAL STAMP