national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

NATIONAL TREASURY
REPUBLIC OF SOUTH AFRICA

TERMS OF REFERENCE

APPOINTMENT OF A SERVICE PROVIDER(S) FOR DISTRIBUTION AND ADMINISTRATION OF RSA RETAIL BONDS FOR A PERIOD OF THREE (3) YEARS

CLOSING DATE:17 OCTOBER 2025 AT 11:00 AM

1. INTRODUCTION

The National Treasury (NT) invites proposals from qualified and experienced bidders to distribute, market, administer, and manage the RSA Retail Savings Bonds Programme.

The appointed service provider(s) will be expected to fully cover all new operations, including:

- Marketing and public outreach;
- Customer service and investor support;
- Compliance and regulatory reporting; and
- Transaction processing and systems management.

In addition, the appointed service provider(s) should develop a proposal for the phased transition of the existing retail bond portfolio and customers onto the new platform.

The primary objectives are to:

- Expand public access to RSA Retail Savings Bonds;
- Increase investor uptake and retail bond revenue; and
- Enhance operational efficiency and service delivery through innovative technologies and digital channels

Interested parties can find more information about the RSA Retail Bonds at: https://secure.rsaretailbonds.gov.za

2. OBJECTIVE

These Terms of Reference seek multiple service providers to take over and modernise the RSA Retail Bonds function, including:

- Full distribution, including digital options, and administration of retail bonds.
- Customer onboarding, engagement, and servicing.
- Transaction processing and compliance.
- Data analytics and performance reporting.

The appointed service provider(s) will manage all aspects of the retail bond programme, operating as an end-to-end partner in line with a service level agreement.

The National Treasury is committed to revitalising the RSA Retail Savings Bonds Programme as a cornerstone of financial inclusion, domestic savings mobilisation, and as part of the sovereign funding strategy. These Terms of Reference represent a shift from piecemeal technical improvements to a comprehensive outsourcing and modernisation of the entire retail bond portfolio.

The desired outcome is a digitally enabled, customer-centric, and data-driven distribution model that allows retail bonds to compete with commercial offerings while still upholding their unique position as a government-backed savings product.

This transformation will:

- Improve operational efficiency and reduce administrative burden.
- Expand access to government investment products across all demographics.
- Enhance trust and transparency through robust compliance and investor communication.
- Help South Africa deepen its local debt markets and secure more predictable domestic funding streams.

3. BACKGROUND INFORMATION

The RSA Retail Savings Bonds Programme was launched in May 2004 by the National Treasury as a strategic initiative to deepen domestic capital markets, promote financial inclusion, and provide South Africans, particularly individuals with a safe, simple, and risk-free savings instrument backed by the government.

3.1 Objectives:

At its core, the programme is aimed to achieve three interlinked objectives:

i. **Diversify the Government's Funding Sources**:
By tapping into household savings and reducing reliance on institutional or foreign debt markets, the state aimed to ensure a more balanced, resilient debt portfolio.

ii. **Widen Access to Government Securities:**
Traditionally, only institutional investors had access to government bonds through financial intermediaries. The retail bonds opened direct investment opportunities to ordinary citizens, empowering them to grow their savings while contributing to national development.

iii. **Promote a Savings Culture in South Africa:**
With South Africa's historically low household savings rate, RSA Retail Savings Bonds offered a risk-free entry point for first-time investors, retirees, and youth seeking alternatives to volatile or inaccessible financial products.

3.2 The Current Challenge:
While the RSA Retail Savings Bonds Programme initially experienced strong uptake buoyed by marketing efforts and trusted government backing growth, it has since plateaued due to several structural and operational challenges.

a) **Over-Reliance on Traditional Channels**:
The current distribution model for RSA Retail Savings Bonds is still heavily dependent on traditional, paper-based channels such as post offices, manual forms, and walk-in services. These legacy channels were instrumental in the early years of the programme but have since become increasingly obsolete in a fast-changing financial services landscape.

Today's investors particularly younger demographics expect instant, mobile-first, and self-service access to financial products. However, the current model offers limited flexibility, requiring physical

presence, manual verification, and extended turnaround times for simple transactions like new investments or withdrawals.

This over-reliance on outdated infrastructure results in several challenges:

- Low geographic reach and convenience, especially in areas where post office branches have closed or operate with reduced capacity.
- Inconsistent service delivery, with long queues, paper errors, and delays in processing.
- Accessibility barriers for digitally literate users who prefer app-based or online interfaces.
- Higher administrative costs for the state, due to printing, mailing, and manual labour requirements.

Moreover, the absence of alternative digital or agent-based channels means that the programme is unable to scale efficiently or penetrate new markets, particularly urban professionals, remote communities, and diaspora investors.

To remain relevant and competitive in an evolving financial ecosystem, the RSA Retail Bonds Programme must shift away from its dependence on static, physical distribution points and embrace a multi-channel, digitally enabled distribution strategy.

b) Limited Digital Integration:

Although there is some existing digital functionality through the RSA Retail Savings Bonds website and internal back-office systems, these platforms are not intuitive, mobile-responsive, or built for scale. The current user interfaces are outdated, difficult to navigate, and do not reflect modern design standards expected by today's digital consumers.

More critically, the system lacks seamless integration with widely used financial ecosystems, such as:

- Mobile money services (e.g., e-wallets, mobile payment platforms).
- Banking apps and fintech platforms that South Africans use daily.
- Real-time customer service tools like chatbots, messaging apps, and in-app support.

This disconnect means investors cannot:

- Easily track their investments on mobile devices.
- Set up automated contributions or reinvestments.
- Receive real-time notifications or support.
- Access their accounts via third-party channels like banking apps.

The result is a fragmented and friction-heavy customer journey that fails to align with the behaviour of modern investors particularly younger and tech-savvy demographics who expect instant, personalised, and fully digital financial experiences. Without a fully integrated digital architecture, the RSA Retail Bonds Programme cannot grow, innovate, or serve a broader population at scale.

c) Operational inefficiencies:

Retail back-office operations including investor registration, payment processing, withdrawal requests, compliance reporting, and account maintenance remain heavily manual and fragmented.

These processes rely on outdated systems and require significant human intervention, making them resource-intensive, time-consuming, and vulnerable to operational errors.

The lack of automation and integration across platforms results in:

- Delays in processing transactions such as investment confirmations, payouts, and redemptions.
- Inefficient handling of customer queries and withdrawals, often requiring multiple follow-ups.
- Compliance risks, due to slow reporting and manual checks that may not meet modern regulatory expectations.
- Reduced scalability, as current systems cannot support a significant increase in investor volume without expanding administrative capacity.

These inefficiencies collectively lead to a poor customer experience, discourage repeat investment, and prevent the RSA Retail Bonds Programme from reaching its full potential in a digital-first financial environment.

d) Underserved Demographics:

The current RSA Retail Bonds model has limited reach among younger, digitally savvy South Africans, including young professionals who are active participants in modern financial ecosystems. Presently, over 65% of retail bond investors are between the ages of 55 and 70, highlighting a significant demographic skew. This gap is largely due to the lack of digitisation, limited innovation, and outdated distribution channels, which fail to meet the expectations and habits of the younger generation. As a result, National Treasury is missing a key opportunity to cultivate long-term investor participation from emerging market segment.

e) Limited Market Visibility and Promotion:

The brand awareness and marketing of RSA Retail Bonds have not evolved with the times. Messaging and outreach are not tailored to new consumer behaviours, channels, or incentives.

4. SCOPE OF WORK

The appointed service provider(s) will be required to assume full responsibility for the end-to-end management, administration, and digitisation of the RSA Retail Bonds Programme. This includes the design, development, deployment, and ongoing operation of a fully integrated, secure, and user-centric platform that enables South Africans to seamlessly access, purchase, manage, and redeem RSA Retail Bonds across digital channels.

This initiative seeks to replace outdated systems and processes with a modern, scalable solution that is inclusive, customer-focused, and aligned with National Treasury's long-term digital transformation agenda. The appointed service provider(s) will also be expected to demonstrate capacity for innovation, scalability, and responsiveness to evolving market needs.

The key areas of responsibility are outlined below:

Digitised Distribution Platform

The service provider(s) must:

- Develop, implement and maintain a secure, scalable, and high-performance digital platform for the full lifecycle management of RSA Retail Bonds.
- Ensure the platform is accessible across mobile, web, and API-based channels, allowing for self-service onboarding, purchases, redemptions, reinvestments, and profile management.
- Ensure seamless integration with key third-party systems is possible, including, for example:
    - Department of Home Affairs (for real-time ID verification),
    - South African Reserve Bank (SARB) (for payments and settlements),
    - Commercial banks (for account verification, statements, and funds transfers).
- The platform must also provide robust cybersecurity controls and data protection standards.

Administration and Operations

The service provider(s) will take over and manage all back-office operations, including:

- Full investor lifecycle management, covering account registration, KYC/AML compliance, investment transactions, interest payments, withdrawals, and reinvestments.
- Automation of compliance reporting, regulatory submissions, and internal audit support.
- Maintenance of accurate investor records and documentation, and secure archival in compliance with applicable laws.
- Real-time reconciliation and transaction processing.

The services must be scalable, ensuring the ability to handle growing transaction volumes without compromising performance.

Customer Service

The appointed service provider(s) must provide a responsive and accessible customer service operation, including:

- A national multilingual contact centre to assist with queries, complaints, and guidance.
- Live chat, chatbot, email, and phone-based support to accommodate diverse user preferences.
- An investor portal that enables secure, 24/7 self-service access to investment statements, transaction histories, and FAQs.

Innovation and Financial Inclusion

The service provider(s) is expected to continuously explore and implement technologies and channels that promote financial inclusion, such as:

- Mobile money, fintech platforms, and agency banking models to reach underserved populations.
- Use of AI, blockchain, and digital identity technologies (where appropriate) to improve transparency, trust, and operational efficiency.
- Flexible architecture that allows integration with future fintech ecosystems or government digital initiatives.

Performance and Reporting

The service provider(s) will be required to implement robust monitoring and reporting systems, including:

- Real-time analytics dashboards for Treasury oversight, tracking metrics such as uptake, demographics, transaction volumes, and service-level performance.
- Quarterly strategic and operational reports with analysis, insights, and recommendations.
- Compliance reporting as required by South African regulatory bodies.
- Mechanisms for continuous improvement and customer feedback tracking.

Costing and Implementation Plan

A detailed implementation plan and cost model must be submitted as part of the proposal. This must outline how the service provider will phase the delivery of the platform and operations and provide a clear financial roadmap for assuming the function.

The plan must include:

- Upfront development and deployment costs for the digital platform.
- Staffing and administrative costs, including operational support, compliance, and IT maintenance.
- Integration costs with National Treasury and third-party systems (e.g. SARB, Home Affairs, commercial banks).
- Customer service setup and ongoing operational costs, including staffing, contact centre infrastructure, and support tools.
- Marketing and investor outreach budget, including digital campaigns, partnerships, and education initiatives.
- Annual maintenance and innovation costs, including cybersecurity updates, UX/UI improvements, and new feature development.
- Phased transition of the existing retail bond portfolio and customers onto the new platform.

The cost proposal must be aligned with the project's phased implementation schedule and include assumptions, risks, and opportunities for optimisation over the three-year contract term.

Mitigation Plan for potential conflict of interest:

- Where the winning bidder is in the business of offering saving instruments similar to the RSA Retail Bonds, a comprehensive mitigation plan to deal with potential competition between the instruments should be submitted.
- Clear plan to ensure dedicated resources fully allocated at all times to the business of RSA Retail bonds, separated where possible to the resources committed to the winning bidders' similar saving instruments offerings.

5 DELIVERABLES AND TIMELINES

- The appointed service provider(s) will be expected to deliver the following outcomes throughout the duration of a **three-year contract**, subject to satisfactory performance and periodic reviews.

Platform and Operational Readiness

- Deliver a fully functioning, secure and scalable digital platform within the first six months of contract commencement.
- Ensure seamless integration with key stakeholders (e.g. Home Affairs, SARB, commercial banks) to support identity verification, payments, and regulatory compliance.

Monthly Performance Reporting

The appointed service provider(s) will be expected to submit detailed monthly performance reports, covering:

- Platform uptime and service availability.
- User engagement, investor registrations, and retention metrics.
- Transaction volumes, processing times, and error rates.
- Customer service key performance indicators (KPIs) (e.g. response time, complaint resolution).
- Campaign effectiveness and marketing reach.
- Regulatory compliance status and incident reporting.

Annual Strategic and Marketing Plan

The appointed service provider(s) must submit an annual strategy and marketing plan, including:

- Proposed innovations, new features, or product enhancements.
- Refined demographic targeting strategies and outreach campaigns.
- Updates to incentive mechanisms aimed at increasing participation.
- Risk mitigation strategies and alignment with relevant financial and regulatory requirements

Quarterly Reviews

Quarterly meetings will be held with National Treasury to assess:

- Performance against contractual deliverables and KPIs.
- Key lessons learned, operational challenges, and required adjustments.
- Strategic alignment updates and recommendations for market expansion or policy refinement.

Innovation and Scalability Commitments

The appointed service provider(s) is expected to demonstrate ongoing commitment to:

- Technological innovation (e.g., mobile wallets, blockchain integration, AI-enabled service bots).
- Expanding accessibility to underserved and remote populations.
- Enhancing user experience through continuous UI/UX improvement.
- Ensuring the platform’s readiness to scale nationally.

6. MINIMUM EXPERIENCE AND REQUIREMENTS

- At least 5 years' experience in financial distribution, e-commerce, or digital banking.
- Proven delivery of scalable digital platforms.
- Knowledge of South African financial regulations and PFMA.
- Strong project management and stakeholder engagement skills.

7. EVALUATION

7.1: MANDATORY REQUIREMENTS

An administrative evaluation will be carried out on all the bids received and if the under mentioned documentation is not signed and/or attached such a bid will be eliminated from any further evaluation.

a) In the case of a Joint Venture, Consortium, Trust, or Partnership a Valid Tax Clearance Certificate and/or SARS issued pin code for both companies must be submitted (which will be verified).
b) In the case of Joint Ventures and consortium, proposals must contain signed teaming Agreements.
c) Proof of company registration on Central Suppliers Database (CSD).
d) In the case of a Joint Venture, Consortium, Trust, or Partnership a Consolidated or for both companies Central Supplier Database Registration (CSD) is required.
e) The bidder must have a valid Financial Sector Conduct Authority (FSCA) accreditation. Please provide your Financial Service Providers (FSPs) number.
f) Service providers **must submit a signed CV** in the prescribed template as in **ANNEXURE A**.

FAILURE TO ADHERE TO ANY OF THE CONDITIONS OF THE BID MAY LEAD TO DISQUALIFICATION

Additional requirements (not for elimination)

g) Bidders must also submit a detailed **cost estimation and operating budget** that outlines all expected expenses associated with assuming the full RSA Retail Bonds function. This should include capital and operational expenditures and demonstrate affordability, value for money, and scalability over the 3-year contract period.

7.2: FUNCTIONALITY

A bidder that scores less than 65 points out of 100 as per categories in respect of functionality will be regarded as submitting a non-responsive proposal and will be disqualified.

Table 1: Functionality evaluation criteria

	Criteria	Max. Points	Scoring Criteria
	FUNCTIONALITY CRITERIA		
1	**Company Experience** Demonstrate experience in retail instruments, financial products and services, or large-scale investment products. Company to provide company profile, list of similar projects	30	**5 = Excellent** List and submit five (5) or more signed reference letters of similar projects completed and more than 10 years' experience. **4 = Very good**

	and signed client reference letters. ***The list and evidence must address successfully completed project/s as the following:*** Description of the project, Client name, Client contact (i.e., email and office number), Project start date, project end date, and contract value. Reference letters should be on referral client letterhead and signed **NB: Letter that does not reflect all required items will be allocated the lowest score.**		List and submit four (4) reference letters of similar projects completed and 6 – 10 years' experience. **3 = Good** List and submit three (3) reference letters of similar projects completed and 3 – 5 years' experience. **2 = Average** List and submit two (2) reference letters of similar projects completed and 1 – 2 years' experience. **1 = Poor** No relevant experience provided, or references submitted.
2	**Customer Service & Investor Support** Proposed service model (call centre, digital, in-person); responsiveness and proven track record with high-volume clients. Company to provide report with service model description, call centre metrics, digital support platform screenshots.	20	5 = Comprehensive service model including call centre, digital, and in-person channels fully described. Demonstrates rapid responsiveness statistics and digital support response time Proven track record with 5 or more high-volume clients. Provides detailed report with all required call centre metrics and clear screenshots of digital platforms. 4 = Service model includes at least two of the channels (call centre, digital, or in-person) clearly described. Responsiveness metrics identified and digital response under 2 hours. Proven track record with 3-4 high-volume clients. Provides report with most call centre metrics and digital platform screenshots. 3 = Service model includes at least one channel described. Proven track record with 1-2 high-volume

			clients. Provides partial report with some call centre metrics and platform screenshots. 2 = Basic or unclear service model description; limited call centre or digital platform evidence; minimal responsiveness demonstrated; no proven track record with high-volume clients. 1 = No service model description or evidence provided; no call centre metrics or digital support platform data submitted.
3	**Systems & Transaction Management** Security, robustness, and scalability of IT systems; digital innovation (apps, e-KYC); integration with NT/SARB platforms. Company to provide IT system diagrams, data protection compliance, digital platform demonstrations, security certifications.	20	5 = IT systems show full robustness, scalability, and advanced security with up-to-date certifications. Clear system diagrams demonstrate seamless integration with NT/SARB platforms. Digital innovation includes fully functional e-KYC and app platforms. Comprehensive data protection compliance documentation and live digital platform demonstrations provided. 4 = IT systems are well developed with up-to-date certifications. Clear system diagrams demonstrate seamless integration with NT/SARB platforms. Digital innovation includes functional e-KYC and app platforms. good data protection compliance documentation and live digital platform demonstrations provided 3 = IT systems show partial scalability and security features with limited integration evidence 2 = IT systems show basic functionality only, little or no

			scalability, weak security, no integration evidence. 1 = IT systems inadequate, no evidence of security or scalability. No integration diagrams or documentation.
4	**Transition of Existing Portfolio** Feasibility and detail of transition plan; risk mitigation; assurance of uninterrupted service. Company to provide Transition plan and risk management framework.	15	5 = Transition plan is comprehensive, detailed, and feasible with clear timelines, resource allocation, and key milestones. Robust risk mitigation framework with identification, assessment, and strong controls. Clear assurance of uninterrupted service with contingency and fallback plans. 4 = Transition plan is well-developed with most key details and feasible timelines. Risk mitigation is well-structured with most relevant risks addressed. Service continuity addressed with solid contingency measures. 3 = Average transition plan with limited risk management detail. 2 = Timelines of transition plan are vague or unrealistic. Risk mitigation is minimal or poorly addressed. Service continuity assurances are weak or lacking detail. 1 = No clear plan or risk mitigation measures.
5	**Innovation & Digital Transformation** Company to provide detailed innovation strategy or digital transformation plan. Reports/case studies of prior use of innovative technologies (e.g., mobile apps, digital KYC,	15	5 = Comprehensive and innovative digital-first approach with strong evidence of successful implementation, scalability, and relevance to RSA Retail Savings Bonds.

	blockchain, AI-powered platforms). Including evidence of successful digital adoption in similar financial service projects.		4 Comprehensive and innovative digital-first approach with good evidence of successful implementation, scalability, and relevance to RSA Retail Savings Bonds 3 = Some use of digital tools and channels, but limited innovation or scalability. 2 = Minimal use of digital tools and channels, but limited innovation or scalability. 1 = No evidence of innovation; outdated or manual processes proposed.
	Total Threshold	**100%**	
	Minimum threshold	**65%**	

Each panel member will rate each individual criterion on the score sheet using the following scale:

Value	Description
5 - Excellent	Meets and exceeds the functionality requirements
4 - Very Good	Above average compliance to the requirements
3 - Good	Satisfactory and should be adequate for stated element
2 - Average	Compliance to the requirements
1 - Poor	Unacceptable, does not meet set criteria

7.3. Preference Point System

In terms of Preferential Procurement Regulations, 2022, Regulation 4(1) the applicable Preference Point System for this tender is **80/20, Price (80), and Specific Goals (20).** In terms of Regulation 4(2-4) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender. The bidder must provide the relevant proof/ required documents for each preference point system indicated.

7.4 Specific Goals

For the purposes of this tender, the tenderer will be allocated points based on the goals stated and should be supported by proof/ documentation stated in Table 3 below.
Specific goals for the tender and points to be claimed are indicated in the table below:

Table 2: Specific goals allocation table

#	Specific goals	Score	Required proof/documents to be submitted for evaluation purposes
1.	The company owned by Historically Disadvantaged Individuals (HDI) (Black). • 100% company owned by people who are Black (HDI) = 10 points • 75% - 99% company owned by people who are Black (HDI) = 8 points • 60% - 74% company owned by people who are Black (HDI) = 6 points • 51% - 59% company owned by people who are Black (HDI) = 3 point • 0 - 50% company owned by people who are Black (HDI) = 0 point	10 points	Proof of claim as declared on SBD 6.1 (one or more of the following will be used verifying the tenderer's status: • Company Registration Certification / document (CIPC) • Company Shareholders certificate • Certified identification documentation of company director/s • CSD report/ CSD registration number (MAAA number) • B-BBEE Certificate of the tendering company. • Consolidated B-BBEE certificated if the tendering company is a Consortium, Joint Venture, or Trust (Issued by verification agency accredited by the South African Accreditation System). • Agreement for a Consortium, Joint Venture, or Trust.
2.	The company owned by Women. • 100% company owned by people who are women = 10 points • 75% - 99% company owned by people who are women = 8 points • 60% - 74% company owned by people who are women = 6 points • 51% - 59% company owned by people who are women = 3 point • 0 - 50% company owned by people who are women = 0 point	10 points	

***NB: Points will be allocated based on % ownership of the Company (Please attach proof/ required documents).**

Failure to submit the required proof will lead to a zero (0) status level for non-compliant service providers. The points scored by a bidder in respect of the points indicated above will be added to the points scored for price. Only a bidder who has completed and signed the declaration part of the preference claim form will be considered. National Treasury may, before a bid is adjudicated or at any time, require a bidder to substantiate claims made regarding the required proof. A trust, consortium, or joint venture will qualify for points as a legal entity, provided that the entity submits the required proof.

8. TERMS AND CONDITIONS

8.1 Successful bidder(s) must be able to commence work as soon as the service level agreement has been signed.

8.2 National Treasury reserves the right to screen and vet shortlisted service providers before appointment.

8.3 National Treasury reserves the right to terminate the contract if there is clear evidence of deviations from the agreed specifications.

8.4 National Treasury reserves the right to appoint more than one service provider(s).

8.5 National Treasury may, in its sole discretion, instruct a key area or any part thereof to more than one successful bidder.

8.6 Successful bidder(s) to ensure compliance with labour and related legislation and standards. Bidder(s) should note that compliance with all relevant legislation and standards will be enforceable.

8.7 National Treasury reserves the right to communicate with the bidders pertaining to information submitted on the closing date and time.

9. PENALTIES/WARRANTIES

9.1 If it is shown that errors or shortcomings exist within the service provided, the bidder shall be notified in writing and shall be required to perform corrective services within seven (7) days to remedy such errors at no cost to the National Treasury.

9.2 Where the services do not meet the minimum standards of the National Treasury, the National Treasury shall be entitled to deduct up to 5% (five percent) penalty on the relevant monthly invoice as will be set out in the service level agreement.

9.3 National Treasury reserves the right to reject work that does not meet the required standard and engage a different service provider to complete the work. National Treasury shall serve thirty (30) days written notice for termination of contract in the case of non-performance.

9.4 Should any audit or inspection reveal that the Contractor has not complied with any of the terms of this contract, the Contractor will be liable for the cost of the audit or inspection as well as the cost of any losses incurred by the National Treasury associated with such non-compliance.

9.5 National Treasury also has the right to terminate the contract at any stage if there is substantive proof of inefficiency in the delivery of the service.

10. TENDER COSTS

The Bidder will be liable for all costs incurred in response to this request.

11. BIDDERS RESPONSIBILITY

The bidder is expected to fully acquaint themselves with the conditions, requirements and specifications of the National Treasury before submitting a completed response. Failure to do so will be at the bidder's own risk and the Bidder cannot secure relief on the grounds of any mistake.

The selected bidder(s) will be required to enter into a written agreement with National Treasury. These Terms of Reference any part thereof may be incorporated into and made part of such an agreement. National Treasury shall not incur any obligation or liability towards the selected bidder(s) until a written contract has been signed by the duly authorised National Treasury representative and the bidder(s).

12. TENDERING DETAILS

Contact Details for technical enquiries

E-mail Address: NTAdministrativeTenders@treasury.gov.za

13. LATE SUBMISSIONS

Proposals submitted after the specified closing date and time will not be considered.

14. DECLARATION

I/We the undersigned hereby declare that I/We have read and understand the above and agree to be bound by the stated terms and conditions.

Name of Bidder	
Name of contact Person	
Capacity	
Signature	Date