

COMMISSION FOR CONCILIATION, MEDIATION & ARBITRATION National Office

28 Harrison Street, Johannesburg, 2001

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Docex: DX147; Email: DLSCMEnquiries@ccma.org.za

REQUEST FOR QUOTATIONS "RFQ"

RFQ NO:	RQN00000213270					
DESCRIPTION OF SERVICES REQUIRED:	Request for One (01) CCMA Official to attend the Moderator course (conduct moderation outcomes-based assessments) for a duration of four (04) days: 17 – 20 November 2025 offered on the e-learning Platform.					
ISSUING DATE:	22 October	2025				
PLEASE ENSURE THAT THE QUOCCMA TO BE ABLE TO EVALAUTE	_	_				
CONTRACT DURATION	Once off					
CLOSING:	TIME: 16:00 DATE: 27 October 2025					
	28 Harrison Street, JCI Building, Marshalltown, Johannesburg					
QUOTATION VALIDITY PERIOD:	90 days					
CONTACT PERSON:	Welcome Tshabalala/Mapula Letsoalo WelcomeT@ccma.org.za or MapulaL@ccma.org.za					
DELIVERY OR SUBMISSION INSTRUCTIONS FOR RFQ:	The submissions of the quotations must be emailed to: RFQ7@CCMA.org.za only All quotations need to be on an official letterhead (All cost included)					
DISQUALIFICATION	Quotations not submitted to the RFQ7@CCMA.org.za will be disqualified.					

EVALUATION OF QUOTATIONS	 All quotations above R2000 will be evaluated on pricing and CCMA preferential points using the 80/20system. The 80 points are for requests for quotations up to the rand value of R1 million. The 20 points will be allocated to promote the CCMA
	 NB: Supplier must attach the following documents when responding to this RFQ: Proof of ownership must be attached in the form of: Copy of the founding documentation of the company with which the ownership is listed i.e. CIPC etc;
	 Copy of the id-document (s) of the owner(s). Proof of Medical certificate confirming disability of the owner (s). Failure to adhere to the above will result in the non-allocation of preferential points. Bidders must be registered on CSD prior to submitting quotations.

Specification/Scope of work



COMMISSION FOR CONCILIATION, MEDIATION & ARBITRATION

REQUEST FOR QUOTATION "RFQ"

The National Office of the CCMA invites service providers to submit quotations based on the specification attached:

DESCRIPTION OF GOODS AND SERVICES REQUIRED:	Request for One (01) CCMA Official to attend an online (e-Learning Platform) Moderator course (conduct moderation outcomesbased assessments) for a duration of four (04) days: 17 – 20 November 2025.	
CONDITIONS OF THIS RFQ:	The training will be attended online by one employee of the CCMA. The training must be accredited, and the appointed service provider must have valid accreditation certificates to facilitate the below unit standard.	
SAQA US ID:	115759	
CONTACT PERSON FOR ENQUIRIES	Welcome Tshabalala/Mapula Letsoalo WelcomeT@ccma.org.za or MapulaL@ccma.org.za Tel: 011 377 6743 / 011 377 6955	

1. BACKGROUND, OVERVIEW AND SCOPEOFREQUIREMENTS

a. BACKGROUND OF SERVICE OR GOODS REQUIRED

The Commission for Conciliation, Mediation and Arbitration (CCMA) is an independent and an autonomous organization that was established by the Labour Relations Act of 1995 (LRA) to deliver dispute prevention and resolution services to the people of South Africa. The core mandate of the CCMA, as one of the organizations charged with implementing the LRA, is derived from the purpose of the LRA, which, amongst others, is to advance economic development, social justice, labour peace and the democratization of the workplace.

One (01) CCMA official to attend Moderator training course during the following period: 17 – 20 November 2025.

Some of the key outcomes of the 4 days Moderator training include:

- Demonstrate understanding of moderation within the context of an outcomes-based assessment system,
- Plan and prepare for moderation,
- Conduct moderation,
- Advise and support assessors,
- Report, record and administer moderation, and
- Review moderation systems and processes.

B. OVERVIEW ON RFQ

To provide an interactive online training to one CCMA employee.

- i. To provide interactive online/e-learning training.
- ii. The training and materials provided should be of high quality.
- iii. The training course will be for four **(04)** days, the fourth day is for portfolio building and final assessments.
- iv. Training will be delivered online (e-learning platform) wherein the attendee will login to access the lessons. E-learning, or electronic learning, is an educational approach that delivers instruction and educational content using digital devices and online platforms, allowing for flexible, anytime, anywhere access to learning materials.

C. RFQSPECIAL CONDITIONS

- The successful service provider should have a proven track record of successfully delivering this service in other organisations. Proof needs to be delivered in the form of written confirmation and comments from other organisations.
- ii. A high level of expertise is expected of all personnel dealing with this project. Proof of expertise, experience and Postgraduate qualifications needs to be submitted in the form of short resumes.
- iii. Preferential Procurement Policy Framework Act (PPPFA) principles shall apply, whereby submissions will be evaluated accordingly to the provisions of the Act..
- iv. The evaluation criteria will be on Quality/Functionality 100 points, Price for 80 points & Specific goals for 20 points.
- v. Tenders which are late will not be accepted.
- vi. All quotations are to remain valid for a period of ninety days (90 days) from the closing date of the submission.
- vii. A Valid Tax Clearance Certificate (an original SARS certificate)

D. RFQ SPECIFICATIONS

i. The quotation should include a detailed course outline and be inclusive of the Learning methodology that will be used for each section.

- ii. UnitStandardID: 115759
- iii. NQF Level: 6 with 10 Credits
- iv. It is vitally important that the service provider produces a highly effective, practical, and innovative Moderator training, which will enable the participants to demonstrate their understanding and application of the methodology correctly.
- v. The participant must immediately show improved skills associated with Moderator course.
- vi. Demonstrate understanding of the outcomes-based education and training approach within the context of a National Qualifications Framework (NQF).
- vii. Identify and respond to learners with special needs and barriers to learning.
- viii. Ability to enforce the learned skills to other employees.
- ix. The learning process should include:
 - a) Interactive and participative learning sessions.
 - a) The training content should be innovative and different from the general course available. The training material should be accurate, accessible and user friendly and be accredited by relevant SETA/QCTO.
 - b) The development of the training material should be *customised* to the needs of the CCMA.
 - c) The material should include learner aids to assist with the practical implementation of what was learnt.
 - d) Formative and Summative assessments should be conducted and form part of the training.
 - e) The service provider to ensure that the learner is given sufficient theoretical and practical training to ensure competence.

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- x. A detailed report compiled by the facilitator to be sent to the office of the director, which includes detailed information on the course and learner progress.
- xi. Certificates to be issued within thirty (30) days after the successful completion of the summative assessment.
- xii. Outline the main risks foreseen for this project and propose how they can be managed and mitigated.
- xiii. The quotation should include a detailed project outline.

E. RFQ EVALUATION CRITERIA

- i. The proposals will be evaluated in terms of the 80/20 evaluation principle, in line with Preferential Procurement Policy Framework Act and Preferential Procurement Regulations (PPR) 2022, where 80 points is allocated for price and the 20 points will be allocated to promote the CCMA goals on ownership.
- i. This RFQ will be evaluated in three stages
- ii. Stage one: Mandatory Requirements
- iii. Stage two: Functionality Requirements
- iv. Stage three: Price and Specific Goals
- F. Mandatory Requirements: A bidder must submit valid accreditation certificate to facilitate unit standard 115759 and the bidder must also indicate in writing that they will be able to offer the training using the e-learning platform. The bidder who fails to meet mandatory requirements will be disqualified.

G. RFQFUNCTIONALREQUIREMENTS

CRITERION		WEIGHT
FUNCTIONALITY:		
1.1 Course outline and Accreditation Cert	50	
The bidder is therefore required to supply CO with Unit Standard 115759 . 40 points Failure to provide a detailed course outline. O		
Valid Company Accreditation Certificates to 1115759. 10 points Failure to provide valid company accreditation		
1.2 Company Experience in the Training Env	vironmentIndicated on the Company	15
Profile/ Company Registration Documents.		
5 years or more experience 19	5 points	
4 but less than 5 years' experience 8	points	
3 but less than 4 years' experience 6	points	
2 years but less than 3 years' experience 4	points	
1 year but less than 2 years' experience 1		
Less than 1-year experience 0		
1.3 Referencing - Attach Attendance	e Registers/Reference Letters of the	
Implemented/Executed Training. The bid	35	
attendance registers, and each reference is to		
reference letter/attendance register must inc	clude company name, contact name, address,	
phone number and company letterhead.		
Number of references	35 maximum points	
3 reference letters	35	
2 reference letters		
1 reference letters		
No reference letter		
Total points for Functionality	100	
	70	
A minimum requirement for functionality of	70	

2.	Price	
2.1.	Points allocated for price	80
3.	Specific Goals Points	
3.1	Points allocated for Specific Goalls	20
TOTA	L FOR PRICE and Specific Goals POINTS	100

Bidders with a total functionality score of less than 70 points for functionality will be disqualified. A bidder who scores a minimum of 70 points will be further evaluated for price and specific goals.



COMMISSION FOR CONCILIATION, MEDIATION & ARBITRATION

TO THE CCMA

PROTECTION OF PERSONAL INFORMATION ACT, 4 OF 2013

By signing this form;

- a) I/we hereby grant my/our voluntary consent that my/our personal information may be processed, collected, used and disclosed in compliance with the Protection of Personal Information Act, 4 of 2013.
- b) I/we furthermore agree that my/our personal information may be used for the lawful and reasonable purposes in as far as the CCMA (responsible party) must use my/our information in the performance of its public legal duty.
- c) I/we understand that my/our personal information may be disclosed to a third party in as far as the CCMA must fulfil its public legal duty.
- d) I/we furthermore understand that there are instances in terms of abovementioned Act where my express consent is not necessary to permit the processing of personal information, which may be related to litigation or when the information is publicly available. Further details are available on the CCMA website.

SIGNED AT	ON THIS	DAY OF	2025
COMPANY NAME:			
INITIAL AND SURNAME (OF REPRESENATIVE OF TI	HE COMPANY:	
SIGNATURE OF REPRES	ENATIVE OF THE COMPAI	NY:	

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		
·				

2.2 Do you, or any person connected with the bidder, have a relationship

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.

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)
3.1 3.2	I have read and I understand the contents of this disclosure; I understand that the accompanying bid will be disqualified if this
3.3	disclosure is found not to be true and complete in every respect; 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 consultation?
3.4	venture or consortium2 will not be construed as collusive bidding. In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.
3.4	The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
3.5	There have been no consultations, communications, agreements or

arrangements made by the bidder with any official of the procuring

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.

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

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 Goal(s).

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

- a) The applicable preference point system for this tender is the 80/20 preference point system.
- b) The 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 Goal(s).

1.4 To be completed by the organ of state:

The maximum points for this tender are allocated as follows:

	POINTS
Price	80
Specific Goal(s)	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 Goal(s) with the tender, will be interpreted to mean that preference points for Specific Goal(s) 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:

$$Ps=80ig(1-rac{Pt-P\,min}{P\,min}ig)$$
 or $Ps=90ig(1-rac{Pt-P\,min}{P\,min}ig)$

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmin = 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:

$$Ps = 80\left(1+rac{Pt-P\,max}{P\,max}
ight)$$
 or $Ps = 90\left(1+rac{Pt-P\,max}{P\,max}
ight)$

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmax = Price of highest acceptable tender

4. POINTS AWARDED FOR SPECIFIC GOAL(S)

- 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 GOAL(S) 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 goal(s) for both the 90/10 and 80/20 preference point system.

Table 1: Specific Goal(s) 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.)

Ownership verification will be conducted in line with the Central Suppliers Database by National Treasury. Company Registration Documents and the owner/s identity documents	80/20 Preference points system	90/10 Preference Points system	
Price	80	90	
Black Owned Entities	08	04	
Women Owned Entities	06	03	
Youth Owned Entities	04	02	
PWD Owned Entities	02	01	
Total points for Price and Specific Goals	100	100	

TENDERERS WILL BE AWARDED POINTS AS FOLLOWS:

The points must be allocated and awarded as follows:

i. **Total Tendered Price** 80 points ii. **Black Owned Entities** 08 points **Specific Goals (Maximum Points)** iii. Women Owned Entities 06 points iv. Youth Owned Entities 04 points Persons with Disability Owned Entities: 02 points 100 points Total

4.3 The points scored for specific goals will be added to the points scored for price and the total must be rounded off to the nearest 2 decimal places.

5 TENDER PRICE

The following formula will be used to calculate the points out of 80 for price in respect of tender with a rand value not exceeding R 50 million (inclusive of all applicable taxes). the lowest acceptable tender must score 80 points for price, and other tenders which are high in price must score fewer points, on pro rata basis.

$$Ps = 80 \left(1 - \frac{Pt - Pmin}{Pmin} \right)$$
 where -

Ps = points scored (awarded) for price of tender under consideration

Pt = price of tender under consideration; and

Pmin = price of the lowest acceptable tender

6 SPECIFIC GOALS

6.1 % OWNED BY BLACK PEOPLE (BO)

A maximum of eight (8) points will be awarded to a tenderer who is black people % of enterprise. Equity ownership for black people will be determined by the % of the enterprise owned by such a person or by the % of shares owned by member/s who are actively involved in the day-to-day management of the company or enterprise.

% owned by black people -----%

thus, points awarded: $8 \times \frac{\% BO}{100} =$

proof of ownership must be attached in the form of:

- a) Copy of ID;
- b) Copy of the founding documentation on the company with which the ownership is listed i.e. CIPC etc.

6.2 % OWNED BY PEOPLE WHO ARE WOMEN (WO)

A maximum of six (06) points will be awarded to a tenderer who is a woman. equity ownership for women will be determined by the % of the enterprise owned by such a person or by the % of shares owned by member/s who are actively involved in the day-to-day management of the company or enterprise.

% of enterprise owned by women -----%

thus, points awarded: $6 \times \frac{\% WO}{100} =$

proof of ownership must be attached in the form of:

- a) Copy of the ID;
- b) Copy of the founding documentation of the company with which the ownership is listed i.e. CIPC etc.

6.3 % OWNED BY YOUTH PEOPLE (YO)

A maximum of four (04) points will be awarded to a tenderer who is a youth. Equity ownership for youth will be determined by the % of the enterprise owned by such a person or by the % of shares owned by members who are actively involved in the day-to-day activities of the company or enterprise.

Proof of ownership must be attached in the form of:

- a) Copy of ID;
- b) Copy of the founding documentation on the company with which the ownership is listed i.e. CIPC etc.

6.4 % OWNED BY PERSONS WITH DISABILITY (PWD)

A maximum of two (2) points will be awarded to a tenderer who is disabled. equity ownership for persons with disability youth will be determined by the % of the enterprise owned by such a person or by the % of shares owned by members who are actively involved in the day-to-day activities of the company or enterprise.

% of enterprise owned by persons with disability.....%

thus, points awarded: $2 \times \frac{\% PWD}{100} =$

proof of ownership must be attached in the form of:

- a) Copy of ID;
- b) Copy of the founding documentation on the company with which the ownership is listed i.e. CIPC etc:
- c) Proof of Medical certificate confirming disability

(To be completed by bidder)

TABLE B: OWNERSHIP

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

(To be completed by bidder)

TABLE- C: SPECIFIC GOALS

OWNERSHIP	TOTAL PERCENTAGE OF OWNERSHIP	SPECIFIC GOALS POINTS CLAIMED
Black ownership- BO		
Women Ownership- WO		
Youth Ownership- YO		
Persons with Disability-PWD		
Total		

7.	DECLARATION WITH REGARD TO COMPANY/FIRM	
7.1.	Name of company/firm	
7.2.	Company registration number:	
7.3.	E 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] 	

- 7.4. 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 Goal(s) 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 Goal(s) have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have
 - (a) disqualify the person from the tendering process;
 - (b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
 - (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
 - (d) recommend that the tenderer or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the audi alteram partem (hear the other side) rule has been applied; and
 - (e) forward the matter for criminal prosecution, if deemed necessary.

	SIGNATURE(S) OF TENDERER(S)
SURNAME AND NAME:	
DATE:	
ADDRESS:	