



REQUEST FOR QUOTATION FOR THE APPOINTMENT OF A PROFESSIONAL HUMAN RESOURCE SPECIALIST TO LEAD THE HUMAN RESOURCE UNIT OF NMM.

FOR: NELSON MANDELA MUSEUM

TERMS OF REFERENCE

1. ASSIGNMENT OBJECTIVE

The objective is to appoint a professional and competent Human Resource Practitioner of high calibre to;

- To lead and drive the Human Resources Unit turnaround strategy with emphasis on organisational design, change management, restructuring of the organization and employee relations etc
- The incumbent will ensure that Nelson Mandela Museum HR policies comply with the laws and regulations,
- The incumbent will help to promote a good and conducive working environment within NMM and institutional stability
- And will respond timeously to strategical requirements relating to the HR unit and ensure that, ultimately, NMM has a productive and positive institutional culture.

2. BACKGROUND

The Nelson Mandela Museum is a not-for-profit institution established by the government of South Africa as an agency of the National Department of Sport, Arts and Culture (DSAC). It was established as part of a portfolio of legacy projects that seek to transform the heritage landscape from our apartheid past.

The mandate of the Nelson Mandela Museum (NMM) is to preserve and promote the legacy of Nelson Mandela, and one of its main strategic goals is to improve the museum's public profile and access. This mandate is executed through the museum's two main facilities, the Qunu Youth and Heritage Centre and the Bhunga Building in Mthatha CBD. NMM has since signed Implementation Protocol which directs the museum to manage and monitor two additional link sites; that are OR Tambo Garden of Remembrance and Ingquza Hill Museum for a period of 2 months.

3. HUMAN RESOURCES MANAGEMENT BACKGROUND

The NMM plans to appoint temporary personnel for a period of two (2) months. The Manager resigned in a period where the museum was busy with the policy review process, change management, organisational design and implementation of the HR automated systems. In addition to this background, the unit is responsible for the museum's payroll which is the most critical aspect of the HR operations.

4. SCOPE OF WORK

The NMM has decided to appoint an HR specialist of high calibre with impeccable experience for a period of one year. NMM's Human Resource Management function has a directive and mandate to drive organizational effectiveness, organizational alignment, instil good organizational culture, undertake change management, enforce team and individual performance, encourage staff engagement, and promote good and effective communication across the organization. It also focuses on recruitment and selection initiatives. This implies that the HR position is not transactional and administrative work but plays a strategic business partner role.

The project scope entails the following:

4.1 Strategic Duties

- Establish and manage medium- to long-term objectives through thorough planning and responding to the needs of the strategy.
- Review and respond to the Annual plan requirements.

- Analyse, review and control internal work methods and inter-unit procedures to ensure effective workflow and compliance with established policies and procedures.
- Analyse, review and coordinate the reduction of risks identified for the unit.
- Compile and present reports on the Unit's outputs and trends and make recommendations where applicable.

4.2 Administrative Duties

- Exercise overall control and responsibility for the efficient management of all assets and resources of the Unit.
- Prepare submissions, reports, memorandums and letters on all activities in the Unit.
- Advise and report on the formulation and implementation of a budget for the acquisition and maintenance of assets and equipment.
- Attend/Chair a wide variety of meetings/discussions with subordinates in departmental management meetings and provide the required input/guidance at such meetings/discussions.
- Develop, implement, maintain, and review administrative systems and controls that ensure the unit's efficient, effective, and economical functioning.
- Undertake related assignments.

4.3 Human Resources

- Manage the Unit's employees so that they are able to meet their objectives as stated in their job descriptions, duty sheets and performance plans.
- Manage employees by leading and guiding them in the achievement of the Unit's objectives.
- Ensure that through processes of participative and consultative management mechanisms, employees are regularly informed and interact with in relation to the achievement of the Unit's service delivery objectives.
- Ensure workplace discipline in the Unit by administering the Code of Conduct and the Museum's Disciplinary Code and Procedures.
- Evaluate and appraise employees' performance by conducting performance appraisals and other evaluations as needed, holding subordinates accountable for performance requirements, and taking progressive corrective action as required.

- Manage and control the development and implementation of internal policies and guidelines relating to the Unit's functioning and ensure that these are practised in accordance with legislative requirements, norms, and standards.
- Administer the recruitment, selection, and advancement process of the Unit's employees in accordance with the Museum's Employment Equity Strategy.
- Perform regular skills assessments in relation to changing environment and technology.
- Direct and control the formulation of in-service training and skills development programmes for the Unit's employees
- Plan, direct, guide, facilitate, oversee, and account for all education, training and development projects in the Museum.
- Monitor and report on all education, training and development.
- Plan, direct, guide, facilitate, coordinate, and oversee the identification of human resources development needs that align with organizational knowledge and skills requirements.
- Direct, guide, facilitate and oversee the implementation of the Skills development as required by the act.
- Plan, direct, guide, facilitate and oversee the rendering of succession planning and career pathing service.
- Plan, direct, guide, facilitate, coordinate and oversee the payroll
- Plan, direct, guide, facilitate, coordinate and oversee learnership and internship programmes.
- Plan, direct, guide, facilitate and oversee all policies of the Museum
- Facilitate and coordinate the identification of hazards and risks in the workplace.

4.4 Organisational Development

- Oversee the conducting of organisational design.
- Direct, guide, coordinate and oversee the drawing up of job descriptions and the conducting of job evaluation.
- Direct, guide, coordinate and oversee business process and procedure improvement.
- Direct, guide, coordinate and oversee productivity improvement measures.
- Direct, guide, coordinate and oversee the labour relations requirements
- Oversee all the HR related projects and provide guidance to NMM

5. CONFIDENTIALITY OF DOCUMENTS

All produced documents and any other documentation of the assignment must be completed and handed over to Nelson Mandela Museum-they remain property of NMM.

6. REQUIRED EXPERTISE, QUALIFICATIONS, AND EXPERIENCE

A service provider bidding for this assignment should demonstrate possession of the following required expertise, qualifications, and experience:

- Extensive experience in HR Management.
- Resource with the requisite expertise to execute the scope of work and registration with the HR Professional body and any relevant professional body
- Extensive knowledge of South African labour legislations and prescripts and any other relevant prescripts.
- Extensive knowledge of the Protection of Personal Information Act.

Service providers must reflect the above in the form of a proposal to execute the assignment detailed in this ToR with a clear and eloquent approach and methodology.

7. TIMEFRAMES

The appointed service provider will be expected to attend a detailed project briefing with the NMM soon after the appointment. Following the briefing, the service provider will be expected to produce a detailed work plan reflecting all the tasks necessary to complete the assignment and the corresponding timeframes. The assignment period of the envisaged service provider will be in line with the required period to complete the implementation of the project.

The performance of the appointed service will be reviewed continuously based on the approved work plan of the service provider. Should performance be below the required standard according to the work plan, the contract may be terminated through written notification. Adequate opportunities to improve performance will be provided to the service provider through written notices of poor performance.

The Service Provider is to submit a close-out report in the format provided by the NMM and all other developed documentation 20 working days before the last day of the assignment.

On appointment, the Service Provider is to liaise with the NMM to agree on the date for submission of the work plan.

8. ACCOUNTABILITY

The service provider will be accountable to and under the direction of the NMM: CEO in the performance of the assigned duties.

9. ASSIGNMENT COST

Payment for the assignment will be in progress based on the agreed stages of development and delivery of the entire project. The envisaged stages of the project are shown in the table below:

Stage	Description
1	Project Inception
2	Data Collection and Analysis
3	HR Management and documentation
4	Submission of Closeout Report

A detailed pricing schedule inclusive of professional fees, disbursements, and VAT must be provided by the service provider.

Service providers are required to submit all the returnable documents together with their quotations. ***Failure to provide all the Compulsory Returnable Documents at the closing date and time of this RFQ will result in a respondent's disqualification. Respondents are therefore urged to ensure that all these Documents are returned with their Proposals. Failure to submit the Supporting documents for functionality scoring will result in a scoring of zero.***

COMPULSORY RETURNABLE DOCUMENTS

- Duly signed & completed **SBD 1** Invitation to BID
- **SBD 2** Tax Clearance Requirements
- Duly signed & completed **SBD 3.3** Pricing Schedule
- Duly signed & completed **SBD 4** Declaration of Interests form.

10. EVALUATION CRITERIA

The bid will be evaluated and adjudicated using the 80/20 system (80 for functionality and 20 for Specific Goals). Functionality will be scored at a maximum of 100 points whereby the bidder must obtain a minimum of 70 points to qualify for the financial evaluation according to the following criteria:

Table 1 below shows the evaluation criteria to be used in evaluating the functionality of the bids.

Evaluation Criteria	Range	Score
<p>1. Reference Letters</p> <p>The service provider must have at least four (4) signed reference letters on the recommending company's letterhead (not older than 3 years). The recommendation MUST be on</p>	4 letters= 40 points	40
	3 letters=30 points	
	2 letters=20 points	
	1 letter =10 points	
<p>the HR management</p> <p><i>Submission of purchase orders or appointment letters WILL NOT count.</i></p> <p>NB! Individuals will be evaluation based on refences provided linked to services.</p>	<p>No reference letter(s or irrelevant letters 0 points</p>	
<p>2. Expertise</p> <p>CV and Qualification(s): The team leader must be in possession of a minimum of a relevant NQF level 7 Qualification in Human Resources Management, Job/Organisational Design or relevant.</p> <p>CV with a minimum of five (5) years' experience in Human Resource Management.</p>	<p>Experience</p> <ul style="list-style-type: none"> ▪ 3 or more years' experience = 10 points ▪ 2 years' experience = 5 points ▪ 1 years' experience = 3 points <p>Less than 1 year to 0 experience =0 points</p>	10

<p>CV and Copy of Qualifications must be submitted. The service provider should make clear the relevant skills, experience, and capacity. The service provider must have adequate Experience and exposure</p>	<p>Qualification</p> <ul style="list-style-type: none"> ▪ NQF level 7 and above=10 points ▪ NQF level 6 = 5 points ▪ NQF level 5= 3 points ▪ NQF level 4= 2 points ▪ NQF level 3 and lower= 1 points <p>No qualification = 0 points</p>	<p>10</p>
<p>3. Project Plan and Methodology</p> <p>Provide a project plan and methodology clearly articulating the stages of the required services and period of delivery with a project duration of two (2) months period. The service provider must explain the understanding of the objectives of this exercise, the approach, and the methodology for carrying out this exercise. The main activities of the exercise are the content and duration, phasing and interrelations, milestones, and delivery dates of the reports. The proposed work plan should be consistent with the approach and methodology.</p>	<ul style="list-style-type: none"> ▪ Excellent = 20 points ▪ Good =15 points ▪ Poor = 10 points ▪ None= 0 points 	<p>20</p>

<p>4. Professional Registration</p> <p>Registration with Human Resources Professional body (e.g. South African Board of People Practices – SABPP)</p>	<p>-Registered as Master HR Professional = 20 points</p> <p>-Registered as Chartered HR Professional = 18 points</p> <p>-Registered as HR Professional = 16 points</p> <p>-Registered as HR Associate = 12 points</p> <p>-Registered as HR Technician = 10 points</p> <p>-Registered as HR Candidate = 5 point</p> <p>-No Registration = 0 points</p>	<p>20</p>
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1. RFQ DOCUMENT SUBMISSION

- All quotations together with the compulsory and essential returnable documents must be forwarded to: supplychain@nelsonmandelamuseum.org.za
- Closing date for the submission of quotations is **05 May 2025 @ 12h00**
- **NO FAXED OR HAND DELIVERED QUOTATIONS SHALL BE ACCEPTED**

2. DISCLAIMERS

The NMM is not committed to any course of action as a result of its issuance of this RFQ and/or its receipt of a Proposal in response to it. Please note that the NMM reserves the right to:

- modify the RFQ's service(s) and request Respondents to requote on any changes;
- reject any Quotation which does not conform to instructions and specifications which are detailed herein;
- disqualify Quotations submitted after the stated submission deadline;
- not necessarily accept the lowest priced bid;

3. ENQUIRIES

All communications and enquiries/requests for clarification relating to this RFQ should be directed to the contact person:

FOR BID ADMINISTRATION & SERVICE PROVIDER SPECIFICATIONS
Ms P Mfundisi
Email: Phakama@nelsonmandelamuseum.org.za
Supply Chain
<i>Technical Enquiries:</i>
Dr V Booi
Email: vuyani@nelsonmandelamuseum.org.za
NMM CEO

PP 

Vuyani Gweki Booi - CEO



in the footsteps ...

NELSON MANDELA MUSEUM

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Department of Basic Education and Skills Development

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:	
DESCRIPTION					
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
ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES ENCLOSE PROOF]		ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES, ANSWER THE QUESTIONNAIRE BELOW]	
QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS					
IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?				<input type="checkbox"/> YES <input type="checkbox"/> NO	
DOES THE ENTITY HAVE A BRANCH IN THE RSA?				<input type="checkbox"/> YES <input type="checkbox"/> NO	
DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?				<input type="checkbox"/> YES <input type="checkbox"/> 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:
a. BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.
b. ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED (NOT TO BE RE-TYPED) OR IN THE MANNER PRESCRIBED IN THE BID DOCUMENT.
c. THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT, 2000 AND THE PREFERENTIAL PROCUREMENT REGULATIONS, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT.
d. THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM (SBD7).
2. TAX COMPLIANCE REQUIREMENTS
3. BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
4. 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.
5. APPLICATION FOR TAX COMPLIANCE STATUS (TCS) PIN MAY BE MADE VIA E-FILING THROUGH THE SARS WEBSITE WWW.SARS.GOV.ZA
6. BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID.
7. IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED; EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER.
8. WHERE NO TCS PIN IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.
9. 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 THE BIDDER:

CAPACITY UNDER WHICH THIS BID IS SIGNED:
(Proof of authority must be submitted e.g. company resolution)

DATE:

PRICING SCHEDULE
(Professional Services)

NAME OF BIDDER:	BID NO.:
.....	
CLOSING TIME 11:00	CLOSING
DATE.....	

OFFER TO BE VALID FORDAYS FROM THE CLOSING DATE OF BID.

ITEM NO INCLUDED)	DESCRIPTION	BID PRICE IN RSA CURRENCY **(ALL APPLICABLE TAXES
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1. The accompanying information must be used for the formulation of proposals.
2. Bidders are required to indicate a ceiling price based on the total estimated time for completion of all phases and including all expenses inclusive of all applicable taxes for the project.
R.....

3. PERSONS WHO WILL BE INVOLVED IN THE PROJECT AND RATES APPLICABLE (CERTIFIED INVOICES MUST BE RENDERED IN TERMS HEREOF)

RATE	4. PERSON AND POSITION	HOURLY RATE	DAILY
-----	-----	-----	R-----
-----	-----	-----	R-----
-----	-----	-----	R-----
-----	-----	-----	R-----
-----	-----	-----	R-----
-----	-----	-----	R-----

5. PHASES ACCORDING TO WHICH THE PROJECT WILL BE COMPLETED, COST PER PHASE AND MAN-DAYS TO BE SPENT

-----	-----	R-----
-----	----- days	-----
-----	-----	R-----
-----	----- days	-----
-----	-----	R-----
-----	----- days	-----
-----	-----	R-----
-----	----- days	-----

5.1 Travel expenses (specify, for example rate/km and total km, class of airtravel, etc). Only actual costs are recoverable. Proof of the expenses incurred must accompany certified invoices.

DESCRIPTION OF EXPENSE TO BE INCURRED AMOUNT	RATE	QUANTITY
..... R.....	
	TOTAL:	
R.....		

** "all applicable taxes" includes value-added tax, pay as you earn, income tax, unemployment insurance fund contributions and skills development levies.

5.2 Other expenses, for example accommodation (specify, eg. Three star hotel, bed and breakfast, telephone cost, reproduction cost, etc.). On basis of these particulars, certified invoices will be checked for correctness. Proof of the expenses must accompany invoices.

DESCRIPTION OF EXPENSE TO BE INCURRED AMOUNT	RATE	QUANTITY
..... R.....	

TOTAL:

R.....

6. Period required for commencement with project after acceptance of bid
.....

7. Estimated man-days for completion of project
.....

8. Are the rates quoted firm for the full period of contract?
*YES/NO

9. If not firm for the full period, provide details of the basis on which adjustments will be applied for, for example consumer price index.
.....
.....
.....
.....

*[DELETE IF NOT APPLICABLE]

Any enquiries regarding bidding procedures may be directed to the –

(INSERT NAME AND ADDRESS OF DEPARTMENT/ENTITY)

Tel:

Or for technical information –

(INSERT NAME OF CONTACT PERSON)

Tel:

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.

3.5 The terms of the accompanying bid have not been, and will not be, disclosed by

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.

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.

- 3.6 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.
- 3.7 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 ENHANCING COMPLIANCE, TRANSPARENCY AND ACCOUNTABILITY IN SUPPLY CHAIN MANAGEMENT SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....
Signature

.....
Date

.....
Position

.....
Name of bidder