

EXPRESSION OF INTEREST:

POTENTIAL BIDDERS ARE REQUIRED TO NOTIFY THE LAND BANK SUPPLY CHAIN DEPARTMENT VIA E-MAIL OF THEIR INTENTION TO TENDER FOR THE ABOVE MENTIONED TENDER
NOTIFICATION OF INTENT TO BID FOR THIS TENDER WILL ALLOW THE SUPPLY CHAIN DEPARTMENT TO SHARE CRITICAL INFORMATION DURING THE DURATION OF THE TENDER
POTENTIAL BIDDERS ARE TO SUBMIT THE FOLLOWING DETAILS VIA E-MAIL TO Tenders@landbank.co.za
NAME OF COMPANY:
CONTACT PERSON(S):
PHONE:
CSD REGISTRATION NUMBER:
BBBEE LEVEL:
E-MAIL ADDRESS:

REQUEST FOR BID

**APPOINTMENT A SERVICE PROVIDER TO PROVIDE
LEADERSHIP DEVELOPMENT PROGRAMMES TRAINING**

T25-11-25

The Land and Agricultural Development Bank of South Africa
P O Box 375 Pretoria 0001 First Floor Block A, Lakefield Office Park
272 Lenchem Avenue (Corner of Lenchen Avenue and West Avenue
De Hoewes, Centurian

Webaddress: www.landbank.co.za

Registered credit provider: Regnumber NCRCP18

Directors: Mr M Skwatsha (Chairperson), Ms KV Rantao (Deputy Chair), Ms S Ford, Prof J Kirsten, Ms PH Maseko, Ms TF Matlala,

Mr MA Moloto, Ms E Pillay, Mr TM Rikhotso (Chief Executive Officer), Ms KH Mukhari (Chief Financial Officer)

Ms R Swanepoel (Acting Company Secretary)

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1. INVITATION TO TENDER

Tender Number	T25-11-25
Title of this RFP	Appointment of the service provider to provide Leadership Development Programme Training for three years
Issue Date	21 November 2025
Compulsory Briefing Session	<p>Compulsory Virtual Briefing Session will be held as follows: Date: 01 December 2025 Time: 11:00am Place: Ms Team link below</p> <hr/> <p>Microsoft Teams Need help? Join the meeting now Meeting ID: 344 649 595 076 71 Passcode: iD6nt3X4</p>
Written questions of clarification closing date	02 December 2025 at 16h00
Written response to all clarifications	03 December 2025
RFB Closing Time & Date	12 December 2025 @ 11:00am
Delivery Address	Land Bank Head Office, Tender Box Lakefield Office Park, Block A, first floor 272 West Avenue Die Hoewes, Centurion
Originals to be submitted	1 Original proposal
Copies to be submitted	1 soft copy (USB)
Tender Validity Period	120 business days from the closing date

SBD 1 – Part one

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE LAND BANK							
BID NUMBER:	T25-11-25		CLOSING DATE:	12 December 2025		CLOSING TIME:	11h00am
DESCRIPTION	Appointment of the service provider to provide Leadership Development Training						
BID RESPONSE DOCUMENTS MUSY BE HAND DELIVERED AT:							
Land Bank Head Office, Tender Box							
Lakefield Office Park, Block A, first floor							
272 West Avenue							
Die Hoewes, Centurion							
BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO				TECHNICAL ENQUIRIES MAY BE DIRECTED TO:			
CONTACT PERSON	Bathabile Nkosi			CONTACT PERSON	Bathabile Nkosi		
TELEPHONE NUMBER				TELEPHONE NUMBER			
FACSIMILE NUMBER				FACSIMILE NUMBER			
E-MAIL ADDRESS	Tenders@landbank.co.za			E-MAIL ADDRESS	Tenders@landbank.co.za		
SUPPLIER INFORMATION							
NAME OF BIDDER							
POSTAL ADDRESS							
STREET ADDRESS							
TELEPHONE NUMBER	CODE			NUMBER			
CELLPHONE NUMBER							
FACSIMILE NUMBER	CODE			NUMBER			
E-MAIL ADDRESS							
VAT REGISTRATION NUMBER							
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:		OR	CENTRAL SUPPLIER DATABASE No:	MAAA		
ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES OFFERED?	<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:
1.1. BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.
1.2. ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED (NOT TO BE RE-TYPED) OR IN THE MANNER PRESCRIBED IN THE BID DOCUMENT.
1.3. THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT, 2000 AND THE PREFERENTIAL PROCUREMENT REGULATIONS, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT.
1.4. THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM (SBD7).
2. TAX COMPLIANCE REQUIREMENTS
2.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
2.2 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VERIFY THE TAXPAYER'S PROFILE AND TAX STATUS.
2.3 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) PIN MAY BE MADE VIA E-FILING THROUGH THE SARS WEBSITE WWW.SARS.GOV.ZA .
2.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID.
2.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED; EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER.
2.6 WHERE NO TCS PIN IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.
2.7 NO BIDS WILL BE CONSIDERED FROM PERSONS IN THE SERVICE OF THE STATE, COMPANIES WITH DIRECTORS WHO ARE PERSONS IN THE SERVICE OF THE STATE, OR CLOSE CORPORATIONS WITH MEMBERS PERSONS IN THE SERVICE OF THE STATE."

NB: FAILURE TO PROVIDE / OR COMPLY WITH ANY OF THE ABOVE PARTICULARS MAY RENDER THE BID INVALID.

SIGNATURE OF BIDDER:

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

DATE:

2. OVERVIEW OF LAND BANK

Established in 1912 to promote agricultural and rural development, the Land Bank provides production, instalment sale finance, and medium-term or mortgage loans to emerging and commercial farmers. From time to time, the Bank also administers other government programmes, such as drought relief schemes and flood assistance. The Land Bank is wholly- owned by the South African government, and is in turn the sole shareholder of LBIC and LBLIC, which provide insurance products in the agricultural sector.

The Bank's objectives flow from the Land Bank Act, No. 15 of 2002, and are aligned with government policies and the country's socio-economic needs. The Bank is expected to play a pivotal role in advancing agriculture and rural development. Its broad mandate, as expressed in the Land Bank Act, covers 11 objectives:

- Equitable ownership of agricultural land, in particular increasing the ownership of agricultural land by historically disadvantaged persons
- Agrarian reform, land redistribution or development programmes aimed at historically disadvantaged persons
- Land access for agricultural purposes
- Agricultural entrepreneurship
- Removal of the legacy of racial and gender discrimination in agriculture
- Enhancing productivity, profitability, investment and innovation
- Growth of the agricultural sector and better use of land
- Environmental sustainability of land and related natural resources
- Rural development and job creation
- Commercial agriculture
- Food security

Land Bank is committed to contributing to socio-economic transformation in South Africa and will therefore be contributing to the Preference System of all suppliers who are compliant to the Broad-Based Black Economic Empowerment Act no.53 of 2003 and the Preferential Procurement Policy Framework Act no.5 of 2011.

A. TERMS OF REFERENCE FOR THE PROVISION OF LEADERSHIP DEVELOPMENT PROGRAMMES TRAINING PROVIDER FOR THREE YEARS.

1. PURPOSE

The purpose of this RFP (Request for Proposal) is to invite Suppliers (hereinafter referred to as "bidders") to submit proposals for the implementation of Leadership and Management Development Programmes (LMDP) delivered via contact learning and online learning. The programmes to be delivered annually for different management/leadership levels for a period of three (03) years. The Leadership Development Programme to be aligned to the National Qualifications Framework (NQF) levels.

2. BACKGROUND

The LAND BANK

Land Bank is an agricultural Development Finance Institution, with the objective to serve South Africa's commercial and development farmers by offering customized financial services within their reach. Land Bank has over 100 years' experience and expertise in the agricultural sector. The Bank is a key player in the sector and the economy through promoting inclusive growth, transformation, employment and food security, whilst also supporting established commercial farmers, developing and emerging farmers and agri-enterprises. Land Bank has a national footprint with offices in all nine provinces of South Africa.

LAND BANK INSURANCE

As a subsidiary of Land Bank, Land Bank Insurance's mandate is to identify market failure, transform the industry and find insurance solution in mitigating risks our clients face within South Africa. We have two (2) insurance licences, for life and non-life insurance. We are regulated by Financial Sector Conduct (FSCA) and Prudential Authority and our main objective is to provide insurance solutions in the agriculture sector within the borders of South Africa.

3. LAND BANK VALUES

The Land Bank values are as follows:

- **Meaningful Contribution:** We continuously seek to add value in our engagements.

- Empowerment: We seek to empower ourselves and each other in the way we undertake our work.
- Organisational Synergy: We seek to create a sense of oneness and integration.
- Accountability: We do what we say and follow through on our promises.
- Pro-active: We seek opportunities to improve performance at all levels, taking all conceivable measures to create new opportunities

4. OBJECTIVE

To provide a structured and customized Leadership and Management Development Programme that enhances individual leadership skills, competencies, and qualities by identifying personal strengths and weaknesses, setting clear and actionable goals, and implementing targeted strategies for growth. This programme aims to create a comprehensive roadmap for each leader that includes specific actions for improvement, a timeline for achieving developmental milestones, and the necessary resources such as courses, workshops, and mentorship. Additionally, the programme will establish mechanisms for continuous feedback and evaluation to ensure ongoing progress and effectiveness in leadership development.

5. SCOPE OF WORK

The appointed bidder should be able to provide the following:

- Design, development and delivery of a leadership pipeline programs to upskill leaders to promotable levels;
- Design material which will be Land Bank property; and
- Conduct training for up to 80 employees over a 3-year timeline.

The delivery model must adopt the "learning through experience, through others and through structured training", which is commonly referred to as the 70.20.10 principle. The model should also showcase leading leadership practices and promote application of learning.

The appointed service provider(s) will be required to start immediately after award and provide the services for a period of three (3) years, subject to annual review of service provider's performance

5.1. Curriculum Design and Development: The service provider will be responsible to develop and provide the leadership programme, including curriculum development, training methodologies and assessment methods. Leadership assessment battery (e.g. Hogan/DDI Leadership Assessment/ KFAIP (Korn Ferry Assessment of Leadership Potential, MBTI – Myers Briggs Type Indicator, Enneagram or DISC assessment, EQ-I etc.) that will guide relevant strengths and weaknesses to enable leadership development.

5.2. **Content Development:** Creating training material, resources and tools to support the program objectives. Design and develop training material which will be Land Bank property. The content must include per level the following core modules but not limited to:

- Executive Management = Soft and/or management skills development.
- Senior management = Soft and/or management skills development.
- Middle management = Soft and/or management skills development.
- Junior Management = Soft and/or management skills development.
- Future Leaders /Non-Management = Soft and/or management skills development.

5.3. The successful bidder will be responsible for the coordination and management of any component (i.e., design, development, and customisation of course content, implementation of the programme, reporting, close out of the programme) for I. Executive programme, II Senior Managers Programme, III. Middle Managers Programme, IV. Junior Managers Programme and V. Non-Management Programme

5.4. Future skills across business mind-set for retention and growth such as but not limited to:

Table 1: Skills across business

Executive Level: Delivery Level NQF 8–9

Modules / Themes	Measured Behavioural Competency
Managing for Performance at All Levels	Leads a high-performance culture through strategic goal-setting and performance monitoring
Strategic Leadership & Governance	Influences organisational direction through governance and strategic foresight
Technology Integration: AI, Data & Digital Strategy	Makes data-driven decisions using emerging technologies
Empowerment, Accountability & Decision-Making	Enables empowered decision-making and executive accountability
Client Coverage & Synergy	Drives client engagement through cross-functional collaboration
Performance Excellence & Client Experience	Champions service excellence and client-centric delivery

Agricultural Banking & Value Chain	Shapes agricultural finance strategy through value chain insights
Corporate Financial Strategy	Evaluates and prioritises funding decisions aligned to strategy
People Management & Talent Strategy	Builds high-performing, diverse teams aligned to organisational goals

Senior Managers –Delivery Level NQF –8

Modules / Themes	Measured Behavioural Competency
Managing for Performance	Drives divisional performance through strategic alignment
Strategic Leadership & Governance	Leads strategic initiatives with measurable impact
Technology Integration: AI, Data & Digital Strategy	Applies digital insights to improve business outcomes
Empowerment & Decision-Making	Demonstrates accountability and enables team autonomy
Client Coverage & Synergy	Builds collaborative teams to close deals efficiently
Performance Excellence & Client Experience	Improves client experience through operational excellence
Agricultural Economics & Value Chain	Integrates agri-sector dynamics into strategic planning
Financial Strategy & Decision-Making	Applies financial insights to guide resource allocation
People & Talent Strategy	Aligns talent strategy with succession and transformation goals

□ Middle Managers – Delivery Level NQF 7- 8 (Postgraduate Level)

Modules / Themes	Measured Behavioural Competency
Managing for Performance	Manages teams for operational excellence

Strategic Management	Applies strategic tools to improve business unit performance
Technology Integration: AI, Data & Digital Strategy	Leverages digital platforms to enhance team delivery
Modules / Themes	Measured Behavioural Competency
Empowerment & Decision-Making	Demonstrates accountability and supports team autonomy
Client Coverage & Synergy	Coordinates client-facing teams to improve deal closure
Performance Excellence & Client Experience	Enhances service delivery and client satisfaction
Agricultural Economics & Value Chain	Applies agri-sector knowledge to operational decisions
Financial & Management Accounting	Uses financial data to inform team-level decisions
People Management & Organisational Behaviour	Builds cohesive teams and supports talent development

□ **Junior Managers – Delivery NQF 7 (Degree Level)**

Modules / Themes	Measured Behavioural Competency
Managing for Performance	Demonstrates emerging leadership and team accountability
Management Principles	Applies foundational management concepts to team operations
Technology Integration: AI, Data & Digital Strategy	Uses digital tools to support team efficiency
Empowerment & Decision-Making	Takes ownership of decisions and supports team autonomy
Client Coverage & Synergy	Collaborates across teams to support client delivery

Performance Excellence & Client Experience	Supports service excellence and client satisfaction
Agricultural Economics & Value Chain	Understands agri-sector fundamentals and applies them to team context
Modules / Themes	Measured Behavioural Competency
Financial & Management Accounting	Applies financial principles to manage resources
Leadership & Organisational Behaviour	Supports team cohesion and performance through effective leadership

☐ **Future Leaders (Non-Management Level) – NQF 6 (Diploma Level)**

Modules / Themes	Measured Behavioural Competency
Managing for Performance	Demonstrates accountability and supports team goals
Management Principles	Applies basic management concepts to daily tasks
Technology Integration: AI, Data & Digital Strategy	Understands digital tools and their role in business
Empowerment & Decision-Making	Demonstrates initiative and sound judgement in role
Client Coverage & Synergy	Supports client-facing teams through effective coordination
Performance Excellence & Client Experience	Delivers quality service and supports client satisfaction
Agricultural Economics & Value Chain	Demonstrates awareness of agricultural sector fundamentals
Business Writing & Communication	Communicates effectively in professional contexts

Project & Risk Management	Supports project delivery and identifies basic risks
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- 5.5. **Delivery Methods:** The methods and approaches used to deliver the leadership programme, including in-person training, on-line modules taking into account provincial footprints of participants. It is envisioned that most of the training sessions will be delivered through a face-to-face classroom learning platform. The training provider should provide the training venue in the Land Bank regions i.e. Centurion, Bloemfontein, Pietermaritzburg and Cape Town.
- 5.6. **Assessment and Evaluation:** Methods for evaluating the effectiveness of the program including pre- and post-program assessment, feedback mechanisms and certificate of successful completion whereby credits apply.
- 5.7. **Support and Follow-up:** Support to participants after the completion of the programmes such as coaching, mentorship or access to online resources.
- 5.8. The successful provider will be required to source subject matter experts (person who possesses a deep understanding of subjects/topics) relevant to scope of work
- 5.9. **Target audience:** The programme targets individuals from Executives with potential of becoming Chief Executive Officer, Senior Management level with a potential to be at Executive level, , Middle Management level with a potential to be at Senior Management level, Junior Management level with a potential to be at Middle Management level and Non- Management level with a potential to be at Junior Management level and aims to support their Leadership capabilities

Table 2: Delegates

The programme aims to enroll 80 delegates over a period of three (03) years;				
Occupational level	Duration per occupational category	Year 1	Year 2	Year 3
Executive Managers Programme	8 months	7	7	8
Senior Managers Programme	8 months	4	3	3
Middle Managers Programme	6 months	5	5	5
Junior Managers Programme	4 months	6	6	6
Future Leaders :Non-Management Programme	2 months	5	5	5

		27	26	27
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The training is expected to draw participants who work in both Land Bank and Land Bank Insurance business operations.

a) **Timeframe for implementation:** The programmes is earmarked to commence in the first quarter (January-March) of calendar year 2026.

6. PROGRAMME DELIVERABLES – ACTUAL REALISATION

The service provider should perform the following:

- 6.1. The provider should have both National and Global accreditations for their Leadership Programmes
- 6.2. The provider should demonstrate the expertise in Leadership and Management development programmes for both medium and large size organisations by providing an example developed over the past 2 years
- 6.3. The service provider should have resources and capability to provide all the services required for this programme
- 6.4. Provide, plan and implement face-to-face classroom training and/or online training, for an estimated 8-month period, for the lengthiest programme.
- 6.5. Provide a detailed project plan inclusive of at least the following phases - (Initiation, Planning, Execution/Implementation, Monitoring and Evaluation, Reporting/Closure), milestone and activities, dates, and responsibility.
- 6.6. Programme should be able to enhance the candidate's performance in leadership and executive positions in the Land Bank environment.
- 6.7. Programme should incorporate workplace integration strategies (e.g. mentorship, job shadowing, WIL).
- 6.8. The delegate will be required to submit a portfolio of personal learning, e.g. Personal Action Plan Project
- 6.9. Implement assessment methods that will measure acquired competence of the participants and produce such reports and include the assessment of each candidate's performance, including to Land Bank Exco.
- 6.10. Programme should result into an NQF competency outcome for each respective course and need to be an accredited or registered programme
- 6.11. Certification and Graduation ceremony
Capability to deliver training in the Land Bank regions i.e. Pietermaritzburg, Centurion, Bloemfontein and Cape Town.
- 6.12. Remedial Support and Accommodation: The Service Provider shall ensure that all learners requiring academic, technical, or accessibility-related support are reasonably

accommodated. This includes—but is not limited to—remedial learning sessions, extended assessment timelines, adapted materials, or supplementary coaching. The following conditions shall apply:

- 1.12.1. Identification & Referral: Learners in need of support shall be identified through formative assessments and/or facilitator observations, with referrals made to the project coordinator within five (5) business days.
- 1.12.2. Remediation Plan: The Service Provider must propose a tailored remediation plan, aligned with the programme's learning outcomes and approved by the project owner prior to implementation.
- 1.12.3. Delivery & Tracking: Remedial sessions must be conducted within agreed timelines and tracked against individual learner progress.
- 1.12.4. Compliance & Cost: Reasonable accommodation obligations will be fulfilled in accordance with relevant legislation (e.g. Employment Equity Act, Skills Development Act). Associated costs should be outlined in the financial proposal and will be subject to approval.

7. PROPOSAL REQUIREMENTS

The bidder must submit a Technical Proposal. The technical Proposal must be clear and concise, comprehensive, and directly address the specifics of the proposed scope of work. The bidder will, demonstrate their experience in providing similar services on existing and prior assignments. This Technical Proposal must provide detailed information on the following:

7.1. Company experience

The bidder should clearly state the experience in a manner that demonstrates its capability to complete the service required. The bidder must provide at least eight (8) signed contactable reference letters on a letterhead from existing/previous clients within past 3 years from different clients whom we may contact for verification. The reference letter must include company name, contact details, a brief description of the training provided and the level of satisfaction.

7.2. Accreditation:

Prospective training providers must attach valid accreditation with the listed quality assurance bodies: Council of Higher Education (CHE), European Quality Assurance system (EQUIS EFMD Quality Improvement System) and/or AACSB (Association to Advance Collegiate Schools of Business) and /or Association of Masters of Business Administration (AMBA) and/or South African Business Schools Association (SABSA) and/ or Association of African Business Schools (AABS) and/ or Principles for Responsible Management Education (PRME)

7.3. Capacity to implement the training you are bidding for.

The bidder must demonstrate capacity for the training programme in terms of the following minimum human resource required:

Four Facilitators; One for each job level of training required:

- Attach CV of facilitators with at least 8 - 10 years of facilitating experience
- The facilitators must have a relevant post degree qualification
- Relevant experience and certifications in leadership development facilitation, mentoring and coaching and experience in delivering Leadership and Management Development programmes

7.4. Provide a plan on how they will implement face-to-face classroom training and online training inclusive of at least the following:

- An estimated 6-8-month period training plan,
- How trainings would be done in various provinces where required.

7.5. Provide a detailed project plan inclusive of at least the following phases:

- Initiation - Main objectives and deliverables, key stakeholders and team members, initial schedule
- Planning - Determining key scheduling details, resource allocation, and risks- create a comprehensive road map of how the team will execute the work, dates and responsibilities
- Execution/Implementation - Puts the project plan into action, coordinating resources, including assign tasks, set deadlines people, conduct training, tools, and materials, milestones and activities,
- Monitoring and Evaluation - project progress reports and adheres to the project plan
- Reporting/Closure - Formal end of the project report

8. BID EVALUATION STAGES

(a) The bid evaluation process consists of Four (04) stages, according to the nature of the bid.

(b) A bidder must qualify for each stage to be eligible to proceed to the next stage of the evaluation. The stages are:

Table 3: Bid Evaluation Stages

Stage	Description	Applicable for this bid YES/NO
Stage 1	Mandatory requirements	YES
Stage 2	Technical/Functionality Evaluation	YES
Stage 3	Demonstration/ Presentation /Proof of Concept Requirements	YES
Stage 4	Price and specific goals	YES

8.1. Stage (01) one - Mandatory requirements

Bidders must comply with and meet the mandatory requirements referred to below. Bidders who do not meet any of the mandatory requirements listed below will be immediately disqualified. **NB: Any bid that is non-compliant with any minimum requirements below, will be deemed non responsive**

NO	DESCRIPTION	SUBSTANTIATING EVIDENCE OF COMPLIANCE (USED TO EVALUATE BID)	COMPLIANT (YES/NO)
1	A completed pricing schedule using the template provided.	The bidder must submit a completed pricing schedule using the template provided.	
2	Valid accreditations the listed quality assurance bodies: Council of Higher Education (CHE), European Quality Assurance system EQUIS EFMD Quality Improvement System) and/or AACSB (Association to Advance Collegiate Schools of Business) and /or Association of Masters of Business Administration (AMBA) and/or South African Business Schools Association (SABSA) and/ or Association of African Business Schools (AABS) and/ or Principles for Responsible Management Education (PRME)	The bidder must attach valid accreditations the listed quality assurance bodies: Council of Higher Education (CHE), European Quality Assurance system EQUIS EFMD Quality Improvement System) and/or AACSB (Association to Advance Collegiate Schools of Business) and /or Association of Masters of Business Administration (AMBA) and/or South African Business Schools Association (SABSA) and/ or Association of African Business Schools (AABS) and/ or Principles for Responsible Management Education (PRME)	
3	Compulsory briefing session and have registered the contact details on the online chat.	The bidder must attend the compulsory briefing session and have registered the contact details on the online chat.	
4	Sample training materials for certificate programmes with credits	The bidder must submit a sample training materials for certificate programmes with credits	

NO	DESCRIPTION	SUBSTANTIATING EVIDENCE OF COMPLIANCE (USED TO EVALUATE BID)	COMPLIANT (YES/NO)
5	Proof of accreditation for Leadership and Management development programmes	The bidder must submit Proof of accreditation for Leadership and Management development programmes	

8.1.1. Non-mandatory essential returnable documents

Bidders are requested to submit the essential returnable documents with the bid document.

- Land Bank reserves the right to request outstanding essential documents during the evaluation process and the bidder will be expected to provide such within a limited period (not more than 5 working days).
- Failure to provide any outstanding information within the required timeframe will lead to a proposal being deemed non-responsive.

NO	DESCRIPTION
1	A proof that the bidder is in good standing with SARS. Such information will be verified through Central Supply Database (CSD) or using SARS e-filing pin in National Treasury compliance with instruction note 9 of 2017/2018 prior to the award of the bid.
2	A proof of registration as a vendor on the National Treasury Central Supply Database (CSD), which can be found at https://secure.csd.gov.za/ in compliance with National Treasury compliance paragraph 4.2 with instruction note 4a of 2016/2017
3	SBD1 – A fully completed and duly signed Invitation to bid
4	SBD 4 - A fully completed and duly signed disclosure form. Should a conflict of interest be declared or identified, the bid would be declared non-responsive. NB Bidder must ensure all pages are complete and all questions answered, and to indicate not applicable (N/A) where appropriate.

8.2. Stage (02) two - Technical/Functionality Evaluation

- (a) The bidder must submit substantiating evidence for the TECHNICAL FUNCTIONALITY requirements below to obtain points.
- (b) The bidder must provide a unique reference number (e.g. binder/folio, chapter, section, page) to locate substantiating evidence aligned to the criteria in the bid response. During evaluation, Land Bank reserves the right to treat substantiation evidence that cannot be located in the bid response, as "NON-COMPLIANT".
- (c) The evaluation (scoring) of bidders' responses to the requirements will be determined by the completeness, relevance and accuracy of substantiating evidence.
- (d) The score for the desktop evaluation of TECHNICAL FUNCTIONALITY REQUIREMENTS will be calculated as follows:

Table 4: Technical Functionality and scores

No.	Technical Functionality Requirements (per environment)	Total Scores
1.	Programme content aligned to the modules per level	30
2	Provision of signed positive testimonial letters from existing/previous clients (within past 3 years) where the relevant training was provided which the Land bank may contact for verification	10
3.	Capacity to implement the project and relevant experience of consultants and lecturers in relation content design and lecturing at various programme levels	30
4.	Provide a detailed project plan, demonstrating the delivers of each of the programmes	30
Total		100

- (e) **Minimum threshold.** Only those bidders that have met or exceeded the **minimum threshold of 70 points** will proceed to the next evaluation stage.

NOTE (1):

Land Bank reserves the right to verify All the information provided.

NOTE (2):

Bidders should take note of the Minimum Threshold.

Should the bidder not the Minimum Threshold, the Bidder will be disqualified.

The evaluation of the functionality of the proposals will be evaluated as per the criteria contained in the table below:

Table 5: Technical Evaluation Criteria

Category	Sub criteria	Total score	Score	Form of Evidence
1.Programme content	Provide at least one example of leadership programme content per occupation level (30)	30	30	
	Occupational levels: <ul style="list-style-type: none">Executive Management LevelSenior Management levelMiddle Management LevelJunior ManagementFuture Leaders: Non-Management level			
2.Provision of signed positive testimonial letters from existing/previous clients (within past 5 years from publication date of this bid) where the relevant training was provided which the Land bank may contact for verification. The signed letters must include: a brief description of the training provided, client name, contact details and the level of satisfaction. (10)				
This criterion covers positive testimonial letters from current or previous clients within the previous 5 years	Eight (8) positive testimonial letters for relevant training provided	10	10	Signed Positive testimonial letters on the client letter head with contact details
	Six (6) positive testimonial letters for relevant training provided		8	
	Four (4) positive testimonial letters for relevant training provided		4	
	No or one testimonial letter provided for relevant training provided		0	
3.Capacity to implement the project (30)				
Facilitators NB: No points will be allocated to the facilitator without proof of qualification attached	More than 10 years' experience as Facilitator	30	30	Detailed CV of the facilitator and proof of relevant post degree qualification with relevant certifications in leadership, coaching, or facilitation
	7 years' experience as a Facilitator		15	
	Less than 5 years of experience a facilitator		0	
4.Provide a detailed project plan (30)				
This sub-criterion covers project plan	Detailed plan covering all the phases as per 7.5 above.	20	20	Detailed plan covering all the phases
	Detailed plan covering at least 2 phases as per 7.5		10	
	No detailed plan or the plan cover less than phases		0	

Category	Sub criteria	Total score	Score	Form of Evidence
This sub-criterion covers programme and training plan	Detailed programme delivery plan contain the training plan per module and delivery method. 1) Face-to-Face and 2) On-line and includes provincial delivery, covering the estimated 8-month training and how trainings would be done in various provinces, where required.	10	10	Detailed face to face training plan covering all the activities
	No programme delivery plan training plan or plan does not cover all the activities		0	
TOTAL POINTS		100		

8.3. Stage (03) three - Demonstration/ Presentation /Proof of Concept Requirements

- Only those bids that successfully passed all the previous evaluation stages will progress to this evaluation stage, namely Demonstration / Presentation / Proof of Concept.
- The bidder will be required to do a Demonstration / Presentation / Proof of Concept of their proposed solution as per **Stage 3** that contains the ability to support the business objectives in relation to the required technology infrastructure and the required components.
- The Live POC (Proof of Concept) demonstration will be done on site where the system is currently running.
- Minimum threshold.** Only those bidders that have met or exceeded the **minimum threshold of 70 points** will proceed to the next evaluation stage.

NOTE (01):

Land Bank reserves the right to verify All the information provided.

NOTE (02):

Bidders should take note of the Minimum Threshold.

Should the bidder not meet e Minimum Threshold, the Bidder will be disqualified.

NOTE (03):

Only Top 3 bidders in terms of points will be requested to present to the Bank the full offering.

The evaluation of the Demonstration / Presentation / Proof of Concept will be evaluated as per the criteria contained in the table below:

Table 6: Demonstration / Presentation / Proof of Concept

Category	Sub criteria	Total score	Score	Form of Evidence
1. Capability				
programme design	<ul style="list-style-type: none"> • Clear Objectives: Are the goals SMART (Specific, Measurable, Achievable, Relevant, Time-bound)? 	50	10	<Presentation and Demonstration information will be provided by the Bidder at the Presentation and Live Proof of Concept Presentation session. >
	<ul style="list-style-type: none"> • Curriculum Relevance: Does the content reflect current leadership challenges and future needs? 		20	
	<ul style="list-style-type: none"> • Learning Methods: Are delivery formats (e.g., workshops, coaching, simulations) varied and engaging? 		20	
Measurement & Evaluation	<ul style="list-style-type: none"> • Pre- and Post-Assessments: Are changes in leadership behavior and mindset tracked? 	50	20	
	<ul style="list-style-type: none"> • Business Impact Metrics: Are outcomes linked to performance indicators like 		20	



Category	Sub criteria	Total score	Score	Form of Evidence
	team productivity, retention, or innovation?			
	<ul style="list-style-type: none">• Feedback Loops: Are participants and stakeholders regularly consulted for improvements		10	
TOTAL POINTS			100	
				<Presentation and Demonstration information will be provided by the Bidder at the Presentation and Live Proof of Concept Presentation session. >

8.4. Stage (04) four - Price and specific goals

Provide Pricing Proposals requirements to ensure that the implementation of Leadership and Management Development Programmes (LMDP) delivered via contact learning and online learning will be effectively and efficiently delivered to the Land Bank. 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.

The Bidder's commitment for the Preference Goal Requirements in this tender will be legally binding and the Bidder needs to perform against their commitment for the duration of the contract which will form part of the Contractual Agreement.

8.4.1. Pricing schedule and Instructions

Bidders will be bound by the following general costing and pricing conditions and Land Bank reserves the right to negotiate the conditions or automatically disqualify the bidder for not accepting these conditions:

- (a) Bidders will complete Bidder's **Costing Proposal** and include this as part of the hard copy submission documents **and** on the memory stick.
- (b) Bidders will complete Bidder's Costing Proposal and include this as part of the hard copy submission documents and on the memory stick.
- (c) The Bidder must provide full cost breakdown for the implementation of Leadership and Management Development Programmes (LMDP) delivered via contact learning and online learning, covering all major cost categories as per template provided in the pricing schedule to ensure transparency in budgeting and clarity on costs allocation over time. Bidders must include all specified cost categories listed below in their cost proposals.
- (d) The price must include all cost to deliver the goods or render the service, including all applicable taxes, duty fees, logistics/delivery, storage, labour, overtime and subsistence and travel
- (e) The Bidder must provide Costing Proposal indicating TOTAL BID PRICE
- (f) The price schedule must be completed in non-erasable ink and the use of correction fluid/tape is not permitted;
- (g) Prices tendered must be valid for 180 days and must be for the duration of contract including provision for price increase;
- (h) All prices quoted shall remain firm for the duration of the agreement. The Bank reserves the right to opt in or opt out on some quoted modules and other elements of this tender scope during contracting phase where deemed necessary.
- (i) All pricing shown must EXCLUDE VAT, with the VAT components being as shown separately on all costed/priced items/services.

8.4.2. **Bid Submission Instructions**

Note that bidders must submit as follows:

- (a) **One (1) original file**
- (b) **One (1) electronic copy on USB memory stick/ flash drive** in Portable Document Format (**PDF**) of the **RFP Document**
- (c) It is the Bidder's responsibility to ensure that the information and contents on the electronic copies is the same as in the hard copies.
- (d) To ensure that the electronic copies are not damaged, the bidder must submit the USB's (memory stick/ flash drive) in a sealed padded envelop and be clearly marked.
- (e) Bidders shall submit proposal responses in accordance with the prescribed manner of submission as specified above.
- (f) The **RFP** Responses (hard and electronic copies) must be clearly marked as follows: Bidder's Name & Contact Details, **RFP** Number, **RFP** Description, and Closing Date.
- (g) All Bids in this regard shall only be accepted if they have been placed in the tender box before or on the closing date and stipulated time.
- (h) Late bids shall not be considered.
- (i) The proposal must be signed by an authorised employee, agent or representative of the bidder. The proposal must bear the initials of the signatory at the bottom of every page as an indication that the bidder has familiarised itself with the terms and conditions of this **RFP** document.
- (j) Faxed or e-mailed bids will not be accepted.
- (k) Bidders are required to submit all returnable documents/information together with their Bids/proposals on or before the closing time and date of the Bids/proposals.
- (l) All services supplied in accordance with the bidder's proposal must be in accordance with all applicable legal requirements in terms of South African law, policies and regulations.

9. **Confidentiality**

The bidder will be required to sign a confidentiality agreement to ensure that the Bank data and information is managed confidentially.

10. **Miscellaneous**

The Bank reserves the right, in its sole and absolute discretion to amend these terms of reference as required from time to time.

11. **Preference and Financial Evaluation**

7.1. **Price and Specific Goals**

This phase is the final stage in the evaluation process and only successful bidders that have passed stage one and two requirements will be considered. In this phase only price and specific goals will be considered. To qualify for specific, a valid B-BBEE certificate needs to be submitted with this bid.

Land Bank will evaluate all tenders in terms of Preferential Procurement Policy Framework regulation of 2022 (PPPFA). The scoring methodology will apply. A copy of the PPPFA regulations can be downloaded from www.treasury.gov.za

Either 80/20 or 90/10 preference point system will be utilised for this tender

Bidders are required to complete Annexure I SBD 6.1 in full to ensure all BBEE and sub-contracting information are submitted at the time of the bid closing

12. **TERMS OF CONTRACT**

Before the tender will be awarded and before the commencement of any work, the successful tenderer will enter into a Service Level Agreement with the Land Bank which will form the contractual basis for the delivery of the services as well as how performance will be measured and will include the General Conditions of the Contract.

The Service Provider will not proceed with any work, tasks or requests without being in possession of a duly signed Service Level Agreement or any other form of agreement, letter of intent, communicated to the Service Provider from the Land Bank Procurement Department.

Should the Service Provider commence with any work without a signed Service Level Agreement, the Service Provider will be doing so solely at their own risk and Land Bank will not be liable or be under any obligations whatsoever.

13. **GENERAL CONDITIONS**

All tenderers responding to this request for Proposals should provide the following statutory compliance documentation in order to be considered:

- a) Completed Vendor Accreditation Form
- b) Proof of registration to the Central Supplier Database (CSD)
- c) Cancelled cheque and/or stamped letter from the Bank

- d) All Supplier information and disclosure forms should be properly completed, signed and stamped by a Commissioner of Oaths
- e) Any false declaration of information will result in the exclusion of the proposal from consideration
- f) Bidders to submit a tax compliance status (TCS) pin issued by SARS along with a valid tax clearance certificate
- g) A BEE certificate from a SANAS accredited rating agency or Affidavit substantiating the bidders B-BBEE rating
- h) Certified copy of Identity Documents of Shareholders/Directors
- i) In the case of Consortium or Joint Venture, bidders are required to provide copies of signed agreements stipulating the work split – **not applicable in this tender**
- j) The Land Bank may invite bidders for an oral interview prior to the approval of a bid. Land Bank will not be liable for the costs incurred by the tenderer in connection with such interview.

14. OBJECTIVE CRITERIA & RISK ANALYSIS

- 10.1. In addition to the financial offer and preference evaluation, the Tenderers having the highest ranking / number of points, will additionally be reviewed against the following points listed in order to ascertain suitability for award.
- a) If having passed Qualifying Criteria, the tenderer will again be checked in terms of having a Compliant Tax Status at time of recommendation to confirm that the status has not changed, based on an active and Tax Complaint Pin issued by the South African Revenue Services
 - b) Fully compliant and registered with the National Treasury Central Supplier Database
 - c) No misrepresentation in the tender information submitted
 - d) Any non-performance on Land Bank projects
 - e) The tenderer or any of its directors/shareholders is not listed on the Register of Tender Defaulters in terms of the Prevention and Combating of Corrupt Activities Act of 2004 as a person prohibited from doing business with the public sector; and
 - f) The tenderer has declared that there are no conflicts of interest which may impact on the tenderer's ability to perform the contract in the best interests of the employer or potentially compromise the tender process and persons in the employ of the state are permitted to submit tenders or participate in the contract
 - g) Convicted by a court of law for fraud and corruption
 - h) Removed from a contract between them and any organ of state on account of failure to perform on or comply with the contract
 - i) Unduly high or unduly low Tendered rates in the Tender offer. In this regard, a financial risk analysis will be performed to verify that the costs are reasonable and balanced. Tenders may be disqualified if tendered rates are found to be distorted.
 - j) In terms of unduly high Tendered fees in the Tender offer, refer to the PPR2022.
- 10.2. Land Bank may perform a due diligence exercise on the preferred tenderer to determine its risk- profile. The outcome of the due diligence exercise may be considered as an objective criterion. A due diligence exercise may include, but is not limited to, the following factors;

10.3. Financial Analysis of Tenderers Financial Statements.

Financial health of the bidder may be assessed if deemed necessary, to ensure that the service provider will be able to operate as per required deliverables (Ratios: Accounts Receivable & Payable Turnover, Liquidity & Solvency). In the case of an unincorporated JV or a SPV, each partner of the entity should submit their financial statements and it will be consolidated to determine their capability to execute the applicable contract.

10.4. Judgements and criminal convictions.

Land Bank may consider previous civil judgements against the preferred tenderer as part of its risk assessment. Land Bank may also consider whether the preferred tenderer or any of its directors have been-convicted of a serious offence.

10.5. Pending litigation

Land Bank may consider any pending litigation in a court of law or administrative tribunal as part of its risk assessment.

10.6. Performance

Land Bank may consider the Service Provider having a history of poor performance on any task orders/purchase orders or contracts, including poor performance in respect of compliance with policies or procedures regarding safety, health, quality control or environment, or having committed a serious and gross breach of contract.

10.7. Reputational-harm

If Land Bank is likely to suffer substantial reputational harm as a result of doing business with the preferred service provider, it may take this into account as part of its risk assessment.

The above set out other objective criteria may be clarified during the evaluation and correction of any non-compliance may be negotiated with the highest scoring tenderer, if possible. However, should the tenderer not comply with these requirements by the close of negotiations, Land Bank reserves have the right to award to the next ranked tenderer.

15. SUBMISSION REQUIREMENTS

- Any service provider requiring clarification on any matter whatsoever, including questions relating to the specifications required of the service provider to perform this project or the tender and evaluation process should do so via e-mail and address such request to Tenders@landbank.co.za
- Proposals may be deposited in or couriered to the tender box at the reception area of Land Bank Head Office, Lakefield Office Park, Block A first floor, 272 West Avenue, Die Hoewes, Centurion on or before **12 December 2025 @ 11:00am**.

16. FICA AND COMPLIANCE CHECKS

Land Bank, in its capacity as an accountable institution, has a duty to verify the identity of all its clients in compliance with the Financial Intelligence Centre Act No 38 of 2001 (FICA).

The Land Bank shall thus conduct a comprehensive PEP screening on the successful bidder and therefore requests all bidders to submit the Know Your Customer (KYC) documents as listed in Annexure D of this RFP document.

17. PROTECTION OF PERSONAL INFORMATION

In submitting any information or documentation requested above or any other information that may be requested pursuant to this RFP, you are consenting to the processing by Land Bank or its stakeholders of your personal information and all other personal information contained therein, as contemplated in the Protection of Personal Information Act, No.4 of 2013 and Regulations promulgated thereunder ("POPI Act"). You also consent that any information, either written or verbal, may be made available to third parties strictly for the purpose of oversight to this tenders' appointment. Further, you declare that you have obtained all consents required by the POPI Act or any other law applicable. Thus, you hereby indemnify Land Bank against any civil or criminal action, administrative fine or other penalty or loss that may arise because of the processing of any personal information that you submit.

SUGGESTED COMPILATION OF BIDS

PLEASE ENSURE THAT THE SEPARATE ANNEXURES/FILES ARE NAMED ACCORDINGLY ON YOUR USB AND HARD COPY SUBMISSION

Name of Firm	
CSD Registration Number	
Contact Person	
Contact Number	
Physical Address	
E-mail Address	
Administrative	
Annexure A: Vendor Accreditation Form	
Annexure B: Bidders Disclosure Form	
Annexure C: Covenant of Integrity Declaration	
Annexure D: Land Bank FICA requirements	
Annexure E: Terms and Conditions	
Annexure F: Service Provider Agreement *This is included for informative purposes and does not need to be completed. *Successful bidder(s) will enter into the service provider agreement attached in this RFP, with the addition of their proposed financial submission, services, time lines, etc.	
Annexure G: Bribery & Corruption Declaration	
Annexure H: SBD 1 Tax Compliance	
Annexure I : SBD 6.1 Preference Points Claim Form In Terms Of The Preferential Procurement Regulations 2022	
Annexure J: Valid BBBEE Certificate or Affidavit	
Annexure K: Tax compliance status (TCS) pin issued by SARS along with a valid tax clearance certificate	
Annexure L: Cancelled cheque and/or stamped letter from the bank confirming banking details	
Annexure M: National Treasury's CSD Proof of registration	
Annexure N: Financial Proposal using the template provided	
Annexure O: Qualifying Criteria	
MANDATORY CRITERIA DOCUMENTATION (PLEASE REFER TO THE EVALUATION CRITERIA ABOVE FOR MORE INFORMATION)	
Technical/Functionality Evaluation requirements	
Annexure P: Essential returnable documents	

ANNEXURE A

Vendor information sheet

SAP Registration number _____

1. Registration name of company _____

2. Company registration number _____

3. VAT number _____

4. Company details	Street address	Postal address
Building/complex _____	PO Box _____	
Street name _____	City _____	
Suburb _____	Code _____	
City _____	Suburb _____	
Code _____		
Telephone no _____	Contact person _____	
Fax no _____	Direct Tel _____	
E-mail _____	Direct Fax _____	

5. Payment terms _____

6. Payment should be made in (currency) _____

7. Bank detail Please attach banking details on an original letterhead signed by CEO/Director/s appearing on the letterhead.

Bank name _____

Branch _____

Type of account _____ (eg. Current account; Cheque account, Savings account, e.t.c)

Account number _____ Branch code _____

8. Contact person for Account queries

Cell no _____

E-mail njraphala@landbank.co.za

Name Ms. Jeanette Raphalalani

Tel no (+27 12) 686 0848

Fax no _____

9. How much is the company's annual turnover? : R _____

10. Share holding - (Please list Share holders with their % of share holding)

Title	Name	Identity number	Race	% share holding
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____



11.

Business indicator - mark with (X) in the bracket	INT - International business ()
HDP - Historically Disadvantaged Persons ()	JVB - Joint venture business ()
EXB - Existing business ()	

12. Additional

List the commodities / service that you currently supply to Land Bank	Can provide
Currently providing	

I the undersigned, confirm that the information provided on this vendor information sheet is accurate and contains no misrepresentations or omissions, and is based on current information known to me. I also undertake to immediately inform the Land Bank of any changes to the above furnished information. The Land Bank is hereby allowed to verify any of the details provided.

Name _____

Signature _____

Designation

Date

FOR OFFICE USE ONLY
(LAND BANK)

Procurement
Department

Name & Signature _____

Date: _____

ANNEXURE B BIDDER'S DISCLOSURE

1. PURPOSE OF THE FORM

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

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

2. Bidder's declaration

- 2.1 Is the bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest¹ in the enterprise, employed by the state?

YES/NO

- 2.1.1 If so, furnish particulars of the names, individual identity numbers, and, if applicable, state employee numbers of sole proprietor/ directors / trustees / shareholders / members/ partners or any person having a controlling interest in the enterprise, in table below.

Full Name	Identity Number	Name of State institution

- 2.2 Do you, or any person connected with the bidder, have a relationship with any person who is employed by the procuring institution?

YES/NO

- 2.2.1 If so, furnish particulars:

.....

¹ the power, by one person or a group of persons holding the majority of the equity of an enterprise, alternatively, the person/s having the deciding vote or power to influence or to direct the course and decisions of the enterprise.

- 2.3 Does the bidder or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise whether or not they are bidding for this contract?

YES/NO

- 2.3.1 If so, furnish particulars:

.....
.....
.....
.....

3 DECLARATION

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

- 3.1 I have read and I understand the contents of this disclosure;
- 3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect;
- 3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However, communication between partners in a joint venture or consortium² will not be construed as collusive bidding.
- 3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions of delivery particulars of the products or services to which this bid invitation relates.
- 3.4 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
- 3.5 There have been no consultations, communications, agreements or arrangements made by the bidder with any official of the procuring institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.
- 3.6 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

² Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.



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

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

.....
Signature

.....
Date

.....
Position

.....
Name of bidder



ANNEXURE C

CONVENANT OF INTERGRITY

I, the undersigned,

(Full names)

do hereby make oath and state as follows:

1. I am:
 - 1.1. an adult male/female aged__;
 - 1.2. presently employed as/carrying on business as _____ situated at_____.
2. The facts stated herein are both true and correct and within my personal knowledge and belief unless otherwise stated.
3. I hereby confirm that:
 - 3.1. I am duly authorised to depose to this affidavit;
 - 3.2. neither myself nor anyone acting on behalf of the tenderer is, or will be, engaged in any Prohibited Practice as defined in 4 below in connection in respect of any tendering process or in the provision of services and/or goods;
 - 3.3. I will immediately inform Land bank of any instance of any such Prohibited Practice which comes to my attention and/or the attention of the tenderer and/or its employees or agents concerning the following:
 - 3.3.1. if any of the tenderer's directors, employees or agents has been convicted in any court for any offence involving a Prohibited Practice in connection with any tendering process and/or the provision of goods or services during the 5 (five) years immediately preceding the date of this affidavit; and/or
 - 3.3.2. if any of the tenderer's directors, employees or agents is dismissed or resigns from the tenderer's employment on grounds of being implicated in any Prohibited Practice.
 - 3.4. I will provide Land Bank with full details of such conviction, dismissal or resignation and the measures taken to ensure that neither the tenderer nor any of its directors, employees or agents commits any Prohibited Practice in future.



- 3.5. In the event that the tenderer is awarded any business by land bank, the tenderer grants Land bank or its employees and/or agents the right of inspection of its records. The tenderer shall preserve such records in accordance with applicable law but in any case for at least 3 (three) years after conclusion of each transaction contemplated under the Request for Tender.
4. I acknowledge that for all purposes under this affidavit, the following terms and/or expressions below shall bear the meanings set out hereunder:
 - 4.1. "Corrupt Practice" means the offering, giving or promising of any improper advantage to

influence the action of a Public Official, or the threatening of injury to his person, employment, property, rights or reputation, in connection with any procurement process or in the execution of any contract in order that any person may obtain or retain business improperly or obtain any other improper advantage in the conduct of business;
 - 4.2. "Fraudulent Practice" means a dishonest statement or act of concealment which is intended to, or tends to, improperly influence the procurement process or the execution of a contract to the detriment or potential detriment of land bank or is designed to establish tender prices at non-competitive levels and/or to deprive land bank of the benefits of fair and open competition, and includes collusive practices (whether before or after tender submission) among tenderers or between a tenderer and a consultant or any employees or agents of Land bank;
 - 4.3. "Public Official" means any person holding a legislative, administrative, managerial, political or judicial post in any country, or exercising any public function in any country or a director or employee of a public authority or of a legal person controlled by a public authority of any country, or a director or official of a public international organisation; and
 - 4.4. "Prohibited Practice" means an act that is either a Corrupt Practice or a Fraudulent Practice.
5. I/We consent that Land Bank will process (by collecting, using, storing or otherwise dealing with) my/our personal information and that of third parties which I/we provide, for the purposes of providing services and products to me/us. The personal information will be processed in accordance with the requirements of the law. All personal information I/we provide to Land Bank is given voluntarily. However, if I/we withhold any personal information requested; withhold consent for or object to the processing of my/our personal information, this may result in Land Bank not establishing or continuing a relationship.



DEPONENT

Thus done and signed at _____ on this the _____ day of _____ 2023
the Deponent having acknowledged that:

1. he/she knows and understands the contents of this declaration;
2. he/she has no objection to taking the prescribed oath; and
3. he/she considers the prescribed oath to be binding on his/her conscience.

Commissioner of Oaths Stamp	<div data-bbox="820 1016 1246 1032" style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> COMMISSIONER OF OATHS <div data-bbox="820 1184 1275 1200" style="border-bottom: 1px solid black; margin-top: 20px;"></div> FULL NAMES
-----------------------------	---



	CAPACITY
	<hr/>
	BUSINESS ADDRESS



ANNEXURE D

Land Bank, in its capacity as an accountable institution, has a duty to verify the identity of all its clients in compliance with the Financial Intelligence Centre Act No 38 of 2001 (FICA).

Know Your Customer (KYC) documents are required for each client transaction. The requirements for each entity type are listed below.

Individuals

- ☐ Green, bar-coded Identity document **(also used for PEPs/Sanctioned screening purposes)** if not available valid reason why identity document could not be provided together with a valid Passport or valid driver's licence
- ☐ Valid Passport (for foreign nationals)
- ☐ Proof of physical residential address
- ☐ Authority to act (if applicable) : power of attorney / letter of appointment from the court and Identity document, physical residential address and contact details of persons authorised to act
- ☐ Birth certificate (for minors under 18 years) and proof of authority (where minor is assisted by legal guardian)

Unlisted Companies

South African

- ☐ Certificate of Incorporation (CM1 or CoR 15.1/CoR 14.1)
- ☐ Certified copy of Change of Name, if applicable (CM9 or CoR 9.1 or 2)
- ☐ Notice of Registered Office and Postal Address (CM22 or CoR 21)
- ☐ Current list of Directors (CM29 or CoR 39) **(also used for PEPs/Sanctioned screening purposes)**
- ☐ Authority to act : Directors' Resolution and/or Delegation of Authority
- ☐ In respect of the Principal Executive Officer, each Director, each Authorised person, and each shareholder holding more than 25% of the voting rights of the company:
 - Certified copy of the Identity document
 - residential address and contact details
- ☐ Proof of physical business address and trading/operating name
- ☐ **Beneficial ownership (warm body that owns the company) of the company. If the shareholder is another company, provide shareholder details and beneficial ownership. Process continues till we establish the ultimate beneficial owner. If the shareholder is a trust, the trust deed needs to be provided to identify and verify all trustees, founders and beneficiaries to the trust.**

Foreign

- ☐ Official Document of Incorporation (or CoR 17.1)
- ☐ Registration Certificate (CoR 17.3)
- ☐ If trading in RSA, documents for RSA unlisted companies
- ☐ Authority to act : Directors' Resolution
- ☐ Identity document/Passport, details of physical residential address and contact details of related parties and persons authorised to act **(also used for PEPs/Sanctioned screening purposes)**



☐ Proof of physical business address and trading/operating name

Listed Companies

- ☐ Registration Certificate (Registrar of Companies or equivalent regulator- foreign companies)
- ☐ Documentary evidence of listing (printout from the official website of the stock exchange on which the entity is listed is required)
- ☐ Authority to act : Directors' resolution
- ☐ Identity document proof of residence and contact details of persons authorised to act (**also used for PEPs/Sanctioned screening purposes**)

Close corporations (CC)

- ☐ Founding Statement and Certificate of Incorporation (CK1)
- ☐ Amended Founding Statement (CK2), (If applicable)
- ☐ Authority to act : Members' Resolution
- ☐ Identity document, physical residential address and contact details of each member, persons authorised to act and of the Person Exercising Executive control over the CC. (**also used for PEPs/Sanctioned screening purposes**)
- ☐ Proof of physical business address and trade name

Conversion of Close Corporation (If a Close Corporation converts to another entity type, the following forms are applicable)

- ☐ Form CoR 18.1 – Application to convert a Close Corporation
- ☐ Form CoR 18.3 – Registration Certificate

Trusts

- ☐ Trust Deed or other Founding Document
- ☐ A Foreign Trust: an official document reflecting appointment of Trustees issued by an authority in the country where the Trust is created
- ☐ Authority to act : Letter of Authority from the Master of the High Court and Trustees' Resolution
- ☐ Identity document, physical residential address and contact details of each trustee, each beneficiary, the founder and the persons authorised to act (**also used for PEPs/Sanctioned screening purposes**)
- ☐ Proof of registered address of Master of High Court (stamp on letter of authority)

Partnerships

- ☐ Partnership Agreement
- ☐ Authority to act: Partners' Resolution
- ☐ Identity document, physical residential address and contact details of all the partners and persons authorised to act and of the Person Exercising Executive control of the partnership (**also used for PEPs/Sanctioned screening purposes**)



Professional partnerships

- ☐ (Certain Partnerships consisting of more than (20) partners which are incorporated in terms of Section 30(2) of Company's Act 61 of 1963 which are recognized in terms of the relevant Government Gazettes examples are: Attorneys, Notaries and Conveyancers, Public Accountants and Auditors, Medical Practitioners, Pharmacists, Professional Engineers, Quantity Surveyors, Stockbrokers and Architect)
- ☐ Registration certificate (provide proof of registration of the partnership by a regulatory body)
- ☐ Partners Resolution (Authority to act)
- ☐ Identity document residential and contact details for Persons Authorised to Act and of the Person Exercising Executive control of the partnership **(also used for PEPs/Sanctioned screening purposes)**
- ☐ Proof of physical business address

PEPS

Politically exposed person or PEP is the term used for an individual who is or has in the past been entrusted with prominent public functions in a particular country. The principles issued by the Wolfsberg Group of leading international financial institutions give an indication of best banking practice guidance on these issues. These principles are applicable to both domestic and international PEPs.

The following examples serve as aids in defining PEPs:

- Heads of State, Heads of Government and cabinet ministers;
- influential functionaries in nationalised industries and government administration;
- senior judges;
- senior political party functionaries;
- senior and/or influential officials, functionaries and military leaders and people with similar functions in international or supranational organisations;
- members of ruling or royal families;
- senior and/or influential representatives of religious organisations (if these functions are connected to political, judicial, military or administrative responsibilities).

According to the Wolfsberg principles, families and closely associated persons of PEPs should also be given special attention by a bank. The term "families" includes close family members such as spouses, children, parents and siblings and may also include other blood relatives and relatives by marriage. The category of "closely associated persons" includes close business colleagues and personal advisers/consultants to the PEP as well as persons, who obviously benefit significantly from being close to such a person.

A bank should conduct proper due diligence on both a PEP and the persons acting on his or her behalf. Similarly, KYC principles should be applied without exception to PEPs, families of PEPs and closely associated persons to the PEP.



Proof of physical residential/business address

Any one of the following documents reflecting the physical/business address is acceptable :

- Utility bill (should be less than 3 months old, unless otherwise specified)
- Current lease or rental agreement
- Bank statement
- Municipal rates and taxes invoice
- Valid television licence
- Mortgage statement
- Telkom account
- Valid motor vehicle licence
- Insurance policy
- Tax return (less than 1 year old)
- Letter from bank manager, medical practitioner, accountant, or attorney, on a formal letterhead, stating that they know the client for three years and confirming physical address
- Letter on letterhead, signed by board of trustees, directors' etc. confirming physical business address
- Correspondence from a body corporate or shareblock association
- Payslip or salary advice

All address verification documents should be valid and reflect the name and the current physical address of the client (legal property descriptions are also acceptable - e.g. erf/stand numbers).

Spouse/partner

Any of above documents for spouse, together with marriage certificate or if not available;

- Affidavit from person co-habiting with client, providing:

Name, identity number and physical residential address of client and co-habitant

Relationship between client and co-habitant

Confirmation that residential address is shared

Parent:

- Any of above documents for parent
- Should be accompanied by the child's birth certificate (for a minor)

If above documentation not available:

Visit to physical address by a Land Bank employee, or

Affidavit from client (as a last resort), providing:

- Name, identity number and physical residential address
- Confirmation that client resides at physical residential address



Trade name (if this is not reflected on the proof of physical business address)

Any one of the following documents reflecting the Trade Name is acceptable:

- An Original Company Letterhead
- Utility bill (less than three months old)
- Bank statement or financial statement from another financial institution (less than threemonths old)
- Valid lease or rental agreement (signed by all relevant parties)
- Municipal rates and taxes invoice (less than three months old)
- Mortgage statement from another financial institution (less than six months old)
- Telephone account i.e. a land-line or cell phone (less than three months old)
- An official tax return (less than one year old)
- An official tax assessment or official correspondence from the local revenue services (lessthan three months old)
- Valid television licence document
- A recent short-term insurance policy or a renewal letter (less than one year old)

Definitions

Principal Executive Officer

Refers to the principal executive officer such as the CEO, CFO, COO, MD, FD or any person who exercises executive control.

Authorised Persons

These are individuals who are authorised to act on behalf of the Company/Legal Entity and who are authorised to establish a relationship with Land Bank on behalf of the company/legal entity.

Authority of Individuals purporting to act on behalf of the Company/Legal Entity:

- ☐ Duly executed Board Resolution authorising the opening of an account/establishment of the business relationship/conclusion of the transaction and conferring authority on those who will establish the business relationship/conclude the single transaction; OR
- ☐ Certified extract of the minutes proving authority; OR
- ☐ Original letter signed by the company secretary on the official company letterhead

If a 3rd party is acting on behalf of the Client(Individual) the following is required:

- ☐ Proof of authority (i.e.) power of attorney, mandate, resolution, court order,
- ☐ Letters of appointment by the Master of the High Court
- ☐ Individual FICA above, for the person who is acting on behalf of the Client (together with all the FICA documentation of the Client)

Certified or Verified

We are required to hold originally certified/verified copies of the following documentation on record. Strictly, only clear, legible copies of identity and other documents will be accepted.



Please provide the original or certified copies of the following documentation for each shareholder holding 25% or more of voting rights at a general meeting of the company:

- South African (Pty) Company – Certificate of Incorporation and Notice of Registered Office and Postal Address, and a letterhead of the company;
- Listed Company – Latest Annual Report;
- Foreign Private Company: the official document reflecting the incorporation of the foreign company issued by the relevant registrar of companies or similar authority of the country of incorporation of the foreign company, reflecting the company's incorporation and bearing its name and number of incorporation and the address where it is situated for purposes of its incorporation, together with a letterhead of the company;
- Close Corporation – Founding Statement and Certificate of Incorporation and Amending Founding together with a letterhead of the close corporation.

By submitting your information as requested above, you consent that Land Bank will process (by collecting, using, storing or otherwise dealing with) the personal information and that of third parties which is provided, for the purposes of providing services and products. The personal information will be processed in accordance with the requirements of the law. All personal information provided to Land Bank is given voluntarily. However, if you withhold any personal information requested; withhold consent for or object to the processing of the personal information, this may result in Land Bank not establishing or continuing a relationship.



ANNEXURE E

PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2022

This preference form should 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 SHOULD 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) 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	90/80
SPECIFIC GOALS	10/20
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:

$$P_s = 80 \left(1 - \frac{P_t - P_{min}}{P_{min}} \right) \quad \text{or} \quad P_s = 90 \left(1 - \frac{P_t - P_{min}}{P_{min}} \right)$$

Where

- P_s = Points scored for price of tender under consideration
- P_t = Price of tender under consideration
- P_{min} = Price of lowest acceptable tender

3.2.1. POINTS AWARDED FOR PRICE

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

Ps = Points scored for price of tender under consideration
Pt = Price of tender under consideration
Pmax = Price of highest acceptable tender

- 4.1. In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points should 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 should, 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 should 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 should also be indicated as such.)

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

The specific goals allocated points in terms of this tender	Number of points allocated (90/10 system) (To be completed by the organ of state)	Number of points allocated (80/20 system) (To be completed by the organ of state)	Number of points claimed (90/10 system) (To be completed by the tenderer)	Number of points claimed (80/20 system) (To be completed by the tenderer)
B-BBEE level One or	10	20		
B-BBEE level Two or	8	16		
B-BBEE level Three or	6	12		
B-BBEE level Four	4	8		

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 *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:

