



BID NO: SAMS/109.1/2025/26: THE SOUTH AFRICAN MARITIME SAFETY AUTHORITY (SAMS) WOULD LIKE TO INVITE PROPOSALS FOR THE APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT AN ORGANISATIONAL DESIGN/STRUCTURE REVIEW

PART 1

1.1 LETTER OF INVITATION TO THE SERVICE PROVIDER:

BIDS TO BE SUBMITTED TO:

South African Maritime Safety Authority
146 Lunnon Road
Cnr Jan Shoba & Lunnon Road
Hillcrest
0183

Attention: Onkgopotse Seemela

Tel: 012 366 2600

email: oseemela@samsa.org.za

ISSUE DATE:

13 March 2026

COMPULSORY BRIEFING SESSION

DATE	20 March 2026
TIME	13H00 to 14H00
VENUE	Microsoft Teams meeting
LINK	Join: https://teams.microsoft.com/meet/33261084389180?p=vurcYzOYpZ39kio65b
MEETING ID	Meeting ID: 332 610 843 891 80
PASSCODE	Passcode: d8rZ7Ei7

CLOSING DATE:

09 April 2026 at 11:00 am

NOTE: Failure by the bidder to attend the compulsory briefing session will result in automatic disqualification from the evaluation process

1.2. OBJECTIVES

The South African Maritime Safety Authority (SAMSA) seeks to appoint a highly qualified and experienced service provider to conduct a comprehensive Organisational Design and Structure Review. The review is intended to ensure that SAMSA's organisational framework is fit-for-purpose, adaptable, and strategically aligned with modern regulatory and maritime administrative standards.

Technical and administrative queries:

Queries relating to these documents may be addressed in writing by quoting the Bid No. **SAMSA/109.1/2025/26** on the subject line for attention: oseemela@samsa.org.za

Submission of Bids:

- One (1) x original bid document
 - One (1) x copy of the original bid document.
- Both the original and the copy must be initialled on each page and signed where required. The submission must be separated into two sealed envelopes, clearly marked as follows:
- Envelope 1: Technical Proposal (containing all technical and supporting documentation)
 - Envelope 2: Pricing Proposal (containing the pricing schedule and any related pricing information)
- A digital PDF version of the complete bid submission must also be provided on a USB / memory stick. The digital version must be a replica of the full bid proposal, including the bid document and all supporting attachments. The USB/memory stick must be included inside the main bid envelope together with the physical tender submission

The above documents will serve as the original sets of bid documents and form part of the contract.

The proposals may be submitted in sealed envelopes delivered at the Pretoria Office South African Maritime Safety Authority 146 Lunnon Road, Cnr Jan Shoba & Lunnon Road, Hillcrest, 0183 and should be deposited in the box located at the reception.

The Bid number and tender description **MUST** be clearly indicated on the cover of the bid document. It is the responsibility of each bidder when submitting to ensure that they complete the Tender Register at the Reception. The closing date and time for receipt of tenders is **09 April 2026 at 11H00**.

IT IS THE RESPONSIBILITY OF EACH PROSPECTIVE BIDDER TO ARRIVE EARLY TO SUBMIT A BID AS THEY WILL BE REQUIRED TO FOLLOW BUILDING SECURITY PROTOCOLS OF REGISTRATION. SAMSA WILL NOT BE RESPONSIBLE FOR BIDDERS WHO ARRIVE LATE AND CLAIM THAT THEY WERE HELD AT SECURITY FOR REGISTRATION, WHICH WILL NOT BE ACCEPTED AS A REASON FOR LATE ARRIVAL OR LATE SUBMISSION.

SHOULD THE BIDDER WISH TO USE THE SERVICES OF A COURIER, DRIVER, OR ANY OTHER PERSON TO DELIVER THEIR BID DOCUMENT, THEY MUST MAKE SURE TO INFORM THEM TO REGISTER THE BID ON THE BID REGISTER, THE BID WILL NOT BE CONSIDERED IF IT IS NOT REGISTERED IN THE BID REGISTER.

Facsimile, and late tenders will not be accepted. It is important to note that all bids lodged will be examined to determine compliance with the bidding requirements and conditions. Bids with obvious

deviation from the requirements will be eliminated. Interested Bidders are expected to submit returnable documents on the original tender issued by SAMSA and written in black ink.

PART 2 - INSTRUCTIONS

1. INTRODUCTION SAMSA

1.1. The South African Maritime Safety Authority (SAMSA) was established on the 1st of April 1998 under the SAMSA Act 5 of 1998. The objectives of the Authority are:

- To ensure safety of life and property at sea,
- To prevent and combat pollution from ships in the marine environment, and
- To promote the Republic's maritime interests.

SAMSA has also been charged with the responsibility of executing the following:

- Administration of the Merchant shipping (National Small Vessel Safety) Regulation, 2007, as amended (the Regulations). The Regulations extend SAMSA's Core mandate to include inland waterways (only waterways accessible to the public) within the Republic. That is to ensure boating safety on our waters.
- Implementing and executing the Long-Range Identification and Tracking (LRIT) of vessels along the South African coastline. The Long-Range vessel monitoring system assists in securing South Africa's coastal waters in the midst of the rising lawlessness at sea, with particular reference to the worrying scourge of pirate attacks along the east coast of Africa.

SAMSA's head office is based in Pretoria, while there are 8 other offices based along the South African coastline.

2. CONDITIONS OF BID AND CONTRACT

2.1 GUIDELINE ON COMPLETION

21.1. Bidders must ensure compliance on a paragraph-by-paragraph basis. Bids not completed in the manner prescribed shall be considered incomplete and rejected.

2.2. CONFIDENTIALITY

2.2.1 The bid and all information in connection therewith shall be held in strict confidence by bidders and usage of such information shall be limited to the preparation of the bid.

2.2.2 All bidders shall be bound by strict confidentiality obligations and shall not disclose, publish, or communicate any information relating to the SAMSA, its operations, activities, documents, or affairs to any third party without prior written consent. Accordingly, bidders shall not, without the prior written approval of the Accounting Authority or a duly authorised delegate, disclose, reproduce, distribute, or use any information, documentation, data, or work products obtained through this bid process for any purpose other than the preparation and submission of their bid. Any such information shall not be shared with other clients, organisations, or individuals unless expressly authorised in writing.

2.3 INTELLECTUAL PROPERTY, INVENTIONS AND COPYRIGHT

- 2.3.1 Copyright of all documentation relating to this assignment belongs to SAMSA. The successful bidders may not disclose any information, documentation or products to other clients without the written approval of the accounting authority or the delegate.
- 2.3.2 All the intellectual property rights arising from the execution of this Tender as read with the Agreement shall vest in SAMSA and the service provider undertakes to honour such intellectual property rights and all future rights by keeping the know-how and all published and unpublished material confidential.
- 2.3.4 All intellectual property rights, including copyright, patents, designs, trademarks, know-how, data, reports, software, and any other materials developed, created, or produced by the service provider in the course of performing the Services shall vest exclusively in the South African Maritime Safety Authority. The service provider hereby irrevocably assigns and transfers to SAMSA all such intellectual property rights upon creation.
- 2.3.5 The service provider warrants that all materials, deliverables, and work products supplied under this Tender are original, or that the service provider has obtained all necessary rights and permissions to use and transfer such materials to SAMSA. The service provider further warrants that the use of such materials by SAMSA will not infringe the intellectual property rights of any third party.
- 2.3.6 The service provider shall indemnify and hold harmless SAMSA against any claims, damages, losses, or legal costs arising from any allegation that the deliverables, materials, or services provided infringe the intellectual property rights of any third party.
- 2.3.7 Except with the prior written consent of SAMSA, the service provider shall not reproduce, reuse, disclose, publish, distribute, or otherwise make available any materials, information, data, documentation, or work products developed under this Tender to any third party or other client.
- 2.3.8 These obligations shall remain in force notwithstanding the completion, cancellation, or termination of the Agreement.
- 2.3.9 In the event that the service provider would like to use any information or data generated in terms of the Services, prior written permission must be obtained from SAMSA.
- 2.3.10 SAMSA shall own all materials produced by the service provider during the course of, or as part of the Services including without limitation, deliverables, computer programmes (source code and object code), programming aids and tools, documentation, reports, data, designs, concepts, know-how and other information whether capable of being copyrighted or not

2.4 CONTRACTUAL COMMITMENT

- 2.4.1 No commitment of any kind, contractual or otherwise shall exist unless and until a formal written agreement has been effected by or on behalf of SAMSA. Any notification of preferred bidder status by SAMSA shall not give rise to any enforceable rights by the Bidder. SAMSA may cancel this Request for Proposal (RFP) any time prior to the formal written agreement being executed by or on behalf of SAMSA. SAMSA reserves the right at its sole discretion, and at any time, to amend, deviate from, postpone, discontinue or terminate the transaction/procurement process without incurring any liability whatsoever to any other party. SAMSA reserves the right not to award this tender to the highest ranked or highest scoring bidder, as it needs to align its procurement practices to governance practices that are in line with its own growth path. These may include but are not limited to driving socio-economic development objectives that are enshrined in various government policies.

2.5 PAYMENTS

2.5.1 Payment terms may be negotiated with the successful bidder before awarding the bid.

2.5.2 SAMSA will pay the service provider for the service rendered in line with the contract. No additional amounts will be payable by SAMSA to the contractor without prior approval of the additional scope of work.

2.5.3 The service provider shall from time to time during the duration of the contract, invoice SAMSA for the services rendered. No payment will be made to the service provider unless an invoice complying with section 20 of VAT Act No 89 of 1991 has been submitted to SAMSA.

2.5.4 Payment shall be made into the bidder's bank account or per cheque payment normally 30 days after receipt of an acceptable, valid invoice. (Banking details must be submitted as soon as this bid is awarded).

2.5.5 The service provider shall be responsible for accounting to the appropriate authorities for its Income Tax, VAT or other money required to be paid in terms of applicable law.

2.6 NON-COMPLIANCE WITH DELIVERY TERMS

2.6.1 As soon as the service provider becomes aware that it will not be able to deliver the goods and/or services within the delivery period and/or against the quoted price and/or as specified, SAMSA must be given immediate written notice to this effect.

2.6.2 SAMSA shall at its discretion be entitled to implement any remedies available under the SLA, including but not limited to penalties, contract termination or alternative arrangements, without prejudice to any other rights or remedies available under law or the contract.

2.7 WARRANTIES

2.7.1 The service provider warrants that: It can conclude this Agreement to the satisfaction of SAMSA.

2.7.2 Although the service provider will be entitled to provide services to persons other than SAMSA, the service provider shall not without the prior written consent of SAMSA, be involved in any manner whatsoever, directly or indirectly, in any business or venture which competes or conflicts with the obligations of the contractor to provide the services.

2.8 PARTIES NOT AFFECTED BY WAIVER OR BREACHES

2.8.1 The waiver (whether express or implied) by any Party of any breach of the terms or conditions of this Agreement by the other Party shall not prejudice any remedy of the waiving party in respect of any continuing or other breach of the terms and conditions hereof.

2.8.2 No favour, delay, relaxation or indulgence on the part of any Party in exercising any power or right conferred on such Party in terms of this Agreement shall operate as a waiver of such power or right nor shall any single or partial exercise of any such power or right under this Agreement.

2.9 SUBMITTING OF FRAUDULENT DOCUMENTS

2.9.1 The bidder must declare any Partnership or JV arrangements when submitting the proposal.

2.9.2 All parties to the bid (JV or Partnership) must submit all the required returnable documents as per the requirement of the tender.

2.9.3 A trust, consortium or joint venture must submit a consolidated B-BBEE certificate to indicate their status level in line with the BBBEE Code of Good Practice. A copy of the joint venture/consortium agreement must be included.

2.9.4 A trust, consortium or joint venture will qualify for points for their B-BBEE status level as an unincorporated entity, provided that the entity submits its consolidated BBBEE scorecard as if it were a group structure and that such a consolidated BBBEE scorecard is prepared for every separate bid.

2.9.5 Bidders must submit concrete proof of the existence of joint ventures and/or consortium arrangements. National Treasury will accept signed agreements as acceptable proof of the existence of a joint venture and/or consortium arrangement.

2.9.6 The joint venture and/or consortium agreements must clearly set out the roles and responsibilities of the Lead Partner and the joint venture and/or consortium party. The agreement must also clearly identify the Lead Partner, with the power of attorney to bind the other party/parties in respect of matters pertaining to the joint venture and/or consortium arrangement.

2.10 SUBCONTRACTING AFTER AWARD OF TENDER

2.10.1 A person awarded a contract may only enter into a subcontracting arrangement with the approval of SAMSA.

2.11 PROTECTION OF PERSONAL INFORMATION ACT (POPIA)

2.11.1 The bidder must be compliant with the Protection of Personal Information Act 4 of 2013.

2.11.2 The bidder must have the necessary appropriate physical, technological, administrative and technical security measures to ensure the protection and confidentiality of personal information that it, or its employees, its contractors or other authorised individuals comes into contact with to prevent loss or damage, or unauthorized access, processing or destruction.

2.12 COUNTER CONDITIONS

2.12.1 SAMSA draws bidders' attention to the amendments to any of the Bid Conditions or setting of counter conditions by bidders will result in the invalidation of such bids.

2.13 RESPONSE PREPARATION COSTS

2.13.1 SAMSA is **NOT** liable for any costs incurred by a bidder in the process of responding to this Bid Invitation, including on-site presentations.

2.14 CANCELLATION

2.14.1 SAMSA reserves the right to withdraw and/or cancel the Bid Invitation prior to making an award. The cancellation grounds include insufficient funds, where the award price is outside of the objective determined fair market-related price range or any process impropriety.

2.14.2 SAMSA reserves the right to cancel and or terminate the bid process at any stage, including after the closing date and/or after the presentations have been made, and/or after bids have been evaluated, and/or after the shortlisted bidders has been notified of their status.

2.14.3 SAMSA reserves the right not to appoint and/or cancel the bid at any time and shall not be bound to accept the lowest bid or proposal.

2.15 COLLUSION, FRAUD AND CORRUPTION

2.15.1 Any effort by Bidder/s to influence evaluation, comparisons, or award decisions in any manner will result in the rejection and disqualification of the bidder concerned.

2.16 FRONTING

2.16.1 SAMSA, in ensuring that bidders conduct themselves in an honest manner will, as part of the bid evaluation processes where applicable, conduct or initiate the necessary inquiries/investigations to determine the accuracy of the representation made in the bid documents. Should SAMSA establish any of the fronting indicators as contained in the Department of Trade and Industry's "Guidelines on Complex Structures and Transactions and Fronting" during such inquiry/investigation, the onus is on the bidder to prove that fronting does not exist. Failure to do so within a period of 7 days from the date of notification will invalidate the bid/contract and may also result in the restriction of the bidder from conducting business with the public sector for a period not exceeding 10 years, in addition to any other remedies SAMSA may have against the bidder concerned.

2.17 RETURNABLE DOCUMENTS - COMPLIANCE AND GOVERNANCE VERIFICATION DOCUMENTS (Standard Bidding Documents)

- 1x ORIGINAL bid document, to be also used for contract signing.
- 1x copy of the original bid document
- 1x electronic copy (replica) of the original document in PDF (USB).

Bid documents must contain 1x original bid document and 1 x copy of original bid document initialed on each page thereof and signed where required (two separate envelopes: one for Pricing and the other for technical document). A digital version on USB/Memory stick (replica) containing the bid document and all other supporting documents (fully submitted bid proposal with its attachments) must be provided of all tender documentation within the bid envelope. These serve as the original sets of bid documents and form part of the contract.

2.18 SUBMISSION FORMAT (RETURNABLE SCHEDULES)

The verification during this stage is to review bid responses for purposes of assessing compliance with RFP requirements, whereby a bidder may be disqualified if they do not fully comply, which requirements include the following:

Invitation to Bid (SBD 1) must be fully completed and signed.	Annexure A
Submission of fully completed SBD 4 (Bidder's disclosure).	Annexure B
Submission of fully completed SBD 6.1 (Preference Claim Certificate), accompanied by the relevant documents as proof for the points claimed for specific goal/s,	Annexure C

Detailed Proposal	PART 3
Submission of the General Conditions of a Contract (GCC)	Annexure D
Pricing Schedule	PART 5 - To be submitted in a separate envelope

2.19 QUERIES AND CLARIFICATIONS

2.19.1 Any clarification required by a bidder regarding the meaning or interpretation of the Terms of Reference, or any other aspect concerning the bid, is to be requested in writing (letter or e-mail). Please make reference to Tender Notice and Invitation to Tender page of this bid pack for contact details. The bid number should be mentioned in all correspondence. Telephonic requests for clarification will not be accepted. If appropriate, the clarifying information will be made available to all bidders by e-mail only.

2.20 REASONS FOR DISQUALIFICATION

2.20.1 SAMSA reserves the right to disqualify any bidders who do not comply with one or more of the following bid requirements and may take place without prior notice with the bidder:

- Bidder whose tax matters are not in order (Instruction Note 09 of 2017/2018 Tax Compliance Status will apply),
- Submitted incomplete information and documentation according to the requirements of this Bid document,
- Submitted information that is fraudulent, factually untrue or inaccurate information,
- Received information not available to other potential bidders through fraudulent means,
- Failed to comply with technical requirements as stipulated in the Bid document,
- Misrepresented or altered material information in whatever way or manner,
- Promised, offered or made gifts, benefits to any SAMSA employee,
- Canvassed, lobbied to gain unfair advantage,
- Committed fraudulent acts; and
- Acted dishonestly and/or in bad faith etc.

2.21 VALIDITY PERIOD

2.21.1 Bid should remain valid for at least hundred and twenty (**120**) days after the closing date.

2.21.2 The bidder should hold the tender offer(s) valid for acceptance by the employer at any time during the validity period stated in the tender data after the closing time stated in the tender document.

2.21.3 If requested by the employer, consider extending the validity period stated in the tender document for an agreed additional period.

2.21.4 Accept that a tender submission that has been submitted to the employer may only be withdrawn or substituted by giving the employer's agent written notice before the closing time for tenders that a tender is to be withdrawn or substituted.

2.22 LATE BIDS

2.22.1 Late submissions will not be accepted. A submission will be considered late if it arrives one minute after 11:00am or any time thereafter. The bid (tender) box shall be locked at exactly 11:00am and bids arriving late will not be accepted under any circumstances. Bidders are

therefore strongly advised to ensure that bids be dispatched, allowing enough time for any unforeseen events that may delay the delivery of the bid.

2.23 IMPORTANT DATES

Release of RFP	13 March 2026
Compulsory briefing	20 March 2026 @ 13h00
Last day of queries	24 March 2026
Responses to queries	27 March 2026
Closing date for submission of proposals	09 April 2026

Note: Failure by the bidder to attend the compulsory briefing session will result in automatic disqualification from further participation in the evaluation process

SAMSA reserves the right to amend any date specified above. Any changes will be communicated to the interested parties.

2.24 TRANSFORMATION

2.24.1 SAMSA promotes transformation within the maritime services sector of the South African economy and as such, bidders are encouraged to partner with majority black owned entities (51% black owned and controlled). Such partnerships may include the formation of a Joint Venture and/ or subcontracting agreement etc., where a portion of the work under this tender would be undertaken by black owned entities.

2.25 CLIENT BASE

2.25.1 SAMSA reserves the right to contact references during the evaluation and adjudication process to obtain information.

2.26 LEGAL IMPLICATIONS

2.26.1 Successful service providers will enter into a service-level agreement with SAMSA.

2.27 PROHIBITIONS OF RESTRICTIVE PRACTICES

2.27.1 In terms of section 4(1) of the Competition Act No. 89 of 1998, as amended, an agreement between, or concerted practice by, firms, or a decision by an association of firms, is prohibited if it is between parties in a horizontal relationship and if a bidder(s) is/ are or a contractor(s) was/were involved in:

2.27.1.1 directly or indirectly fixing a purchase or selling price or any other trading condition;

2.27.1.2 dividing markets by allocating customers, suppliers, territories or specific types of goods or services; or

2.27.1.3 collusive bidding.

2.27.2 If a bidder(s) or contractor(s), in the judgment of the purchaser, has/have engaged in any of the restrictive practices referred to above, the purchaser may, without prejudice to any other remedy provided for, invalidate the bid(s) for such item(s) offered or terminate the contract in whole or in part and refer the matter to the Competition Commission for investigation and possible imposition of administrative penalties as contemplated in the Competition Act No. 89 of 1998.

2.29 SIGNATORIES

2.29.1 All responses to this tender should be signed off by the authorised signatories of the bidder.

2.30 PECIAL TERMS AND CONDITIONS

- 2.30.1 SAMSA reserves the right to accept or reject any submission in full or in part, and to suspend this process and reject all proposals or part thereof, at any time prior to the awarding of the contract, without thereby incurring any liability to the affected bidders.
- 2.30.2 This bid and the contract will be subject to the General Conditions of Contract issued in accordance with Treasury Regulation 16A published in terms of the PFMA. The special terms and conditions of contract are supplementary to that of the general conditions of the contract.
- 2.30.3 Where, however, the special conditions of contract are in conflict with the general conditions of contract, the general conditions of contract will prevail.
- 2.30.4 The SAMSA is the sole adjudicator of the suitability of the venue for the purpose for which it is required. Therefore, SAMSA's decision in this regard will be final.
- 2.30.5 No bids sent by the facsimile or email will be accepted.
- 2.30.6 Bids must only be submitted at the SAMSA Office in Pretoria by the specified date and time.
- 2.30.7 Bidders are welcome to be present at the opening of bids, but no pricing will be read out.
- 2.30.8 The annexures are part of the bid documentation and must be signed by the bidder and attach to the bid document.
- 2.30.9 The bid forms must not be retyped or redrafted but copies may be used. Additional offers may be made but only photocopies of the original documents. Additional offers/submissions are regarded as separate and must be treated as such by the bidder. The inclusion of various offers as part of a single submission in one envelope is not allowed and will not be considered. Additional bid offers must be submitted separately in separate sealed envelopes.
- 2.30.10 Bidders are required to provide SAMSA with their tax compliance status PIN.
- 2.30.11 Proof of registration on the Central Supplier Database (CSD) must be provided.
- 2.30.12 No tender shall be awarded to a bidder who is not tax compliant. SAMSA reserves the right to withdraw an award made, or cancel a contract concluded with a successful bidder in the event that is established that such a bidder whose verification against the Central Supplier Database (CSD) proves non-compliant.

DISCLAIMERS

SAMSA has produced this document in good faith. SAMSA, its agents, and its employees and associates do not warrant its accuracy or completeness. To the extent that SAMSA is permitted by law, SAMSA will not be liable for any claim whatsoever and how so ever arising (including, without limitation, any claim in contract, negligence or otherwise) for any incorrect or misleading information contained in this document due to any misinterpretation of this document. SAMSA makes no representation, warranty, assurance, guarantee or endorsements to any provider/bidder concerning the document, whether with regard to its accuracy, completeness or otherwise and SAMSA shall have no liability towards the responding service providers or any other party in connection therewith.

NB: Important Notice: Bidders are to be aware of scammers who pose as SAMSA employees selling bid documents or offering monetary gratuity in exchange for information or awarding of bids. SAMSA is in no way selling the bid document, all documents shall be found on the SAMSA website and eTender Portal and awarded bids are notified through the website under "bids awarded" and SAMSA shall never ask any bidder for monetary gratuity in exchange for information or manipulating outcome of bids.

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.

PART 3 TERMS OF REFERENCE

1. INTRODUCTION

The South African Maritime Safety Authority (SAMSA) seeks to appoint a highly qualified and experienced service provider to conduct a comprehensive Organisational Review. The review aims to ensure that SAMSA's organisational framework is fit-for-purpose, adaptable, and strategically aligned with modern regulatory and maritime administration standards. It also seeks to strengthen alignment with long-term organisational goals, enhance the organisation's ability to respond to a dynamic operating environment, and identify opportunities to improve operational efficiency and support sustainable competitive advantage.

The project seeks to further map current skills to SAMSA mandate and identify gaps against future industry requirements. Added to the review is the business processes, business operating model, the pre organisational assessment to establish the readiness, during assessments, to assess impact and post, to assess the impact after implementing the recommended initiatives. Also, the review of culture and or value system that can frame the behaviours to deploy vision and mission of the organisation.

The desired outcome is a high-performing, agile and capable organisation that is optimally structured to execute its legislative mandate, drive operational effectiveness, and maintain alignment with international benchmarks and best practices.

2. BACKGROUND

2.1 SAMSA, as a dynamic maritime safety and regulatory authority, operates within a complex and rapidly evolving global maritime environment. The current organisational structure, though functional, requires a strategic review and realignment to:

2.1.1 Respond to operational demands and legislative mandates.

2.1.2 Improve service delivery imperatives.

2.1.3 Incorporate best practice governance models.

2.1.4 Respond to emerging trends and technologies in maritime governance.

2.1.5 Incorporate modern digital and operational models.

2.1.6 Align with IMO and regional regulatory standards.

2.1.7 Strengthen national maritime safety, compliance, and development goals.

2.2 To this end, SAMSA seeks a service provider to provide expert analysis and strategic guidance that includes the following key elements but not limited to:

2.2.1 Assess SAMSA's strategy including vision, mission and values that drive culture, business processes, and business operating model.

2.2.2 Assess and evaluate SAMSA's existing Human Resources capabilities against the current and projected strategic direction and operational requirements and recommend

a workforce model that ensures future readiness. (Strategic Workforce Capacity and Capability)

- 2.2.3 Critically assess the current organisational structure and its alignment with SAMSA's evolving Operating Model, identifying structural inefficiencies and overlaps. Propose a new design aligned with the best practice governance models used by leading international maritime administrations.

For additional information about SAMSA's organizational structure, mandate, services, and national footprint, bidders are encouraged to consult the latest Annual Report, available at the following link:

<https://www.samsa.org.za/annual-reports>

3. OBJECTIVES

3.1 The primary objectives of the project are:

- 3.1.1. Evaluate SAMSA's business and operating model, ensuring alignment with strategic priorities and global maritime best practice.
- 3.1.2. Conduct a comprehensive organisational structure review to enhance efficiency, clarity, and accountability.
- 3.1.3. Assess workforce capacity utilisation, identifying over- and under-capacity areas.
- 3.1.4. Develop a workforce capability and development framework aligned with strategic imperatives.
- 3.1.5. Redesign SAMSA's organisational structure to enhance strategic alignment, agility and capability.
- 3.1.6. Strengthen internal operational efficiencies, accountability, clarity of roles and decision-making authority.
- 3.1.7. Identify structural, functional, and capability gaps.
- 3.1.8. Assess internal inefficiencies.
- 3.1.9. Benchmark against high-performing maritime authorities or organizations
- 3.1.10. Produce an integrated change management and implementation plan to support sustainable transformation.

4. SCOPE OF WORK

4.1 The service provider will deliver a comprehensive review encompassing strategic, structural, cultural, and workforce dimensions. The scope shall be executed in the following interconnected phases:

4.2 Business and Operating Model Review

- 4.2.1 Evaluate SAMSA's current and future business model, incorporating local legislative imperatives and global maritime trends.
- 4.2.2 Identify any misalignments between the Operating Model and organisational design.

4.3 Situational and Gap Analysis

4.3.1 **Business & Operational Environment:**

4.3.1.1 The review will encompass a comprehensive mandate analysis, **an assessment** of the **current strategy**, an evaluation of business processes and the operating model, as well as an examination of current performance drivers.

4.3.1.2 Assesses alignment between business objectives and operational delivery.

4.3.2 Organisational Structure:

4.3.2.1 Current hierarchy, roles, functions, and reporting lines.

4.3.2.2 Duplication or fragmentation of functions.

4.3.3 Workforce Profile & Utilisation:

4.3.3.1 Headcount, staffing distribution, skills inventory.

4.3.3.2 Workforce utilisation rates (e.g., overstaffed vs understaffed areas, workload balance, productivity levels).

4.3.3.3 Key capability strengths and shortages

4.3.4 Business & Operational Gaps:

4.3.4.1 Misalignment between organisational structure and business/operational needs.

4.3.4.2 Inefficiencies in processes or resource deployment.

4.3.5 Structural Gaps:

4.3.5.1 Missing or redundant roles, unclear accountability, bottlenecks.

4.3.6 Skills & Workforce Utilisation Gaps:

4.3.6.1 Critical skills are missing for strategic priorities.

4.3.6.2 Underutilisation of workforce capacity (low productivity) or overstretch (burnout risk).

4.3.6.3 Gaps in succession planning and specialized expertise.

4.3.7 Skills Audit and Workforce Capability Review

4.3.7.1 Conduct a comprehensive skills audit across all SAMSA divisions, identifying current competencies, qualifications, and gaps against future strategic and operational requirements

4.3.7.2 Map existing skills to SAMSA's mandate, including regulatory, safety, compliance, and maritime-specific functions.

4.3.7.3 Develop a workforce capability framework aligned with international maritime sector standards and benchmarks.

4.3.7.4 Recommend targeted interventions (e.g., reskilling, upskilling, redeployment) to strengthen organisational capacity.

4.4 Macro Organisational Structure Review and Re-Design

4.4.1 Develop an improved high-level structure that reflects optimal divisional alignment with the strategic plan.

4.4.2 Recommend structural modifications to drive SAMSA's long-term strategy.

4.5 Micro Organisational Structure Review and Re-Design

4.5.1 Design efficient microstructures (departmental/team levels), with detailed role profiles, reporting lines, and spans of control.

4.5.2 Consider the implementation of matrix or hybrid or other structures where appropriate.

4.6 Stakeholder Engagement and Change Management

4.6.1 Develop a change management and communication strategy and plan.

4.6.2 Facilitate strategic and change management engagements with:

- a. Executive Committee (EXCO)
- b. Board of Directors
- c. Organised Labour and staff across all levels

4.7 Project and Change Implementation Support

4.7.1 Deliver clear, actionable recommendations supported by benchmarking data and analytics

4.7.2 Provide a project plan and implementation plan including firsthand implementation support for:

4.7.2.1 Executive roles

4.7.2.2 Management/Specialist roles

4.7.2.3 Non-management and Support roles

4.7.3 Conduct Match and Place processes, role evaluation, job grading, and transition planning.

4.8 Reporting and Recommendations

4.8.1 Develop and provide the following reports:

4.8.1.1 Project-related risk register and mitigation report outlining identified risks and corresponding mitigation measures

4.8.1.2 Talent match, placement, and support report

4.8.1.3 Provide implementation blueprints and operating manuals.

4.8.1.4 Final Consolidated Report with Recommendations and Strategic Roadmap.

5 METHODOLOGY (Automated Workforce Analytics and Organisational Design Platform)/HR Analytic tools.

5.1 The methodology should demonstrate a systematic, evidence-based approach integrating data analytics, stakeholder participation, and benchmarking. The approach should include Project initiation, inception meeting, and data collection framework.

5.1.1 Review of strategic documents, structure, processes, and performance data.

Automated Org Design & Workforce Modelling Platforms are required for this project to provide a rigorous, data-driven organisational analysis, workforce modelling, and structural optimisation. The platform must have advanced visualisation and analytical capabilities, enable clear evidence-based insights into the current organisational landscape, support identification of structural gaps, inefficiencies and improvement opportunities. In addition, Org Design & Workforce Modelling Platform used for the project, must facilitates rapid scenario modelling, allowing decision-makers to evaluate the implications of proposed changes on roles, spans of control, workforce capacity, and cost structures with precision and transparency. The platform must be able to integrate seamlessly with HR and organisational datasets, ensuring high data accuracy and full traceability throughout the review process. The application of such platforms must be able to model both current- and future-state structures that will ensure that SAMSA's organisational redesign is methodologically robust, analytically sound, strategically aligned, and positioned to support sustainable transformation.

- 5.1.2 Skills audit through surveys, interviews, and competency assessments. Development of redesign options and validation through management consultations.
- 5.1.3 Change management plan including readiness assessment, communication and transition support.
- 5.1.4 Integration of findings into a final implementation roadmap and recommendations report.

6 DELIVERABLES

- 6.1 Pre-organisation readiness assessment Report (baseline and readiness indicators).
To establish the readiness, during organisation assessment to establish the change experiences, post organisation assessment to check whether we are still where we were.
- 6.2 Business & Operating Model Review Report
- 6.3 Business strategy review.
- 6.4 Situational and Gap Analysis Report against strategy and industry requirements.
- 6.5 Comprehensive Skills Audit and workforce capability report. (including, current and future state)
- 6.6 Current skills inventory by division and role.
- 6.7 Benchmarking Matrix and recommendations
- 6.8 Proposed Macro & Micro Organisational Structures
- 6.9 Stakeholder Engagement and Change Management plan (awareness)
- 6.10 Project and Change Implementation Support Report
- 6.11 Detailed Implementation Plan (incl. job/ person match and direct placement/ competitive selection, reskilling or upskilling or redeployment,)
- 6.12 Talent match, placement, and support report
- 6.13 Develop a risk register and mitigation plan to identify, assess, and manage project risks associated with the implementation of recommended and approved project outcomes
- 6.14 Talent match, placement, and support report
- 6.15 Final Consolidated Report with Recommendations and Strategic Roadmap
- 6.16 Strategic capacity review (workforce plan)
- 6.17 Strategic capacity future

7 Organisational and HR Automated Analytics Systems

- 7.1 The bidder will enable SAMSA's quest to develop a modern, fit-for-purpose, adaptable organisational framework that is strategically aligned with contemporary regulatory and administrative standards. The primary purpose of this intervention is to enhance organisational efficiency and reduce turnaround time and as such, it is imperative that the service provider will, as minimum, leverage advanced Automated Org Design & Workforce Modelling Platforms, for enabling data-driven organisational reviews through dynamic modelling and analytics.
- 7.2 Org Design & Workforce Modelling Platforms should be utilised for, inter alia:
 - 7.2.1 Visual Scenario Modelling
 - 7.2.2 Automated Organisational Health Metrics.
 - 7.2.3 Conduct HR Analytics to analysis the current organisational structure
 - 7.2.4 Analysis of the current workforce profile.
 - 7.2.5 Analyse business model, processes and operational model to identify gaps and provide solutions.

7.2.6 Review and align Structure.

7.2.7 Skills & Workforce Utilisation Gaps

7.2.8 Skills Audit and Workforce Capability/Capacity Review and Planning

7.2.9 Macro Organisational Structure Review and Re-Design

7.2.10 Micro Organisational Structure Review and Re-Design

8 PROJECT DURATION

8.1 The project is to be completed within 6 months from appointment.

9. REPORTING AND GOVERNANCE

9.1 The appointed service provider will report to CHCO with the support of the delegated Project Management Committee, providing regular progress updates as agreed upon.

PART 4: EVALUATION CRITERIA

1.1 LEGISLATIVE AND REGULATORY FRAMEWORK

1.1.1 The evaluation of bids received will be conducted with accordance with the prescripts of the Preferential Procurement Policy Framework Act 2000 (Act no.5 of 2000), its Regulations of 2022 and the evaluation criteria as stipulated in the specification/terms of reference and special conditions of contract.

1.2 PHASE 1: ADMINISTRATIVE REQUIREMENTS (PRE-EVALUATION)

1.2.1 Phase one evaluation will include the following:

- (i) Verify all declarations (SBD 4 – Declaration of interest);
- (ii) Determine whether any Government official participated in the bidding process;
- (iii) Verify whether all applicable forms have been signed;
- (iv) Submission of the Tax certificate and the copy of the CSD;

Note: Failure to comply with the requirements assessed in phase 1 (governance), may lead to disqualification of bids.

1.3 PHASE 2: MANDATORY REQUIREMENT

All bid responses that do not meet the Mandatory Requirements shall be disqualified and shall not be considered for further evaluation of the other Technical Requirements. The mandatory technical requirements are as follows.

Mandatory requirement	Comply	Not Comply
<p>Registration with a recognized professional body</p> <p>The bidder must provide proof of current and valid registration for at least one (1) proposed key team member with from any one of the following recognized professional bodies:</p> <ul style="list-style-type: none">• South African Board for People Practices (SABPP) – for HR / Organisational Development practitioners; or• Health Professions Council of South Africa (HPCSA) – for Industrial and Organisational Psychology practitioners; or• Society for Industrial and Organisational Psychology of South Africa (SIOPSA) – for Industrial and Organisational Psychology practitioners. <p>Note:</p> <ul style="list-style-type: none">• Failure to submit proof of membership with any one of the above professional bodies will result in disqualification.• Bidders can produce proof of membership for anyone of the proposed team members		

** SAMSA reserves the right to verify all submitted credentials.

Any change to the proposed Key Team Member/s post-award must be submitted in writing for approval.

1.4 PHASE 3: FUNCTIONALITY EVALUATION CRITERIA

The service provider must present evidence of previous projects that they have completed utilising these tools.

A minimum score of 75 points out of 100 must be achieved to be eligible for further evaluation on presentation to SAMSA, at their own cost.

NO.	TECHNICAL CRITERIA	MAXIMUM POINTS PER CRITERION
1.	<p>COMPANY EXPERIENCE</p> <p>The bidder must demonstrate relevant experience in organisation restructuring/redesign including structure review and skills audit projects rendered by providing reference letters for each organizational review project for previous or current work. The letters must not be older than five (5) years from tender closing date.</p> <ul style="list-style-type: none"> • Three (3) letters for different projects of same or similar scope= 30 points • Two (2) letters for different projects of same or similar scope= 15 points • One (1) letter for different projects of same or similar scope = 5 points • No letter or irrelevant letter submitted = 0 points <p>Note</p> <ul style="list-style-type: none"> • SAMSA reserves the right to verify the information provided as part of the due diligence. • Where there are discrepancies between the information provided by the bidder and the results obtained from the due diligence conducted, the bidder will receive a score of zero for that criterion. 	30
2	<p>TEAM MEMBERS EXPERIENCE</p> <p>The bidder must provide detailed CVs of the proposed team members who will be assigned to the SAMSA project. The evaluation will be based on the experience of the key personnel, as outlined below:</p> <p>1. Project Team leader – 10 points <i>(experience leading corporate or/ and state enterprises transformation or restructuring projects).</i></p> <ul style="list-style-type: none"> • Fifteen (15) years or above experience, Score = 10 • Below fifteen (15) years to ten (10) years' experience, Score = 5 • Below ten (10) years to five (5) years' experience, Score = 2 • Less than five (5) years experience OR irrelevant experience OR no proof submitted, Score = 0 <p>2. Change consultant – 10 points <i>(change management experience - showing Labour Engagement, Cultural Alignment etc., using recognized Change Management methodology)</i></p>	30

NO.	TECHNICAL CRITERIA	MAXIMUM POINTS PER CRITERION
	<ul style="list-style-type: none"> • Ten (10) years or above experience change management, Score = 10 • Below ten (10) years to five (5) years' experience in change management Score = 5 • Below five (05) years to two (2) years' experience in change management Score = 2 • Less than two (2) years experience OR irrelevant experience OR no proof submitted, Score = 0 <p>3. Project Administrator– 10 points <i>(project management experience in corporate projects of a similar nature)</i></p> <ul style="list-style-type: none"> • Five (5) years or above experience in project management of a similar nature, Score = 10 • Below five (5) years to three (3) years' experience in project management a similar nature, Score = 5 • Below three (3) years to two (2) years' experience in project management a similar nature, Score = 2 • Less than two (2) years of experience OR irrelevant experience OR no proof submitted, Score = 0 <p>Note:</p> <ul style="list-style-type: none"> • SAMSA reserves the right to verify all submitted credentials, including contacting references as part of due diligence. • Where there are discrepancies between the information provided by the bidder and the results obtained from the due diligence conducted, the bidder will receive a score of zero for that criterion. • Any change to the proposed Key Team Member/s post-award must be submitted in writing for approval by SAMSA. 	
3	<p>TEAM MEMBERS' QUALIFICATIONS</p> <p>The bidder must provide copies of qualifications for the proposed team members. Qualifications must be relevant as specified below.</p> <p>1. Project Team leader – 10 points</p> <ul style="list-style-type: none"> • NQF level 8 in Industrial/Organisational Psychology or, Human Resources or Business Administration, Score = 10 • No qualification submitted or unrelated qualification submitted, Score = 0 <p>2. Change consultant – 10 points</p> <ul style="list-style-type: none"> • NQF level 7 in Industrial/Organisational Design or Human Resources, Score = 10 • No qualification submitted or unrelated qualification submitted, Score = 0 <p>3. Project Administrator– 10 points</p> <ul style="list-style-type: none"> • Certificate in project management, Score = 10 	30

NO.	TECHNICAL CRITERIA	MAXIMUM POINTS PER CRITERION
	<ul style="list-style-type: none"> No qualification submitted or unrelated qualification submitted, Score = 0 <p>Note:</p> <ul style="list-style-type: none"> SAMSA reserves the right to verify all submitted credentials, including contacting references as part of due diligence. Where there are discrepancies between the information provided by the bidder and the results obtained from the due diligence conducted, the bidder will receive a score of zero for that criterion. Any change to the proposed Key Team Member/s post-award must be submitted in writing for approval by SAMSA. 	
4.	<p>METHODOLOGY</p> <p>Bidders must provide a comprehensive methodology that demonstrates a clear understanding of the Scope of Work, with specific reference to the points below while allocating resources and timelines per phase.</p> <p>The methodology must demonstrate systematic use of analytics, stakeholder input, and benchmarking for evidence-based approach and data integration by covering the below:</p> <p>4.1. Review of Strategic Documents & Organisational Data</p> <p>Indicator: Ability to ingest and analyse strategic documents, structures, processes, and performance data.</p> <p>4.1.1. Workforce Modelling & Scenario Analysis</p> <p>Indicator: Platform supports rapid scenario modelling (roles, spans of control, workforce capacity, cost structures).</p> <p>4.2. Skills Audit & Validation</p> <p>Indicator: Comprehensive skills audit using surveys, interviews, and competency assessments.</p> <p>4.3. Change Management Plan</p> <p>Indicator: Includes readiness assessment, communication strategy, and transition support.</p> <p>4.4. Implementation Roadmap, Findings and ability to integrate with Human Resource Information System (HRIS).</p> <p>Indicator: Integration of findings into a phased roadmap with milestones and monitoring, with the option of integrating with HRIS</p> <ul style="list-style-type: none"> Submitted a detailed methodology covering all four (4) elements = 10 points Submitted a methodology covering three (3) elements = 8 points Submitted a methodology covering two (2) elements = 5 points Submitted a methodology covering one (1) element = 2 points 	10

NO.	TECHNICAL CRITERIA	MAXIMUM POINTS PER CRITERION
	<ul style="list-style-type: none"> Submitted a methodology NOT covering any element OR did not submit the methodology = 0 points <p>Note:</p> <ul style="list-style-type: none"> Failure to address the full scope of work and the required methodology will result in zero point being allocated for this criterion 	
	TOTAL	100

Bidders who achieve a minimum score of **75% out of 100** on functionality will be shortlisted and invited to make a presentation to SAMSA, at their own cost.

1.5 PHASE 4: PRESENTATION / DEMONSTRATION

- 1.5.1 Shortlisted bidders must be prepared to deliver a presentation of **not more than 45 minutes** (30 minutes presentation and 15 minutes questions and answers).
- 1.5.2 The presentation must demonstrate how the bidder will execute the Organisational Review and Redesign project, including the use of Automated Organisational Design and Workforce Modelling Platforms.
- 1.5.3 Bidders must obtain a minimum of **60%** on the presentation to qualify to be evaluated further on Phase 5, PPPFA Price and Specific Goals.
- 1.5.4 All bidders are hereby notified that a formal written notice will be issued in advance of the scheduled site inspection. Bidders will receive this notice no later than *two (2) working days* prior to the site inspection
- 1.5.5 Failure to attend the presentation when formally invited will result in the bidder not being considered further.
- 1.5.6 The presentation will be evaluated according to the scorecard below:

NO	CRITERIA	MAXIMUM SCORE
1	<p>Experience and Understanding of Organisational Redesign and SAMSA requirements demonstrated as follows in the presentation: (Total 5 points)</p> <p>Give background about the company and demonstrate experience in conducting organisational reviews and redesigning projects of similar scale and complexity = 3 points</p> <p>Present understanding of SAMSA requirements = 2 points</p>	5
2	<p>Automated Organisational Design & Workforce Modelling Platform – HR Analytics system (Live Demonstration). (Total points 30)</p> <p>The bidder must do a live HR analytics system presentation, showing its capabilities, ensuring that the below scenarios are covered.</p>	30

	<p>As part of this presentation the bidder must drive their software live to solve the below specific project-context problems:</p> <p>Scenario A: Visualization & Data Health: The system must ingest raw payroll/HR data and instantly produce a clean organogram, also highlighting missing data, where not generated, score = 5 points</p> <p>Scenario B: Scenario Modeling: The system must enable interactive reallocation of business units, such as drag-and-drop a business unit, and reposition into a different branch and instantly see the impact on things such as total headcount, total cost, and spans & layers in real time, ensuring transparent and evidence-based decision-making, score = 10 points</p> <p>Scenario C: Skills & Competency Mapping: The system must be able to filter the workforce by qualifications to provide dashboards that identify skills gaps, score = 10 points</p> <p>Scenario D: Transition Planning: The system must be able to show split-screen showing comparisons such as the <i>current Structure</i> vs. the <i>proposed structure</i> with a clear cost/staff change, score = 5 points</p>	
3	<p>Data Protection & Confidentiality (15 points)</p> <p>The bidder must demonstrate robust measures to safeguard employee and organisational data throughout the project lifecycle and cover the below areas:</p> <p>Compliance: Adherence to relevant data protection legislation (e.g., POPIA in South Africa, GDPR if applicable). = 5 points</p> <p>Security Protocols: Use of secure platforms, encrypted storage, and controlled access to sensitive HR and organisational datasets = 5 points</p> <p>Confidentiality: Clear policies on handling employee records, anonymisation of survey/interview data, and restricted sharing of identifiable information= 5 points</p>	15
	TOTAL	50

PART 5. PRICING MODEL

1. Payment Terms

- 1.1 SAMSA undertakes to pay valid tax invoices in within thirty (30) days from date of receipt of a valid invoice
- 1.2 All submitted invoices must be accompanied by timesheets and signed project progress reports detailing the work performed during the invoice period.

2. Validity

- 2.1 The price proposal shall remain valid for hundred and twenty (120) days after the closing date of the tender. A Proposal which is valid for a shorter period may be rejected by the SAMSA for non-responsiveness.
- 2.2 In exceptional circumstances, SAMSA may solicit the bidder's consent to an extension of the period of the validity of the bid. The request and responses thereto shall be made in writing. A bidder that has been granted the request will neither be required nor permitted to modify the Proposal

3. Project period

- 3.1 The duration of the project is expected to be no longer than **six (6) months** from the date of receipt of the official appointment letter/PO issued by SAMSA.

ANNEXURE A – PRICING TABLE

Supplier Name	
Supplier Signature	
Date	

Table 1: Professional fees

No	Project Element	Quantity	Rate	Total (Excl Vat)
1	Review of the Business and Operating Model	1		
2	Conduct a Situational and Gap Analysis	1		
3	Conduct Skills Audit and Workforce Capability Review	1		
4	Macro Organisational Structure Review/Design	1		
5	Micro Organisational Structure Review/Design	1		
6	Stakeholder Engagement and Change Management Plan	1		

7	Project Implementation and Change Management Support	1		
8	Reporting and Recommendations	1		
	Sub-total (Excl Vat)			
	Vat @ 15%			
	Total			

Table 2: Disbursements (Reimbursable Costs)

No	Project Element	Quantity	Rate	Total (Excl Vat)
1	Travel and Accommodation	1		
2	Venue Hire for Workshops / Stakeholder Engagement	1		
3	Printing and Communication	1		
	Sub-total (Excl Vat)			
	Vat @ 15%			
	Total			

Table 3: Total bid price

No	Project Element	Total (Incl Vat)
1	Total Professional Fees	
2	Total Disbursements	
3	Grand Total	

Notes:

1. The above objectives will be required and directly involved from the commencement to the finalization of the project.
2. Payments will be made in phases informed by the agreed project milestones
3. All invoices submitted must be accompanied by timesheets detailing the work performed during the invoice period.
4. The duration of the project is expected to be no longer than six (6) months from the date of receipt of the official appointment letter issued/PO from SAMSA.
5. Any travel outside Gauteng must be agreed in writing with SAMSA and will be processed and booked through SAMSA's travel management agency, in accordance with the SAMSA travel management policy and procedures
6. Disbursements will only be reimbursed based on actual costs incurred, supported by valid invoices and receipts
7. No additional costs outside the pricing schedule will be accepted unless approved in writing by SAMSA
8. The Grand Total (Inclusive of VAT) will be used for price comparison during evaluation.

1.5 PHASE 5: EVALUATION CRITERIA IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2022 (ABOVE R50 MILLION)

1. The following preference point systems are applicable to invitations to bid:
 - 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).
2. Either the 90/10 or 80/20 preference point system will be applicable in this bid. The lowest/ highest acceptable bid will be used to determine the accurate system once bids are received.
3. Points for this bid (even in the case of a bid for income-generating contracts) shall be awarded for:
 - (a) Price; and
 - (b) Specific Goals.

POINTS AWARDED FOR PRICE

THE 80/20 OR 90/10 PREFERENCE POINT SYSTEMS

The preferential procurement point system applicable for this bid is:

Preferential System	Point	Mark
80/20		X
90/10		

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

$$\begin{array}{ccc} \mathbf{80/20} & \mathbf{or} & \mathbf{90/10} \\ \\ P_s = 80 \left(1 - \frac{P_t - P}{P} \right) & \mathbf{or} & P_s = 90 \left(1 - \frac{P_t - P}{P} \right) \end{array}$$

Where

P_s = Points scored for price of bid under consideration

P_t = Price of bid under consideration

P_{min} = Price of lowest acceptable bid

STANDARD BIDDING DOCUMENTS

ANNEXURE A

INVITATION TO BID

SBD1

PART A

BID NUMBER: SAMSA/109.1/2025/26					
BID NUMBER:	SAMSA/109.1/2025/26	CLOSING DATE:	09 April 2026	CLOSING TIME:	11 H00 am
DESCRIPTION	THE SOUTH AFRICAN MARITIME SAFETY AUTHORITY (SAMSA) WOULD LIKE TO INVITE PROPOSALS FOR THE APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT AN ORGANISATIONAL DESIGN/STRUCTURE REVIEW				
BID RESPONSE DOCUMENTS MAY BE DEPOSITED IN THE BID BOX SITUATED AT (STREET ADDRESS)					
SOUTH AFRICAN MARITIME SAFETY AUTHORITY					
146 LUNON ROAD					
CNR JAN SHOBA & LUNNON ROAD, HILLCREST					
HATFIELD, 0183					
BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO			TECHNICAL ENQUIRIES MAY BE DIRECTED TO:		
CONTACT PERSON	ONKGOPOTSE SEEMA				
TELEPHONE NUMBER	012 366 2600				
FACSIMILE NUMBER	012 366 2601				
E-MAIL ADDRESS	oseemela@samsa.org.za				
SUPPLIER INFORMATION					
NAME OF BIDDER					
NAME OF CONTACT PERSON					
POSTAL ADDRESS					
STREET ADDRESS					
TELEPHONE NUMBER	CODE		NUMBER		
CELLPHONE NUMBER					
FACSIMILE NUMBER	CODE		NUMBER		
E-MAIL ADDRESS					
VAT REGISTRATION NUMBER					
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:		OR	CENTRAL SUPPLIER DATABASE No:	MAAA

B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE	TICK APPLICABLE BOX] <input type="checkbox"/> Yes <input type="checkbox"/> No	B-BBEE STATUS SWORN AFFIDAVIT	[TICK APPLICABLE BOX] <input type="checkbox"/> Yes <input type="checkbox"/> No
----------------------------------------------	--------------------------------------------------------------------------------------	-------------------------------	---------------------------------------------------------------------------------------

[A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE/ SWORN AFFIDAVIT (FOR EMES & QSEs) MUST BE SUBMITTED IN ORDER TO QUALIFY FOR PREFERENCE POINTS FOR B-BBEE]

ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES /WORKS OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES ENCLOSE PROOF]	ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS 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)? YES NO
- DOES THE ENTITY HAVE A BRANCH IN THE RSA? YES NO
- ES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?
NO YES
- DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA? YES NO
- IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION? YES NO

IF THE ANSWER IS “NO” TO ALL OF THE ABOVE, THEN IT IS NOT A REQUIREMENT TO REGISTER FOR A TAX COMPLIANCE STATUS SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 BELOW.

PART B

TERMS AND CONDITIONS FOR BIDDING

1. BID SUBMISSION:

- 1.1. BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.
- 1.2. **ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED – (NOT TO BE RE-TYPED) OR IN THE MANNER PRESCRIBED IN THE BID DOCUMENT.**
- 1.3. THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT, 2000 AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2017, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT.
- 1.4. **THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM (SBD7).**

2. TAX COMPLIANCE REQUIREMENTS

- 2.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
- 2.2 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VERIFY THE TAXPAYER'S PROFILE AND TAX STATUS.
- 2.3 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) PIN MAY BE MADE VIA E-FILING THROUGH THE SARS WEBSITE WWW.SARS.GOV.ZA.
- 2.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID.
- 2.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED; EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER.
- 2.6 WHERE NO TCS PIN IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.
- 2.7 NO BIDS WILL BE CONSIDERED FROM PERSONS IN THE SERVICE OF THE STATE, COMPANIES WITH DIRECTORS WHO ARE PERSONS IN THE SERVICE OF THE STATE, OR CLOSE CORPORATIONS WITH MEMBERS PERSONS IN THE SERVICE OF THE STATE."

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

SIGNATURE OF BIDDER:

.....

CAPACITY UNDER WHICH THIS BID IS SIGNED:

.....
(Proof of authority must be submitted e.g. company resolution)

DATE:

.....

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

Is the bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest 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:

.....

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:

.....

.....
...

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.

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

I CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 1, 2 and 3 ABOVE IS CORRECT. I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 6 OF PFMA SCM INSTRUCTION 03 OF 2021/22 ON PREVENTING AND COMBATING ABUSE IN THE SUPPLY CHAIN MANAGEMENT SYSTEM SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....

Signature

.....

Date

.....

Position

.....

Name of bidder

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

This preference form must form part of all bids invited. It contains general information and serves as a claim form for preference points for specific goals.

NB: BEFORE COMPLETING THIS FORM, BIDDERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF THE BID AND PREFERENTIAL PROCUREMENT REGULATIONS, 2022

GENERAL CONDITIONS

1.1 The following preference point systems are applicable to invitations to bid:

- (a) the 80/20 system for requirements with a Rand value of up to R50 000 000 (all applicable taxes included); and
- (b) the 90/10 system for requirements with a Rand value above R50 000 000 (all applicable taxes included).

Either the 90/10 or 80/20 preference point system will be applicable in this bid. The lowest/ highest acceptable bid will be used to determine the accurate system once bids are received.

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

- (c) Price; and
- (d) Specific Goals.

1.2 The preference point system application must not exceed 100 and must be applied as per below:

1.2.1 The 80/20 preference system:

The maximum points for this bid are allocated as follows:

	POINTS
PRICE	80
SPECIFIC GOALS**	20
Total points for Price and SPECIFIC GOALS	100

** Point allocation break down provide below

1.2.1.1 SPECIFIC GOALS: 80/20

SPECIFIC GOAL	Points
Goal 1: Historically Disadvantaged Individuals (14)	
a) who had no franchise in national elections before the 1983 and 1993 Constitutions	7
b) who is a female	5
c) who has a disability	2
Goal 2: who is youth	3
Goal 3: Locality	3
TOTAL	20

1.2.2 The 90/10 preference system:

The maximum points for this bid are allocated as follows:

	POINTS
PRICE	90
SPECIFIC GOALS**	10
Total points for Price and SPECIFIC GOALS	100

** Point allocation break down provide below

1.2.2.1 SPECIFIC GOALS: 90/10

SPECIFIC GOAL	Points
Goal 1: Historically Disadvantaged Individuals (14)	
a) who had no franchise in national elections before the 1983 and 1993 Constitutions	4
b) who is a female	2
c) who has a disability	1
Goal 2: who is youth	1
Goal 3: Locality	2
TOTAL	10

1.3 Failure on the part of a bidder to submit proof or documentation required in terms of this bid to claim points for specific goals with the bid, will be interpreted to mean that preference points for specific goals are not claimed.

1.4 SAMSA reserves the right to require of a bidder, either before a bid is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by SAMS

2 DEFINITIONS

(a) **locality**” means the promotion of SMMEs located within the specific area;

(b) **“bid”** 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 bidding process or any other method envisaged in legislation;

- (c) **“price”** means an amount of money bided for goods or services, and includes all applicable taxes less all unconditional discounts;
- (d) **“rand value”** means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
- (e) **“bid 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 SAMSA and a third party that produces revenue for SAMSA, 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
- (f) **“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:

$$\begin{array}{ccc} \mathbf{80/20} & \mathbf{or} & \mathbf{90/10} \\ P_s = 80 \left(1 - \frac{P_t - P}{P} \right) & \mathbf{or} & P_s = 90 \left(1 - \frac{P_t - P}{P} \right) \end{array}$$

Where

- Ps = Points scored for price of bid under consideration
- Pt = Price of bid under consideration
- Pmin = Price of lowest acceptable bid

3.2. FORMULAE FOR DISPOSAL OR LEASING OF STATE ASSETS AND INCOME GENERATING PROCUREMENT

3.2.1. POINTS AWARDED FOR PRICE

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

$$\begin{array}{ccc} \mathbf{80/20} & \mathbf{or} & \mathbf{90/10} \\ P_s = 80 \left(1 + \frac{P_t - P}{P} \right) & \mathbf{or} & P_s = 90 \left(1 + \frac{P_t - P}{P_{max}} \right) \end{array}$$

Where

- Ps = Points scored for price of bid under consideration
- Pt = Price of bid under consideration

Pmax = Price of highest acceptable bid

4. POINTS AWARDED FOR SPECIFIC GOALS

4.1. Specific goals for the bid and points claimed are indicated per the table below.

4.1.1. EQUITY OWNERSHIP CLAIMED IN TERMS OF PARAGRAPH 1.4

	SPECIFIC GOAL	Percentage owned (%)	Points claimed (as per 1.4) (multiply % by the points allocated on 1.4)
HDI	Equity ownership by persons who had no franchise in the national elections		
	Equity ownership by women		
	Equity ownership by disabled persons		
	Equity ownership by youth		
	Locality	N/A	

4.2. Specific goals for the bid and points claimed are indicated per the table below: 80/20 preference system.

4.2.1. EQUITY OWNERSHIP CLAIMED IN TERMS OF PARAGRAPH 1.4

	SPECIFIC GOAL (SUPPORTING DOCUMENTS FOR VERIFICATION)	Maximum points that can be scored	Points being claimed by supplier
HDI	Equity ownership by persons who had no franchise in the national elections. (ID copies of ALL listed owner/s, as per the CSD, CK1 registration document (CIPC), BBBEE certificate)	7	
	Equity ownership by women (ID copies of ALL listed owner/s, BBBEE certificate)	5	
	Equity ownership by disabled persons (Medical certificate/ Assessment)	2	
	Equity ownership by youth (ID copies of ALL listed owner/s, BBBEE certificate)	3	
	Locality (CIPC / SARS or valid proof of address utility bill, bank statement, account statement, municipal councillor's letter) NB. Lease agreements are not acceptable as proof address.	3	
	TOTAL	20	

** Claimed points can only be allocated where supporting documents have been provided.

** Ownership points will be awarded on a pro-rata using share certificates / CSD / SBD

** Specific goal points are allocated to natural persons and will be awarded in accordance with company/

consortium or joint venture ownership allocation

** Refer to checklist attached to ensure correct document submission

5. DECLARATION WITH REGARD TO COMPANY/FIRM

5.1. Name of company/firm.....

5.2. Company registration number:

5.3. Company/ firm physical address (for claiming locality points):
.....
.....

5.4. 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]

5.5. DESCRIBE PRINCIPAL BUSINESS ACTIVITIES

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

5.6. TOTAL NUMBER OF YEARS THE COMPANY/ FIRM HAS BEEN IN BUSINESS

.....

5.7. List of shareholder/s information to be used to calculate the points claimed in paragraph 4.3.

NAME	ID NUMBER	HDI**			Youth**	% of company / firm owned
		(**Yes / No)				
		No franchise prior to elections	Women	Disabled	(**Yes/ No)	

5.8. 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 bid, 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 4.1 and 5.6, the contractor may be required to furnish documentary proof to the satisfaction of SAMSA 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, SAMSA may, in addition to any other remedy it may have –
 - (a) disqualify the person from the bidding 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 bidder 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 BIDDER(S)

SURNAME AND NAME:

DATE:

ADDRESS:

.....

C

NB: THE FOLLOWING DOCUMENTS WILL BE USED TO CLAIM YOUR SPECIFIC GOALS

- ID copies of ALL listed owner/s as per CSD report
- BBBEE Certificate
- Valid Medical assessment classified by the Health Professions Council of South Africa
- Address as listed on CSD or CK accompanied by a valid proof of residence. Any one of the following valid documents reflecting one of the listed owners' names and physical residential address will be sufficient as proof of residence: Utility bill, e.g. municipal water and lights account or property managing agent statement. Bank statement. Municipal councillor's letter.

ANNEXURE E - GENERAL CONDITIONS OF THE CONTRACT

1 THE PURPOSE OF THIS DOCUMENT IS TO:

- (i) Draw special attention to certain general conditions applicable to government bids, contracts and orders; and
- (ii) to ensure that clients are familiar with regard to the rights and obligations of all parties involved in doing business with the government.

In this document words in the singular also mean in the plural and vice versa and words in the masculine also mean in the feminine and neuter.

- The General Conditions of Contract will form part of all bid documents and may not be amended.
- Special Conditions of Contract (SCC) relevant to a specific bid, should be compiled separately for every bid (if (applicable) and will supplement the General Conditions of Contract. Whenever there is a conflict, the provisions in the SCC shall prevail.

2 TABLE OF CLAUSES

1. Definitions
2. Application
3. General
4. Standards
5. Use of contract documents and information; inspection
6. Patent rights
7. Performance security
8. Inspections, tests and analysis
9. Packing
10. Delivery and documents
11. Insurance
12. Transportation
13. Incidental services
14. Spare parts
15. Warranty
16. Payment
17. Prices
18. Contract amendments
19. Assignment
20. Subcontracts
21. Delays in the supplier's performance
22. Penalties
23. Termination for default
24. Dumping and countervailing duties
25. Force Majeure
26. Termination for insolvency
27. Settlement of disputes

28. Limitation of liability
29. Governing language
30. Applicable law
31. Notices
32. Taxes and duties
33. National Industrial Participation Programme (NIPP)
34. Prohibition of restrictive practices

GENERAL CONDITIONS OF CONTRACT

1. Definitions

1. The following terms shall be interpreted as indicated:
 - 1.1 “Closing time” means the date and hour specified in the bidding documents for the receipt of bids.
 - 1.2 “Contract” means the written agreement entered into between the purchaser and the supplier, as recorded in the contract form signed by the parties, including all attachments and appendices thereto and all documents incorporated by reference therein.
 - 1.3 “Contract price” means the price payable to the supplier under the contract for the full and proper performance of his contractual obligations.
 - 1.4 “Corrupt practice” means the offering, giving, receiving, or soliciting of anything of value to influence the action of a public official in the procurement process or in contract execution.
 - 1.5 "Countervailing duties" are imposed in cases where an enterprise abroad is subsidized by its government and encouraged to market its products internationally.
 - 1.6 “Country of origin” means the place where the goods were mined, grown or produced or from which the services are supplied. Goods are produced when, through manufacturing, processing or substantial and major assembly of components, a commercially recognized new product results that is substantially different in basic characteristics or in purpose or utility from its components.
 - 1.7 “Day” means calendar day.
 - 1.8 “Delivery” means delivery in compliance of the conditions of the contract or order.
 - 1.9 “Delivery ex stock” means immediate delivery directly from stock actually on hand.
 - 1.10 “Delivery into consignees store or to his site” means delivered and unloaded in the specified store or depot or on the specified site in compliance with the conditions of the contract or order, the supplier bearing all risks and charges involved until the supplies are so delivered and a valid receipt is obtained.

- 1.11 "Dumping" occurs when a private enterprise abroad market its goods on own initiative in the RSA at lower prices than that of the country of origin and which have the potential to harm the local industries in the RSA.
- 1.12 "Force majeure" means an event beyond the control of the supplier and not involving the supplier's fault or negligence and not foreseeable. Such events may include, but is not restricted to, acts of the purchase in its sovereign capacity, wars or revolutions, fires, floods, epidemics, quarantine restrictions and freight embargoes.
- 1.13 "Fraudulent practice" means a misrepresentation of facts in order to influence a procurement process or the execution of a contract to the detriment of any bidder, and includes collusive practice among bidders (prior to or after bid submission) designed to establish bid prices at artificial non-competitive levels and to deprive the bidder of the benefits of free and open competition.
- 1.14 "GCC" means the General Conditions of Contract.
- 1.15 "Goods" means all of the equipment, machinery, and/or other materials that the supplier is required to supply to the purchaser under the contract.
- 1.16 "Imported content" means that portion of the bidding price represented by the cost of components, parts or materials that have been or are still to be imported (whether by the supplier or his subcontractors) and which costs are inclusive of the costs abroad, plus freight and other direct importation costs such as landing costs, dock dues, import duty, sales duty or other similar tax or duty at the South African place of entry as well as transportation and handling charges to the factory in the Republic where the supplies covered by the bid will be manufactured.
- 1.17 "Local content" means that portion of the bidding price that is not included in the imported content provided that local manufacture does take place.
- 1.18 "Manufacture" means the production of products in a factory using labour, materials, components and machinery and includes other related value-adding activities.
- 1.19 "Order" means an official written order issued for the supply of goods or works or the rendering of a service.
- 1.20 "Project site," where applicable, means the place indicated in bidding documents.
- 1.21 "Purchaser" means the organization purchasing the goods.
- 1.22 "Republic" means the Republic of South Africa.
- 1.23 "SCC" means the Special Conditions of Contract.
- 1.24 "Services" means those functional services ancillary to the supply of the goods, such as transportation and any other incidental services, such as installation, commissioning, provision of technical assistance, training, catering, gardening, security, maintenance and other such obligations of the supplier covered under the contract.
- 1.25 "Written" or "in writing" means handwritten in ink or any form of electronic or mechanical writing.

2. Application

- 2.1 These general conditions are applicable to all bids, contracts and orders including bids for functional and professional services, sales, hiring, letting and the granting or acquiring of rights, but excluding immovable property, unless otherwise indicated in the bidding documents.
- 2.2 Where applicable, special conditions of contract are also laid down to cover specific supplies, services or works.
- 2.3 Where such special conditions of contract are in conflict with these general conditions, the special conditions shall apply.

3. General

- 3.1 Unless otherwise indicated in the bidding documents, the purchaser shall not be liable for any expense incurred in the preparation and submission of a bid. Where applicable a non-refundable fee for documents may be charged.
- 3.2 With certain exceptions, invitations to bid are only published in the Government Tender Bulletin. The Government Tender Bulletin may be obtained directly from the Government Printer, Private Bag X85, Pretoria 0001, or accessed electronically from www.treasury.gov.za

4. Standards

- 4.1 The goods supplied shall conform to the standards mentioned in the bidding documents and specifications.

5. Use of contract documents and information; inspection.

- 5.1 The supplier shall not, without the purchaser's prior written consent, disclose the contract, or any provision thereof, or any specification, plan, drawing, pattern, sample, or information furnished by or on behalf of the purchaser in connection therewith, to any person other than a person employed by the supplier in the performance of the contract. Disclosure to any such employed person shall be made in confidence and shall extend only so far as may be necessary for purposes of such performance.
- 5.2 The supplier shall not, without the purchaser's prior written consent, make use of any document or information mentioned in GCC clause except for purposes of performing the contract.
- 5.3 Any document, other than the contract itself mentioned in GCC clause
- 5.1 Shall remain the property of the purchaser and shall be returned (all copies) to the purchaser on completion of the supplier's performance under the contract if so required by the purchaser.

5.4 The supplier shall permit the purchaser to inspect the supplier's records relating to the performance of the supplier and to have them audited by auditors appointed by the purchaser, if so required by the purchaser.

6. Patent rights

6.1 The supplier shall indemnify the purchaser against all third-party claims of infringement of patent, trademark, or industrial design rights arising from use of the goods or any part thereof by the purchaser.

7. Performance security

7.1 Within thirty (30) days of receipt of the notification of contract award, the successful bidder shall furnish to the purchaser the performance security of the amount specified in SCC.

7.2 The proceeds of the performance security shall be payable to the purchaser as compensation for any loss resulting from the supplier's failure to complete his obligations under the contract.

7.3 The performance security shall be denominated in the currency of the contract, or in a freely convertible currency acceptable to the purchaser and shall be in one of the following forms:

(a) a bank guarantee or an irrevocable letter of credit issued by a reputable bank located in the purchaser's country or abroad, acceptable to the purchaser, in the form provided in the bidding documents or another form acceptable to the purchaser; or

(b) a cashier's or certified cheque

7.4 The performance security will be discharged by the purchaser and returned to the supplier not later than thirty (30) days following the date of completion of the supplier's performance obligations under the contract, including any warranty obligations, unless otherwise specified in SCC.

8. Inspections, tests and analyses

8.1 All pre-bidding testing will be for the account of the bidder.

8.2 If it is a bid condition that supplies to be produced or services to be rendered should at any stage during production or execution or on completion be subject to inspection, the premises of the bidder or contractor shall be open, at all reasonable hours, for inspection by a representative of the Department or an organization acting on behalf of the Department.

8.3 If there are no inspection requirements indicated in the bidding documents and no mention is made in the contract, but during the contract period it is decided that inspections shall be carried out, the purchaser shall itself make the necessary arrangements, including payment arrangements with the testing authority concerned.

8.4 If the inspections, tests and analyses referred to in clauses 8.2 and 8.3 show the supplies to be in accordance with the contract requirements, the cost of the inspections, tests and analyses shall be defrayed by the purchaser.

- 8.5 Where the supplies or services referred to in clauses 8.2 and 8.3 do not comply with the contract requirements, irrespective of whether such supplies or services are accepted or not, the cost in connection with these inspections, tests or analyses shall be defrayed by the supplier.
- 8.6 Supplies and services which are referred to in clauses 8.2 and 8.3 and which do not comply with the contract requirements may be rejected.
- 8.7 Any contract supplies may on or after delivery be inspected, tested or analyzed and may be rejected if found not to comply with the requirements of the contract. Such rejected supplies shall be held at the cost and risk of the supplier who shall, when called upon, remove them immediately at his own cost and forthwith substitute them with supplies which do comply with the requirements of the contract. Failing such removal the rejected supplies shall be returned at the suppliers cost and risk. Should the supplier fail to provide the substitute supplies forthwith, the purchaser may, without giving the supplier further opportunity to substitute the rejected supplies, purchase such supplies as may be necessary at the expense of the supplier.
- 8.8 The provisions of clauses 8.4 to 8.7 shall not prejudice the right of the purchaser to cancel the contract on account of a breach of the conditions thereof, or to act in terms of Clause 23 of GCC.

9. Packing

- 9.1 The supplier shall provide such packing of the goods as is required to prevent their damage or deterioration during transit to their final destination, as indicated in the contract. The packing shall be sufficient to withstand, without limitation, rough handling during transit and exposure to extreme temperatures, salt and precipitation during transit, and open storage. Packing, case size and weights shall take into consideration, where appropriate, the remoteness of the goods' final destination and the absence of heavy handling facilities at all points in transit.
- 9.2 The packing, marking, and documentation within and outside the packages shall comply strictly with such special requirements as shall be expressly provided for in the contract, including additional requirements, if any, specified in SCC, and in any subsequent instructions ordered by the purchaser.

10. Delivery and documents

- 10.1 Delivery of the goods shall be made by the supplier in accordance with the terms specified in the contract. The details of shipping and/or other documents to be furnished by the supplier are specified in SCC.
- 10.2 Documents to be submitted by the supplier are specified in SCC.

11 Insurance

- 11.1 The goods supplied under the contract shall be fully insured in a freely convertible currency against loss or damage incidental to manufacture or acquisition, transportation, storage and delivery in the manner specified in the SCC.

12. Transportation

- 12.1 Should a price other than an all-inclusive delivered price be required, this shall be specified in the SCC.

13. Incidental services

13.1 The supplier may be required to provide any or all of the following services, including additional services, if any, specified in SCC:

- (a) performance or supervision of on-site assembly and/or commissioning of the supplied goods;
- (b) furnishing of tools required for assembly and/or maintenance of the supplied goods;
- (c) furnishing of a detailed operations and maintenance manual for each appropriate unit of the supplied goods;
- (d) performance or supervision or maintenance and/or repair of the supplied goods, for a period of time agreed by the parties, provided that this service shall not relieve the supplier of any warranty obligations under this contract; and
- (e) training of the purchaser's personnel, at the supplier's plant and/or on-site, in assembly, start-up, operation, maintenance, and/or repair of the supplied goods.

13.2 Prices charged by the supplier for incidental services, if not included in the contract price for the goods, shall be agreed upon in advance by the parties and shall not exceed the prevailing rates charged to other parties by the supplier for similar services.

14. Spare parts

14.1 As specified in SCC, the supplier may be required to provide any or all of the following materials, notifications, and information pertaining to spare parts manufactured or distributed by the supplier:

- (a) such spare parts as the purchaser may elect to purchase from the supplier, provided that this election shall not relieve the supplier of any warranty obligations under the contract; and
- (b) in the event of termination of production of the spare parts:
 - (i) Advance notification to the purchaser of the pending termination, in sufficient time to permit the purchaser to procure needed requirements; and
 - (ii) following such termination, furnishing at no cost to the purchaser, the blueprints, drawings, and specifications of the spare parts, if requested.

15. Warranty

15.1 The supplier warrants that the goods supplied under the contract are new, unused, of the most recent or current models, and that they incorporate all recent improvements in design and materials unless provided otherwise in the contract. The supplier further warrants that all goods supplied under this contract shall have no defect, arising from design, materials, or workmanship (except when the design and/or material is required by the purchaser's specifications) or from any act or omission of the supplier, that may develop under normal use of the supplied goods in the conditions prevailing in the country of final destination.

15.2 This warranty shall remain valid for twelve (12) months after the goods, or any portion thereof as the case may be, have been delivered to and accepted at the final destination indicated in the

contract, or for eighteen (18) months after the date of shipment from the port or place of loading in the source country, whichever period concludes earlier, unless specified otherwise in SCC.

15.3 The purchaser shall promptly notify the supplier in writing of any claims arising under this warranty.

15.4 Upon receipt of such notice, the supplier shall, within the period specified in SCC and with all reasonable speed, repair or replace the defective goods or parts thereof, without costs to the purchaser.

15.5 If the supplier, having been notified, fails to remedy the defect(s) within the period specified in SCC, the purchaser may proceed to take such remedial action as may be necessary, at the supplier's risk and expense and without prejudice to any other rights which the purchaser may have against the supplier under the contract.

16. Payment

16.1 The method and conditions of payment to be made to the supplier under this contract shall be specified in SCC.

16.2 The supplier shall furnish the purchaser with an invoice accompanied by a copy of the delivery note and upon fulfillment of other obligations stipulated in the contract.

16.3 Payments shall be made promptly by the purchaser, but in no case later than thirty (30) days after submission of an invoice or claim by the supplier.

16.4 Payment will be made in Rand unless otherwise stipulated in SCC.

17. Prices

17.1 Prices charged by the supplier for goods delivered and services performed under the contract shall not vary from the prices quoted by the supplier in his bid, with the exception of any price adjustments authorized in SCC or in the purchaser's request for bid validity extension, as the case may be.

18. Contract Amendments

18.1 No variation in or modification of the terms of the contract shall be made except by written amendment signed by the parties concerned.

19. Assignment

19.1 The supplier shall not assign, in whole or in part, its obligations to perform under the contract, except
with the purchaser's prior written consent.

20. Subcontracts

20.1 The supplier shall notify the purchaser in writing of all subcontracts awarded under this contract if not already specified in the bid. Such notification, in the original bid or later, shall not relieve the supplier from any liability or obligation under the contract.

21. Delays in the supplier's performance

- 21.1 Delivery of the goods and performance of services shall be made by the supplier in accordance with the time schedule prescribed by the purchaser in the contract.
- 21.2 If at any time during performance of the contract, the supplier or its subcontractor(s) should encounter conditions impeding timely delivery of the goods and performance of services, the supplier shall promptly notify the purchaser in writing of the fact of the delay, its likely duration and its cause(s). As soon as practicable after receipt of the supplier's notice, the purchaser shall evaluate the situation and may at his discretion extend the supplier's time for performance, with or without the imposition of penalties, in which case the extension shall be ratified by the parties by amendment of contract.
- 21.3 No provision in a contract shall be deemed to prohibit the obtaining of supplies or services from a national department, provincial department, or a local authority.
- 21.4 The right is reserved to procure outside of the contract small quantities or to have minor essential services executed if an emergency arises, the supplier's point of supply is not situated at or near the place where the supplies are required, or the supplier's services are not readily available.
- 21.5 Except as provided under GCC Clause 25, a delay by the supplier in the performance of its delivery obligations shall render the supplier liable to the imposition of penalties, pursuant to GCC Clause 22, unless an extension of time is agreed upon pursuant to GCC Clause without the application of penalties.
- 21.6 Upon any delay beyond the delivery period in the case of a supplies contract, the purchaser shall, without canceling the contract, be entitled to purchase supplies of a similar quality and up to the same quantity in substitution of the goods not supplied in conformity with the contract and to return any goods delivered later at the supplier's expense and risk, or to cancel the contract and buy such goods as may be required to complete the contract and without prejudice to his other rights, be entitled to claim damages from the supplier.

22. Penalties

- 22.1 Subject to GCC Clause 25, if the supplier fails to deliver any or all of the goods or to perform the services within the period(s) specified in the contract, the purchaser shall, without prejudice to its other remedies under the contract, deduct from the contract price, as a penalty, a sum calculated on the delivered price of the delayed goods or unperformed services using the current prime interest rate calculated for each day of the delay until actual delivery or performance. The purchaser may also consider termination of the contract pursuant to GCC Clause 23.

23. Termination for default

- 23.1 The purchaser, without prejudice to any other remedy for breach of contract, by written notice of default sent to the supplier, may terminate this contract in whole or in part:
- (a) if the supplier fails to deliver any or all of the goods within the period(s) specified in the contract, or within any extension thereof granted by the purchaser pursuant to GCC Clause 21.2;

- (b) if the Supplier fails to perform any other obligation(s) under the contract; or
- (c) if the supplier, in the judgment of the purchaser, has engaged in corrupt or fraudulent practices in competing for or in executing the contract.

23.2 In the event the purchaser terminates the contract in whole or in part, the purchaser may procure, upon such terms and in such manner as it deems appropriate, goods, works or services similar to those undelivered, and the supplier shall be liable to the purchaser for any excess costs for such similar goods, works or services. However, the supplier shall continue performance of the contract to the extent not terminated.

23.3 Where the purchaser terminates the contract in whole or in part, the purchaser may decide to impose a restriction penalty on the supplier by prohibiting such supplier from doing business with the public sector for a period not exceeding 10 years.

23.4 If a purchaser intends imposing a restriction on a supplier or any person associated with the supplier, the supplier will be allowed a time period of not more than fourteen (14) days to provide reasons why the envisaged restriction should not be imposed. Should the supplier fail to respond within the stipulated fourteen (14) days the purchaser may regard the intended penalty as not objected against and may impose it on the supplier.

23.5 Any restriction imposed on any person by the Accounting Officer / Authority will, at the discretion of the Accounting Officer / Authority, also be applicable to any other enterprise or any partner, manager, director or other person who wholly or partly exercises or exercised or may exercise control over the enterprise of the first-mentioned person, and with which enterprise or person the first-mentioned person, is or was in the opinion of the Accounting Officer / Authority actively associated.

23.6 If a restriction is imposed, the purchaser must, within five (5) working days of such imposition, furnish the National Treasury, with the following information:

- (i) the name and address of the supplier and / or person restricted by the purchaser;
- (ii) the date of commencement of the restriction (iii) the period of restriction; and
- (iv) (iv) the reasons for the restriction.

These details will be loaded in the National Treasury's central database of suppliers or persons prohibited from doing business with the public sector.

23.7 If a court of law convicts a person of an offence as contemplated in sections 12 or 13 of the Prevention and Combating of Corrupt Activities Act, No. 12 of 2004, the court may also rule that such person's name be endorsed on the Register for Tender Defaulters. When a person's name has been endorsed on the Register, the person will be prohibited from doing business with the public sector for a period not less than five years and not more than 10 years. The National Treasury is empowered to determine the period of restriction and each case will be dealt with on its own merits. According to section 32 of the Act the Register must be open to the public. The Register can be perused on the National Treasury website.

24. Anti-dumping and countervailing duties and rights

24.1 When, after the date of bid, provisional payments are required, or antidumping or countervailing duties are imposed, or the amount of a provisional payment or anti-dumping or countervailing right is increased in respect of any dumped or subsidized import, the State is not liable for any amount so required or imposed, or for the amount of any such increase. When, after the said date, such a provisional payment is no longer required or any such anti-dumping or countervailing right is abolished, or where the amount of such provisional payment or any such right is reduced, any such favourable difference shall on demand be paid forthwith by the contractor to the State or the State may deduct such amounts from moneys (if any) which may otherwise be due to the contractor in regard to supplies or services which he delivered or rendered, or is to deliver or render in terms of the contract or any other contract or any other amount which may be due to him

25. Force Majeure

25.1 Notwithstanding the provisions of GCC Clauses 22 and 23, the supplier shall not be liable for forfeiture of its performance security, damages, or termination for default if and to the extent that his delay in performance or other failure to perform his obligations under the contract is the result of an event of force majeure.

25.2 If a force majeure situation arises, the supplier shall promptly notify the purchaser in writing of such condition and the cause thereof. Unless otherwise directed by the purchaser in writing, the supplier shall continue to perform its obligations under the contract as far as is reasonably practical, and shall seek all reasonable alternative means for performance not prevented by the force majeure event.

26. Termination for insolvency

26.1 The purchaser may at any time terminate the contract by giving written notice to the supplier if the supplier becomes bankrupt or otherwise insolvent. In this event, termination will be without compensation to the supplier, provided that such termination will not prejudice or affect any right of action or remedy which has accrued or will accrue thereafter to the purchaser.

27. Settlement of Disputes Limitation of liability

27.1 If any dispute or difference of any kind whatsoever arises between the purchaser and the supplier in connection with or arising out of the contract, the parties shall make every effort to resolve amicably such dispute or difference by mutual consultation.

27.2 If, after thirty (30) days, the parties have failed to resolve their dispute or difference by such mutual consultation, then either the purchaser or the supplier may give notice to the other party of his intention to commence with mediation. No mediation in respect of this matter may be commenced unless such notice is given to the other party.

27.3 Should it not be possible to settle a dispute by means of mediation, it may be settled in a South African court of law.

27.4 Mediation proceedings shall be conducted in accordance with the rules of procedure specified in the SCC.

27.5 Notwithstanding any reference to mediation and/or court proceedings herein,

- (a) the parties shall continue to perform their respective obligations under the contract unless they otherwise agree; and
- (b) the purchaser shall pay the supplier any monies due the supplier.

28.1 Except in cases of criminal negligence or willful misconduct, and in the case of infringement pursuant to Clause 6;

- (a) the supplier shall not be liable to the purchaser, whether in contract, tort, or otherwise, for any indirect or consequential loss or damage, loss of use, loss of production, or loss of profits or interest costs, provided that this exclusion shall not apply to any obligation of the supplier to pay penalties and/or damages to the purchaser; and
- (b) the aggregate liability of the supplier to the purchaser, whether under the contract, in tort or otherwise, shall not exceed the total contract price, provided that this limitation shall not apply to the cost of repairing or replacing defective equipment.

29. Governing language

29.1 The contract shall be written in English. All correspondence and other documents pertaining to the contract that is exchanged by the parties shall also be written in English.

30. Applicable law

30.1 The contract shall be interpreted in accordance with South African laws, unless otherwise specified in SCC.

31. Notices

31.1 Every written acceptance of a bid shall be posted to the supplier concerned by registered or certified mail and any other notice to him shall be posted by ordinary mail to the address furnished in his bid or to the address notified later by him in writing and such posting shall be deemed to be proper service of such notice

31.2 The time mentioned in the contract documents for performing any act after such aforesaid notice has been given, shall be reckoned from the date of posting of such notice.

32. Taxes and duties

32.1 A foreign supplier shall be entirely responsible for all taxes, stamp duties, license fees, and other such levies imposed outside the purchaser's country.

32.2 A local supplier shall be entirely responsible for all taxes, duties, license fees, etc., incurred until delivery of the contracted goods to the purchaser.

32.3 No contract shall be concluded with any bidder whose tax matters are not in order. Prior to the award of a bid the Department must be in possession of a tax clearance certificate, submitted by the bidder. This certificate must be an original issued by the South African Revenue Services.

33. National Industrial Participation (NIP) Programme

33.1 The NIP Programme administered by the Department of Trade and Industry shall be applicable to all contracts that are subject to the NIP obligation.

34.1 Prohibition of Restrictive Practices

34.1 In terms of section 4 (1) (b) (iii) of the Competition Act No. 89 of 1998, as amended, an agreement between, or concerted practice by, firms, or a decision by an association of firms, is prohibited if it is between parties in a horizontal relationship and if a bidder (s) is/are or a contractor(s) was/were involved in collusive bidding (or bid rigging).

34.2 If a bidder(s) or contractor(s), based on reasonable grounds or evidence obtained by the purchaser, has/have engaged in the restrictive practice referred to above, the purchaser may refer the matter to the Competition Commission for investigation and possible imposition of administrative penalties as contemplated in the Competition Act No. 89 of 1998.

34.3 If a bidder(s) or contractor(s), has/have been found guilty by the Competition Commission of the restrictive practice referred to above, the purchaser may, in addition, and without prejudice to any other remedy provided for, invalidate the bid(s) for such item(s) offered, and/or terminate the contract in whole or part, and/or restrict the bidder(s) or contractor(s) from conducting business with the public sector for a period not exceeding ten (10) years and/or claim damages from the bidder(s) or contractor(s) concerned.