



www.qcto.org.za

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INVITATION TO TENDER

FOR THE APPOINTMENT OF A COMPETENT SERVICE PROVIDER TO SUPPORT, MAINTAIN, ENHANCE AND HOST THE QCTO WEBSITE FOR A PERIOD OF THIRTY-SIX (36) MONTHS.

TENDER NO: QCTO 04/2023

CLOSING DATE: 06 October 2023 at 11:00

Company Name		
Address		
Contact person		
Contact numbers	(w)	(cell)
Email address		

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1. INTRODUCTION

The QCTO is a Schedule 3A Public Entity that was established in accordance with the Skills Development Act, No. 97 of 1998 (as amended) and the National Qualifications Framework Act, No. 67 of 2008 (as amended) and came into operation on 1 April 2010. The main functions of the QCTO amongst others are to develop standards for occupational qualifications including trades and skills programs, accredit skills development providers, and assessment centres, conduct assessments, quality assurance and issue certificates to qualifying candidates. Therefore, the QCTO is responsible for standards generation and maintenance; quality assurance of occupational full and part qualifications registered on the National Qualifications Framework (NQF) and the Occupational Qualifications Sub-Framework (OQSF) policy, including skills programs. The QCTO has approximately 120 staff members and is situated in Hatfield, Pretoria. More information can be obtained from <https://www.qcto.org.za/>.

The Quality Council for Trades and Occupations (QCTO) seeks to appoint a competent service provider to support, maintain, enhance and host the QCTO website for a period of thirty-six (36) months in accordance with the General Conditions of offer, as well as the specifications. Bidders are requested to complete this tender document, together with all the standard bidding documents in full and submit proposals in sealed envelopes marked **Tender Number: QCTO 04/2023** and placed in the tender box at 256 Glyn Street Hatfield, Pretoria, 0083, not later than the closing time and date. **It is compulsory for bidders to attend the briefing session.**

Table: 1.1

Closing Date	Address
Date: 06 October 2023 Time: 11:00	Quality Council for Trade and Occupations Tender Box @ Reception 256 Glyn Street Hatfield Pretoria 0083

NB: Late Submissions will not be considered.

Table: 1.2

Briefing Session Information
Compulsory Virtual Briefing session Date: 22 September 2023 Time: 11:00am – 12:00am Link: To receive the link, kindly email tenders@qcto.org.za before 19 September 2023. The link will be sent by the end of business on 20 September 2023.

Before submission, the bidders must check that all pages are correctly numbered and that all required documents are signed and initialled. QCTO will hold the duly authorised signatory liable on behalf of the bidder.

NB: Please create an index page for ease of reference. Paginate your proposal submission by using numbered file dividers or a similar system.

Each page should be initialled with black ink.

1.1 PARTNERSHIPS AND LEGAL ENTITIES

In the case of the bidder being a partnership, close corporation or a company, a certificate reflecting the names, identity numbers and address of the partners, members or directors (as the case may be) must be submitted with the tender.

1.2 CONSORTIUMS AND JOINT VENTURES

- 1.2.1 If the tendering unit emanates from a joint venture or collaborative partnership or consortium (including a newly formed company), which does not have a joint track record of at least three (3) years, the individual entities that make up the tendering unit should each provide all the mandatory requirements. Should all the requirements in respect of the tendering unit or the individual entities, as the case may be, not be met, the tendering unit will be disqualified.
- 1.2.2 It is recognised that bidders may wish to form consortia to provide the services.
- 1.2.3 In response to this invitation to tender, a consortium shall comply with the following requirements: -
 - 1.2.3.1 A copy of the agreement entered into by the consortium members shall be submitted with the tender. It shall be signed so as to be legally binding on all consortium members.
 - 1.2.3.2 The tender document shall be signed so as to be legally binding on all consortium members;
 - 1.2.3.3 One of the members shall be nominated by the others as authorised to be the lead member and this authorisation shall be included in the agreement entered into between the consortium members;
 - 1.2.3.4 The lead member shall be the only authorised party to make legal statements, communicate with QCTO and receive instructions for and on behalf of any or all the members of the consortium;

1.3 ACCEPTANCE OF TENDERS

The QCTO does not bind itself to accept either the lowest or any other quote and reserves the right to accept the bid which it deems to be in the best interests of the organisation. QCTO reserves the right to accept the offer in full or in part or not at all.

2. AIM OF PROPOSAL

The purpose of this bid is to appoint a competent service provider to support, maintain, enhance and host the QCTO website for a period of thirty-six (36) months. This document intends to provide the prospective service providers with adequate information to understand and respond to QCTO's requirements. It serves to ensure uniformity in responses and to provide a structured framework for the evaluation of proposals. The appointment will be for a period of thirty-six (36) months commencing on the date as prescribed in the Letter of Award and signed Service Level Agreement to be signed by both parties.

3. SCOPE OF SERVICES

3.1 The service provider should

- 3.1.1 Optimise all the pages for multiple platforms (laptop, mobile and tablet).
- 3.1.2 Ensure that the design comply to the QCTO Corporate Identity manual for colours, logo, fonts as defined in the Corporate manual that will be provided by the QCTO.
- 3.1.3 Reorganise information as provided by the QCTO onto the website and provide a user-friendly and restructured navigation.
- 3.1.4 Provide site maps/hierarchy for access and navigation of the entire website.
- 3.1.5 Provide hosting, maintenance and support for a period of 36 months, renewable every 12 months based on performance.
- 3.1.6 The design should be extendible to accommodate the future migration of site functionality and content.
- 3.1.7 Sufficient skills transfer to Twelve (12) officials for content uploading and necessary changes.
- 3.1.8 Provide 24 hours / 3 working days support to the trained staff. The hours must roll over for 12 months.
- 3.1.9 Training manuals for content uploading to be provided to the trained staff.

3.2 The service provider will provide hosting, maintenance and support services including but not limited to:

- 3.2.1 Dedicated server hosting fully managed, including monitoring, reboots, software update, security patches and operating system upgrades
- 3.2.2 Customised dedicated server configurations, fully managed 24/7/365
- 3.2.3 QCTO uses a third Party for the Vulnerability assessment and penetration testing
- 3.2.4 Upon receipt of the security scan reports, the service provider shall implement the recommended remediation and make sure all is in order.
- 3.2.5 99.999% data centre infrastructure uptime guarantee
- 3.2.6 99.999% network uptime guarantee
- 3.2.7 Unlimited web traffic
- 3.2.8 50MB file size upload limit
- 3.2.9 Allow display of YouTube material on the QCTO website via a plug-in or other suitable means.
- 3.2.10 Allow display of QCTO Social media platforms (Facebook and Twitter) on the QCTO website via a plug-in or other suitable means.
- 3.2.11 Control panel access
- 3.2.12 Checking that all the pages are loading without errors and resolve the errors.
- 3.2.13 Remove any spam comments from pages and posts
- 3.2.14 Check the pages to see if there are any broken links and resolve them
- 3.2.15 Check the load speed of the website and ensure that nothing is slowing it down and resolve non-network issues that may be causing slow response
- 3.2.16 Test website on all devices and browsers to see if it displays correctly and amend settings to achieve optimal display characteristics
- 3.2.17 Test and tweak popups, forms and calls to action
- 3.2.18 Review website design and structure as requested by client and advise course of action

3.3 The service provider must:

- 3.3.1 The website must be optimised to function effectively with the latest common versions of software and hardware for all users to access. Bidders are requested to enhance the website for future growth of information, services and functions that can be easily managed by QCTO personnel

3.4 TECHNICAL REQUIREMENTS

3.4.1	WEBSITE HOSTING	Comply	Do Not Comply
	Hosting the website locally in South Africa in a secure environment protected by an SSL certificate.		
3.4.2	BROWERS	Comply	Do Not Comply
	The website must provide the same functionality on all major web browsers: a) Internet Explorer (IE) b) Mozilla Firefox c) Safari d) Opera e) Google Chrome f) Microsoft Edge		
3.4.3	SITE MAP	Comply	Do Not Comply
	A site map should be created to guide users how to find pages on the website.		
3.4.4	ALLOW FOR INTERACTIVITY	Comply	Do Not Comply
	a) Include email response, surveys and feedback forms and incorporate interactive online forms b) Automated response messages		
3.4.5	SEARCH FUNCTIONALITY	Comply	Do Not Comply
	There must be advanced, comprehensive website-wide search capabilities.		
3.4.6	LINKS	Comply	Do Not Comply
	Include links for stakeholders to download any browser plug-in products, such as Acrobat Reader, that are necessary to view information on the site.		

3.4.7	SLIDERS ON THE WEBSITE	Comply	Do Not Comply
	The website must have an option for rolling web-sliders to highlight QCTO services and information.		
3.4.8	WEB ANALYTICS	Comply	Do Not Comply
	Provide monthly Google analytics to QCTO. The report should include the number of visitors and type of devices from which the website was accessed, page views, sessions, bounces, search words and statistics according to search words amongst others.		
3.4.9	BACKUP SERVICES	Comply	Do Not Comply
	Provider will be responsible for backing up the website on a daily basis. The backups need to be stored for a period of 3 months before they can be overwritten. A daily backup report must be provided to the QCTO. The provider must also do backup and restores as per QCTO Business Continuity Management guidelines.		
3.4.10	DOCUMENT ARCHIVE	Comply	Do Not Comply
	Capability to maintain an archive of existing and past records such as agendas, press releases, newsletters, etc., preferably in HTML format		
3.4.11	ENHANCE THE WEBSITE WITH AN APPEALING LOOK AND FEEL	Comply	Do Not Comply
	The bidding company must clearly show how they will integrate the QCTO colours and logos in order to represent the brand properly, in line with Corporate Identity.		
3.4.12	SELECT INTERACTIVE (AUTOMATED) FUNCTIONALITIES	Comply	Do Not Comply
	Automated response messages to cater to visually impaired or differently abled audiences, where practically possible.		
3.4.13	SEAMLESS INTEGRATION OF SUB-SITES AND SYSTEMS	Comply	Do Not Comply
	QCTO has a variety of sub-sites, like the Occupational Qualifications searchable databases, the Accredited SDP searchable databases, the Accredited Assessment Centers searchable databases, the online verification of SDP accreditation status, and QCTO's E-recruitment		

	<p>system. All the above must be seamlessly integrated into the QCTO website.</p> <p>Allow numerous databases or window openings without disconnection from the internet.</p>		
3.4.14	SECURED & AUTHENTICATED CONTENT MANAGEMENT SYSTEM (CMS)	Comply	Do Not Comply
	<p>CMS should be secure and user-friendly. The CMS should be able to allow for uploading required file formats e.g. pdf, HTML documents type and more.</p> <p>Transfer of skills on how to use the Content Management System</p>		
3.4.15	ARCHIVE	Comply	Do Not Comply
	Customized and automated archival of documents, articles, data, videos, discussions, polls, surveys, and the like. Existing archive content should be included		
3.4.16	SEARCH INDEXING	Comply	Do Not Comply
	Users should be able to search and easily find information on the QCTO Website.		
3.4.17	MULTIMEDIA	Comply	Do Not Comply
	The website should allow the uploading and archiving of multimedia material including pictures, videos and infographics. It should also allow for this material to be stored in the cloud and seamlessly accessed and downloaded.		
3.4.18	GRAPHIC DESIGN SERVICES	Comply	Do Not Comply
	<p>The service provider must include 2 hours [per month x 36 months] in the contract for graphic design services to be offered to QCTO.</p> <p>The service provider will be requested to design banners, e.g., upcoming events, announcements, notices, etc. to be uploaded on the homepage of the website.</p>		

3.4.19	SOCIAL MEDIA LINKS AND ACCESS	Comply	Do Not Comply
	The website must be capable of integrating all required social media access according to the needs of QCTO and whatever is uploaded on QCTO social media platforms should also appear under the social media icons on the website.		
3.4.20	ALERTS AND SUBSCRIPTION SERVICES	Comply	Do Not Comply
	The website must allow interested parties to subscribe and/or unsubscribe to receive or not receive alerts about information and updates about QCTO. This should be done in line with the POPI Act.		
3.4.21	DAILY NEWS/ WHAT'S NEW PAGE	Comply	Do Not Comply
	The website must be able to show important messages and new information about QCTO and the QQSF and NQF landscape.		
3.4.22	STRIPS ON THE WEBSITE	Comply	Do Not Comply
	The website must have an option for rolling web strips / Web sliders/ bootstraps to showcase QCTO services, information and announcements.		
3.4.23	USAGE ANALYSIS	Comply	Do Not Comply
	The website must be able to provide usage reports and data analytics to track and monitor usage. Show which tabs are most popular or of interest to visitors to the website.		
3.4.24	SOCIAL MEDIA LINKS AND ACCESS	Comply	Do Not Comply
	The website must be capable of integrating all required social media access according to the needs of QCTO and whatever is uploaded on QCTO social media platforms should also appear under the social media icons on the website.		
3.4.25	ALERTS AND SUBSCRIPTION SERVICES	Comply	Do Not Comply

	The website must allow interested parties to subscribe and/or unsubscribe to receive or not receive alerts about information and updates about QCTO. This should be done in line with the POPI Act.		
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4. INTELLECTUAL PROPERTY RIGHTS AND CONFIDENTIALITY

- 4.1.1 Service provider must hand over the website copy to the QCTO upon request and by the end of the contract.
- 4.1.2 A signed website configuration document to be submitted to QCTO upon completion of the implementation phase.
- 4.1.3 Ownership of all the information added to the website including specification, content and any software which the tenderer produces within the scope of rendering the service vests with QCTO and shall not be shared with any third parties without written consent from QCTO Chief Executive Officer.
- 4.1.4 The successful tenderer will adhere to and comply with the rules and regulations of QCTO in respect of copyright and confidentiality of all documentation and processes of its professional activities. **Notwithstanding anything to the contrary contained in the terms of reference, QCTO's standard terms and conditions, including those terms specifically related to intellectual property, shall apply and deemed to be incorporated herein.**
- 4.1.5 The successful tenderer shall not, during the course of its assignment or thereafter, disclose to any person any information relating to classified matters unless specifically authorized to do so.
- 4.1.6 The successful tenderer shall not grant any interviews or make any statements to the press or any other medium of public communication concerning or relating to the assignment and the contractor without the specific and prior authorization of the contractor.

5. PRICING

- 5.1.1 The bidder must submit details regarding the tender price for the services on the pricing schedule provided in SBD 3.3. The completed form/s must be submitted together with the price proposal.
- 5.1.2 Bidder's proposed cost for the project should be an all-inclusive maximum fixed price fee.
- 5.1.3 All other cost increases will be negotiated, not exceeding the actual inflation rate (CPI).
- 5.1.4 QCTO will not provide upfront payments.

NB: FAILURE TO PROVIDE THE PRICING PROPOSAL WILL INVALIDATE THE BID AND RESULT IN IMMEDIATE DISQUALIFICATION OF THE PROPOSAL

One (1) original pricing proposal must be submitted in **a separate sealed envelope**: 'The pricing schedule must be submitted adjacent to the SBD3.3 form in the bid proposal'.

6. SUBCONTRACTING

No part of the required services can be subcontracted; the full required service of this bid must be performed by the contracted service provider participating in the bidding process.

7. SERVICE LEVEL AGREEMENT

The successful bidders will be expected to enter into a service-level agreement with the QCTO. The service level agreement will include, amongst others, the following:

- i. Period of agreement;
- ii. Changes to the proposed team;
- iii. Method of communication and reporting;
- iv. Non-performance;
- v. Financial penalties and termination of the contract;
- vi. Procedures relating to payments;
- vii. Procedures relating to management reports;
- viii. Terms of deliverables;
- ix. Reviews;
- x. Confidentiality; and
- xi. Disputes.

- The bidder shall be required to meet specified service turnaround times to effect service restorations as part of support and maintenance services.
- The maximum penalties will be limited to 20% per month of the total monthly hosting, maintenance and support costs.
- Furthermore, should the 20% limit be reached four (4) times annually, the QCTO reserves the right to immediately enter into a Service Dispute, which may result in the termination of the contract.
- Notwithstanding the aforementioned, and without prejudice to any other rights QCTO has, the QCTO reserves the right to enter into Service Disputes at any point in time with the view of contract cancellation. During a Service Dispute, the service provider shall continue to render services in terms in accordance with these service levels.

8. EVALUATION CRITERIA

QCTO may request additional information, clarification, or verification regarding any information contained in or omitted from a bidder's proposal. This information will be requested in writing, and the bidder must provide the requested information within forty-eight (48) hours after the request has been made; otherwise, the bidder may be disqualified.

QCTO may conduct due diligence on any bidder, which may include interviewing customer references or other activities to verify a bidder's or related information and capabilities and, in these instances, the bidders will be obliged to provide QCTO with all necessary assistance and/or information which QCTO may reasonably request and to respond within the given time frame set by QCTO.

The 80/20 principle will be applied in terms of the Preferential Procurement Policy Framework Act.

The tender will be evaluated in three stages:

- Stage 1: Mandatory
- Stage 2: Functionality A: Industry Experience, expertise and capacity
- Stage 3: Price and Specific goals

Stage 1: Mandatory Evaluation

During this stage, proposals will be reviewed to determine compliance with all mandatory requirements, and such documents must be signed by a duly authorised representative.

I/We have attached to this document:	Tick if submitted		Office use
	Yes	No	
• Four hard copies of the technical bid document including the duly completed terms of references document (initialled by authorised signatories)	Yes	No	
• Submission of the tender pricing together with the completed SBD 3.3 (Separately sealed in an envelope labelled PRICING).	Yes	No	
• One (1) USB Submission of the technical bid document including the duly completed terms of references document (initialled by authorised signatories)	Yes	No	
• Proof of company/closed corporation registration and a copy of CM/CK certificates	Yes	No	
• Copies of the identity documents of those with equity/shares	Yes	No	
• Duly Completed Standard Bidding Documents (SBD 1, SBD 4, SBD 6,1)	Yes	No	
• CSD Registration (National Treasury)	Yes	No	
• Letter of Good standing (COIDA) issued by Department of Labour	Yes	No	

Note: Failure to meet or submit any or all the above mandatory requirements will lead to bidder being disqualified.

Stage 2 (a): Functionality

No.	Evaluation Criteria	Guideline	Scoring	Points
1	Company experience on similar services	<p>The bidder must demonstrate by attaching Reference letters.</p> <p>NB: Reference letters must not be older than five (05) years.</p> <p>NB: Letters of agreement, contracts, or purchase orders may not replace relevant reference letters.</p> <p>Official reference letters must bear the letterheads of the organization/s where similar service was successfully rendered</p>	<ul style="list-style-type: none"> Bidder with up to two formal references letters for contracts for similar services = 5 points Bidder with three formal references for contracts for similar services = 10 points Bidder with four formal references letters for contracts for similar services = 15 points Bidder with five or more formal references letters for contracts for similar services = 20 points 	20
2	Senior Web Developers	<p>The bidder must demonstrate by attaching the full CVs of the senior web developer that has the experience, knowledge, skills, and ability to provide QCTO with the required service.</p> <ul style="list-style-type: none"> The Curriculum Vitae (CVs) of two (02) Senior Web Developers 	<ul style="list-style-type: none"> Senior Web Developers less than 3 years relevant working experience on website design = 0 points Senior Web Developers with over 3 to 5 years relevant working experience on website design = 10 points 	20

No.	Evaluation Criteria	Guideline	Scoring	Points
			<ul style="list-style-type: none"> Senior Web Developers with over 5 or more years relevant working experience on website design = 20 points 	
3	CV of the Graphic designer in addition to the criterion 2 above	<p>The bidder must demonstrate by attaching the full CV of the Graphic designer that has the experience, knowledge, skills, and ability to provide QCTO with the required service.</p> <p>The bidder must attach</p> <ul style="list-style-type: none"> One CV with relevant Qualifications/ Certificates and a minimum of two years of graphic design experience. 	<ul style="list-style-type: none"> Graphic designer a maximum of 2 years' experience = 5 points Graphic designer with more than 3 years' experience = 10 points 	10
	CV of the user experience /customer experience (UX/CX) Resource. in addition to the criterion 2 and 3 above.	<p>The bidder must demonstrate by attaching the full CV of the team that has the experience, knowledge, skills, and ability to provide QCTO with the required service.</p> <p>The bidder must attach</p> <ul style="list-style-type: none"> One CV with Relevant Qualifications/ Certificates and a minimum of two years of user experience /customer experience (UX/CX). 	<ul style="list-style-type: none"> User experience /customer experience (UX/CX) resource with a maximum of 2 years' experience = 5 points User experience /customer experience (UX/CX) resource with more than 3 years' experience = 10 points 	10

No.	Evaluation Criteria	Guideline	Scoring	Points
4	Portfolio of evidence	The bidder must demonstrate competence by attaching active links of websites developed and commissioned by the bidder within the last five years (Evidence to be linked to the reference Letter)	<ul style="list-style-type: none"> Less than three websites = 0 points Three websites with Good quality and creativity = 05 points Three (03 or more) websites with excellent quality and creativity = 10 points 	10
5	Detailed methodology	Describe in detail exactly how you propose to carry out the activities to achieve the outcomes identified in the Terms of Reference including risk management	<ul style="list-style-type: none"> Methodology does not describe how the bidder will achieve the outcomes in the TOR and fails to identify risks and their mitigation = 0 points Methodology partially describes how the bidder will achieve the outcomes in the TOR and also identifies risks and their mitigation = 10 points Methodology fully describes how the bidder will achieve the outcomes in the TOR and also identifies risks and their mitigation = 20 points 	20
				100

Each criterion will be assessed and scored on the evaluation sheet using the above points.

Threshold: Bidders who score less than 70 out of 100 points on functionality will not be considered for and will be disqualified for this project.

Stage 3: Price and Specific Goals

Only bids that achieved the minimum qualifying score/percentage for functionality will be considered further in terms of the **80/20 preference point system**.

The formulae to be utilised in calculating points scored for the preference point system will be included in the tender document.

Step 1 will be the calculation of points for price where the lowest bid will score 80 points for price, while bids with higher prices will score lower points for price on a pro-rata basis.

The following formula will be utilised to calculate the points for price in respect of tenders with a Rand value below R50 000 000 (all applicable taxes included):

$$P_s = 80 \left[1 - \left(\frac{P_t - P_{min}}{P_{min}} \right) \right]$$

Where:

P_s = Points scored for comparative price of proposal or offer under consideration;

P_t = Comparative price of proposal or offer under consideration; and

P_{min} = Comparative price of lowest acceptable proposal or offer.

Step 2 will be the calculation of points for the Specific goals contribution where 20 points will be awarded to a Bidder as per table below:

Specific goals	Definitions	Number of Points
Women	5 points can be claimed by bidders who have owners/directors who are Black women regardless of percentage of ownership	5
Youth	5 points can be claimed by bidders who have owners/directors who are Black persons from	5

	the age of 16 to 35 regardless of percentage of ownership	
Historically Disadvantaged Individuals (HDI)	10 points can be claimed by bidders who have owners/directors that are Historically Disadvantaged Individuals, females or disabled South African person regardless of percentage of ownership	10

Note: Non-compliant contributors or failure to provide certification or affidavit substantiating the attainment of any of the Specific goals criteria will result in the Bidder being awarded zero (0) points for the Specific goal. In the case of B-BBEE certificates, the bidder must also submit the full verification report, which shows the percentage of Women ,Youth and HDI ownership.

9. CALCULATING THE FINAL SCORE

The points scored for the price (step 1) will be added to the points scored for the Specific goals (step 2) to obtain the bidder's total points scored out of 100.

AREAS OF EVALUATION	POINTS
Price	80
Specific Goals	20
Total	100

10. TENDER VALIDITY PERIOD

The validity period for this tender is 180 days.

11. ENQUIRIES

Any technical enquiries regarding the terms of reference shall be directed in writing to the following:

1. Skheto Lucky Makgarengi
E-Mail: Makgarengi.S@qcto.org.za
2. Tafadzwa Ramhewa
E-Mail: Ramhewa.T@qcto.org.za

Any SCM enquiries regarding the terms of reference shall be directed in writing to:

1. Mr Lekhotla Motlounq
Telephone Numbers: 012 003 1847
E-mail address: tenders@qcto.org.za

Kindly indicate tender reference number and full description on the subject line for all enquiries

Compulsory CV template for Uniformity

Bidders must clearly indicate the Role in the CV template.

Bidders must replicate this CV template for each member of the Team.

Proposed role	
First name and Surname	
Date of birth	
Nationality	
Professional Membership	
Present position	
Years with the bidder's organization or Company	

Education

Institution	Duration (Date from - Date to)	Qualification Obtained (e.g., Degree(s) or Diploma(s) (Start from the most recent, Copies of each qualification to be included in the CV pack)

Professional Experience (Relevant to the Area or Role)

Date (From – To)	
Organisation	
Location	
Position	
Description of duties (listed)	

Date (From – To)	
Organisation	
Location	
Position	
Description of duties (listed)	

Date (From – To)	
Organisation	
Location	
Position	
Description of duties (listed)	

References (relevant to the role)

Name	Organisation	Contact details

Compulsory form for References.

Bidders must substantiate each reference with a letter from the organisation where the services were rendered.

Name of company	Service rendered	Start date	End date	Value of the contract