



REQUEST FOR BID

The South African Qualifications Authority (SAQA) invites all interested parties to submit bids for requirements stipulated below:

DOCUMENT NUMBER:	RFQ2025/26-08 Salary Benchmarking
RFB ISSUE DATE	15 May 2025
RFB CLOSING DATE AND TIME:	29 May 2025 @11:00am
RFB VALIDITY PERIOD	90 Days (from RFQ closing date)
DESCRIPTION	Appointment of a Service provider to conduct Remuneration benchmarking and develop a Remuneration Strategy and Salary Scale for SAQA
PERIOD	90 Days
RESPONSES/SUBMISSIONS	All responses/submissions should be sent to rfg@saga.co.za
ENQUIRIES	Please direct all enquiries to: Ms Sthembile Ngwabi SNgwabi@saga.org.za peoplemanagement@saga.org.za

SECTION 1: TERMS OF REFERENCE

1. INTRODUCTION

- 1.1. The National Qualifications Framework (NQF) Act, 67 of 2008 mandates SAQA to oversee the further development and implementation of the NQF, advance its objectives, and co-ordinate the three Sub-Frameworks.
- 1.2. The objectives of the NQF are designed to contribute to the full personal development of each learner and the social and economic development of the nation at large.
- 1.3. By implication, therefore, SAQA as the custodian of the NQF plays an influential role in the entire education and training sector.

2. PURPOSE

- 2.1. SAQA seeks the services of an experienced Service provider to submit quotations for conducting Remuneration benchmarking, developing a Remuneration strategy, and reviewing SAQA's current Remuneration policy to ensure alignment with industry standards and best practices.
- 2.2. The primary objective of this salary benchmarking exercise is to ensure that SAQA's compensation packages are competitive and equitable within comparable organisations.

3. SCOPE OF WORK

- 3.1. Collect and analyse salary data for 92 SAQA positions, including base salary, bonuses, benefits, and other compensation components. The breakdown of positions per occupational level are listed below.

Occupational level	Number of positions
CEO	1
Top Management	2
Senior Management	12
Professionally Qualified	21
Skilled Technical	32
Semi-Skilled	24
Total	92

- 3.2. Conduct Remuneration benchmarking for 92 SAQA positions against comparable organizations within the public and private sector.
- 3.3. Develop a comprehensive Remuneration strategy.
- 3.4. Review the current SAQA Remuneration Policy.

- 3.5. Develop a customized salary scale, based on DPSA norms and the Paterson Grades.
- 3.6. Present a detailed benchmarking report, including findings and recommendations, to SAQA management and relevant stakeholders.

4. METHODOLOGY

The Service provider should use a robust methodology that includes:

- 4.1. Desk research to gather data from publicly available sources and salary surveys.
- 4.2. Interviews or surveys with comparable organizations to collect additional data.
- 4.3. Statistical analysis to compare and interpret the data.

5. DELIVERABLES

The Service provider is required to deliver the following:

- 5.1. A detailed Remuneration benchmarking report, outlining the methodology, findings, challenges, benchmarking results and comparative analysis.
- 5.2. Develop a Remuneration strategy document.
- 5.3. Update SAQA's remuneration Policy in line with the Remuneration strategy.
- 5.4. A customized salary scale for all SAQA positions.
- 5.5. A formal presentation of findings and recommendations to SAQA's Executive management.

6. TIMELINE

- 6.1. The assignment is expected to be completed within at least 60 days from the date of commencement.

7. EXPERTISE REQUIRED

The selected Service provider should have:

- 7.1. Proven experience in conducting salary benchmarking and compensation studies.
- 7.2. Expertise with salary benchmarking in education, government, private and regulatory sectors.
- 7.3. Expertise in remuneration strategy and policy.
- 7.4. Excellent understanding of the South African labour market and compensation trends.

8. SERVICE LEVELS AND APPLICABLE PENALTIES

Service	Description	Target	Penalty
1. A detailed Remuneration benchmarking report, outlining the methodology, findings, challenges, benchmarking results and comparative analysis.	Failure to conduct and deliver the project and its outcomes as per agreed timelines.	The agreed timelines.	20% of the invoice
2. A Remuneration Strategy.			
3. An updated Remuneration Policy, aligned to the Remuneration Strategy.			
4. A customized SAQA Salary scale.			
5. A formal presentation of findings and recommendations to SAQA's Executive management.			

PENALTY MAXIMUM LIMIT AND SERVICE DISPUTES:

- 8.1. The maximum penalties will be limited to 20% of the total cost.
- 8.2. Should SAQA issue a service deficiency notice to the Service Provider more than twice, SAQA shall be entitled, but not obliged, to immediately terminate the contract in writing.
- 8.3. SAQA shall be entitled to deduct from any monies payable to the Service Provider, an amount equivalent to the value of any substandard performance or non-performance of any or all of the Services by the Service Provider. SAQA, acting reasonably, shall in its discretion determine the amount of the deduction.
- 8.4. Without detracting from any other obligations of the Service Provider, the Service Provider shall render the Services in accordance with the service levels, timeframes and subject to the penalties set out above.

- 8.5. The Service Provider shall not be entitled to any service credits should the Services be delivered within or ahead of target timeframes.
- 8.6. The deduction of a penalty by SAQA does not exempt the Service Provider from resolving the performance deficiency timeously, nor does it prevent SAQA from deducting further penalties until the performance deficiency is resolved by the Service Provider to SAQA's satisfaction.

9. EVALUATION CRITERIA

The bid will be evaluated in three (3) stages:

- a) Stage 1: Screening of mandatory documents.
- b) Stage 2: Presentation by the Service Provider
- c) Stage 3: Price and preference points.

9.1. STAGE 1: MANDATORY REQUIREMENTS

Service providers must comply with this section as it forms the basis of the evaluation of the Service provider's proposal.

Mandatory documents	Comply	Not Comply
Remuneration Specialist's CV and proof of educational qualifications The Service provider must submit the full CV of the Remuneration Specialist, showing their experience in Remuneration benchmarking and a copy of the Remuneration Specialist's NQF Level 7 or above qualification .		
Proposed Teams CV's and proof of educational qualifications The Service provider must submit the full CVs of at least two individuals who form part of the team that will attend to the SAQA project.		
Reference letters The Service provider must attach a minimum of two reference letters. The letters must be signed and not be older than 36 months. Service providers to complete Annexure A to support attached letters. (SAQA reserves the right to verify references without prior notice to the Service providers).		
Proof of Registration with a professional body: The Service provider must submit proof of registration with the South African Rewards Association (SARA) or similar		

Note: For a Service provider to qualify to be evaluated for Stage 2 (Presentation), a Service provider must not have been disqualified in Stage 1 (Mandatory requirements).

9.2. STAGE 2: PRESENTATION BY THE SERVICE PROVIDER

Bidders who met the mandatory evaluation criteria will be invited to a MS Teams Presentation. Presentations will be capped to 45 min per bidder.

Note: Service providers must achieve a minimum score of 70 points in Stage 2 (Presentation), to be considered for the next Stage of the evaluation process i.e., Price and Preference Points Evaluation as follows:

Criteria no	Presentation Criteria	Evaluation Criteria	Scores
1	Company Profile and relevant experience The service provider must include the following: A description of the nature of the company, the location(s) where the company operates, the history of the company; and list of previous clients and work done	▪ The service provider did not demonstrate experience in conducting remuneration benchmarking studies and the evaluation thereof in organizations like the SAQA (Public sector, research councils, private sector, or parastatals) = 0 points ▪ The service provider demonstrated experience in conducting remuneration benchmarking studies and the evaluation thereof in organizations like the SAQA (Public sector, research councils, private sector, or parastatals) =15 points	15

Criteria no	Presentation Criteria	Evaluation Criteria	Scores
2	Approach and Methodology The service provider's approach and methodology must respond to the proposed scope of work and outline the approach for the desired outcomes	The proposal lacks any of the requirements below = 0 points. The proposal addresses all the below requirement = 35 points: ▪ The data collection methods ▪ The scope of work objectives ▪ Outlines approach on reports and presentations ▪ Details of ways to improve the project's outcomes ▪ Details of ways to improve the quality of the output ▪ The approach includes the skills transfer plan to the SAQA staff on implementation of the report recommendations ▪ The proposal includes value-added services that are relevant to the project	35
3	Experience of Remuneration Specialist and project team in the related field (Average per team) The service provider must demonstrate Team experience in conducting remuneration benchmarking studies and the evaluation thereof in organisations like the SAQA (Public sector, research councils, private sector, or parastatals).	▪ The team comprises of individuals with Less than five (5) years' experience in the related field, (Average per team) = 0 Points ▪ The team comprises of individuals with five (5) to nine (9) years' experience in the related field, (Average per team) = 10 Points ▪ The team comprises individuals with more than ten (10) years' experience in the related field, (Average per team) = 20 Points	20

Criteria no	Presentation Criteria	Evaluation Criteria	Scores
4	Examples of benefit information gathered during Benchmarks conducted at existing or past clients,	▪ Example of previous report do not address any of the following types of benefit information (including Leave, Working Conditions, Benefits (Pension, Group life /Risk Cover), Medical aid benefits) = 0 Points ▪ Example of previous report including examples of ability to gather diverse types of benefit information (including Leave, Working Conditions, Benefits (Pension, Group life /Risk Cover), Medical aid benefits) = 30 Points	30
	TOTAL SCORES		100

Note: For a Service provider to qualify to be evaluated for Stage 3 (Price and Preference Points), a Service provider must not have been disqualified in Stage 2 (Presentations).

9.3. STAGE 3: PRICE AND PREFERENCE POINTS EVALUATIONS

Price and Preference Points will be evaluated as follows:

All Service providers that have passed the mandatory requirements will be evaluated in terms of the 80/20 system prescribed by SAQA in line with PPR 2022 as follows:

- a) **80** Points for pricing.
- b) **15** preference points for the company that has at least 51% black ownership.
- c) **5** preference Points for the company that has at least 30% black woman ownership.

NB: Bidders must submit the certified B-BBEE Certificates copies/Sworn Affidavits indicating ownership percentage to claim the preference points.

10. PRICE SCHEDULE

Cost per Process	Amount
1. A detailed Remuneration benchmarking report, outlining the methodology, findings, challenges, benchmarking results and comparative analysis.	
2. A Remuneration strategy document.	
3. An updated SAQA's remuneration Policy in line with the Remuneration strategy.	
4. A customized salary scale for all SAQA positions.	
5. A formal presentation of findings and recommendations to SAQA's Executive management.	
VAT	
GRAND TOTAL (All inclusive)	

Note:

- Only firm prices will be accepted.
- Invoicing of this project must be as per the price schedule.

6 RFQ Special Conditions

- 6.1 Bidders should submit the recent National Treasury (CSD) Central Supplier Database's report.
- 6.2 Bidders are required to submit an original or certified copy of the B-BBEE certificate or Sworn Affidavit as per the B-BBEE Act. The SANAS Logo should be visible on the B-BBEE Certificate.
- 6.3 Bidders must complete, sign, and submit the attached SBD 4 and SBD 6.1 forms.
- 6.4 The proposal and required documents must be submitted using the PDF format only, through email to rfq@saqa.co.za
- 6.5 In Instances, where brand names are mentioned, SAQA will accept equivalent items that have similar specifications.
- 6.6 The National Treasury's General Conditions of Contract (GCC) will apply and is enforceable on this RFQ.
- 6.7 The RFQ will be evaluated in terms of the 80/20 system prescribed by the Preferential Procurement Policy Framework Act (PPPFA).

7 PROTECTION OF PERSONAL INFORMATION

- 8.1 In this clause, the words "personal information", "processing" and "responsible party" have the meanings ascribed to them in the Protection of Personal Information Act, 2013 (Act No.4 of 2013).
- 8.2 SAQA will comply with the Protection of Personal Information Act, 2013 (Act No.4 of 2013, (POPIA) by lawfully processing personal information submitted by bidders in accordance with the conditions of lawful processing as set out in POPIA.
- 8.3 All bidders must comply with their obligations as set out in POPIA for which they are a Responsible Party before sharing any information with SAQA.
- 8.4 SAQA will not be held liable for any non-compliance with the provisions of POPIA or unlawful processing or sharing of information by a bidder.

ANNEXURE A COMPULSORY CV TEMPLATE

- Service Providers must clearly indicate the proposed role in the CV template.
- Service providers must replicate the CV template for each role

Proposed role in the SAQA project (Service provider to tick ✓ the relevant role on each CV)	Remuneration Specialist	
	1 st Team member	
	2 nd Team member	
First Name and Surname		
Date of birth		
Nationality		
Professional Membership		
Present position		
Years with the service provider's organisation or Company		

EDUCATION

Institution	Duration (Date from - Date to)	Qualification Obtained (Start from the most recent, Copies of each qualification to be included in the CV pack) NB: Failure to attach documents will result in a disqualification

PROFESSIONAL EXPERIENCE (RELEVANT TO THE ROLE)

Professional Experience (Relevant to the Role): Start from the most recent Experience	
Organisation	
Date (From – To)	
Position	
Location	
Description of duties (listed)	

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Professional Experience (Relevant to the Role): <i>Start from the most recent Experience</i>	
Organisation	
Date (From – To)	
Position	
Location	
Description of duties (listed)	

Professional Experience (Relevant to the Role): <i>Start from the most recent Experience</i>	
Organisation	
Date (From – To)	
Position	
Location	
Description of duties (listed)	

LIST OF REMUNERATION BENCHMARKING PROJECTS

Description	Organisation

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REFERENCES (RELEVANT TO THE ROLE)

Name	Organisation	Contact details

ANNEXURE B: FORM FOR REFERENCES

This form will be utilized to evaluate the Mandatory criteria for Reference letters. The Service provider must attach a minimum of two reference letters. The letters must be signed and not be older than 36 months. Service providers to complete this form to support attached letters. (SAQA reserves the right to verify references without prior notice to the Service providers)

Name of organisation and Contact person	Start date	End date	Value of the contract	Description of service rendered

BIDDER'S DISCLOSURE

1. PURPOSE OF THE FORM

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

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

2. Bidder's declaration

- 2.1 Is the bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest¹ in the enterprise, employed by the state? **YES/NO**

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

Full Name	Identity Number	Name of State institution

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

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

with any person who is employed by the procuring institution? **YES/NO**

2.2.1 If so, furnish particulars:

.....

2.3 Does the bidder or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise whether or not they are bidding for this contract? **YES/NO**

2.3.1 If so, furnish particulars:

.....

3 DECLARATION

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

- 3.1 I have read and I understand the contents of this disclosure;
- 3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect;
- 3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However, communication between partners in a joint venture or consortium² will not be construed as collusive bidding.
- 3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.
- 3.4 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
- 3.5 There have been no consultations, communications, agreements or arrangements made by the bidder with any official of the procuring

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

institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.

- 3.6 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

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

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

.....
Signature Date

.....
Position Name of bidder

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

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

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

GENERAL CONDITIONS

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

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

To be completed by the organ of state

(delete whichever is not applicable for this tender).

- a) The applicable preference point system for this tender is the **90/10** preference point system.
- b) The applicable preference point system for this tender is the **80/20** preference point system.
- c) Either the **90/10 or 80/20 preference point system** will be applicable in this tender. The lowest/ highest acceptable tender will be used to determine the accurate system once tenders are received.

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

- (a) Price; and
- (b) Specific Goals.

1.4 To be completed by the organ of state:

The maximum points for this tender are allocated as follows:

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

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

1.6 The organ of state reserves the right to require of a tenderer, either before a tender is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

DEFINITIONS

- (a) **“tender”** means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation;
- (b) **“price”** means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;
- (c) **“rand value”** means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
- (d) **“tender for income-generating contracts”** means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions; and
- (e) **“the Act”** means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000).

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:

$$\begin{array}{ccc} \mathbf{80/20} & \mathbf{or} & \mathbf{90/10} \\ \\ \mathbf{Ps=80(1- \frac{Pt-P_{min}}{P_{min}})} & \mathbf{or} & \mathbf{Ps=90(1- \frac{Pt-P_{min}}{P_{min}})} \end{array}$$

Where

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

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

3.2.1. POINTS AWARDED FOR PRICE

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

80/20

or

90/10

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

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration Pmax = Price of highest acceptable tender

POINTS AWARDED FOR SPECIFIC GOALS

- 4.1. In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender. For the purposes of this tender the tenderer will be allocated points based on the goals stated in table 1 below as may be supported by proof/ documentation stated in the conditions of this tender:
- 4.2. In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the tender documents, stipulate in the case of—
 - (a) an invitation for tender for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or
 - (b) any other invitation for tender, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system, then the organ of state must indicate the points allocated for specific goals for both the 90/10 and 80/20 preference point system.

Table 1: Specific goals for the tender and points claimed are indicated per the table below.

(Note to organs of state: Where either the 90/10 or 80/20 preference point system is applicable, corresponding points must also be indicated as such.

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

The specific goals allocated points in terms of this tender	Number of points allocated (90/10 system) (To be completed by the organ of state)	Number of points allocated (80/20 system) (To be completed by the organ of state)	Number of points claimed (90/10 system) (To be completed by the tenderer)	Number of points claimed (80/20 system) (To be completed by the tenderer)
At least 51% black ownership		15		
30% black woman ownership.		5		

DECLARATION WITH REGARD TO COMPANY/FIRM

4.3. Name of company/firm.....

4.4. Company registration number:

4.5. TYPE OF COMPANY/ FIRM

- ☐ Partnership/Joint Venture / Consortium
- ☐ One-person business/sole propriety
- ☐ Close corporation
- ☐ Public Company
- ☐ Personal Liability Company
- ☐ (Pty) Limited
- ☐ Non-Profit Company
- ☐ State Owned Company

[TICK APPLICABLE BOX]

4.6. I, the undersigned, who is duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the specific goals as advised in the tender, qualifies the company/firm for the preference(s) shown and I acknowledge that: i) The information furnished is true and correct; ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;

iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 4.2, the contractor may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct;

iv) If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have –

(a) disqualify the person from the tendering process;

(b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;

(c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;

(d) recommend that the tenderer or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been applied; and

(e) forward the matter for criminal prosecution, if deemed necessary.

.....
SIGNATURE(S) OF TENDERER(S)

SURNAME AND NAME:

DATE:

ADDRESS:

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