



EXPRESSION OF INTEREST:

POTENTIAL BIDDERS ARE REQUIRED TO NOTIFY THE LAND BANK SUPPLY CHAIN DEPARTMENT OF THEIR INTENTION TO TENDER FOR THE ABOVE MENTIONED TENDER

NOTIFICATION OF INTENT TO BID FOR THIS TENDER WILL ALLOW THE SUPPLY CHAIN DEPARTMENT TO SHARE CRITICAL INFORMATION DURING THE DURATION OF THE TENDER

N.B. A NON-COMPULSORY BRIEFING SESSION WILL BE HELD FOR THIS TENDER.

AN INVITE TO PARTICIPATE IN THE ONLINE BRIEFING SESSION WILL BE SENT TO BIDDERS WITHIN THE WEEK.

POTENTIAL BIDDERS ARE TO SUBMIT THE FOLLOWING DETAILS VIA E-MAIL TO YMUNIAN@LANDBANK.CO.ZA

NAME OF COMPANY:

CONTACT PERSON(S):

PHONE:

E-MAIL ADDRESS:



REQUEST FOR MULTI SOURCE PROPOSAL

(CLOSED TENDER)

**APPOINTMENT OF A SERVICE PROVIDER FOR
ORGANISATION RESTRUCTURING AND
ORGANISATIONAL DESIGN AND DEVELOPMENT**

T09/05/23

The Land and Agricultural
Development Bank of South Africa

P O Box 375 Pretoria 0001
272 Lenchen Avenue, Lakefield Office Park,
Building A, First Floor,
Die Hoewes, Centurion
Telephone (012) 686 0500 Toll-free
0800 00 52 59

E-mail address: info@landbank.co.za Web
address: www.landbank.co.za

**Registered credit provider: Reg
number NCRCP18**

Directors: Ms R Nkosi (Chairperson), Mr AL Makenete (Deputy Chairperson), Mr TM Rikhotso (Chief Executive Officer), Ms ME Makgatho, Prof JF Kirsten, Ms TN Mashanda, Ms NP Motshegoa, Ms D Maithufi, Ms E Pillay, Dr MM Tom and Mr DW Van der Westhuizen

Ms KH Mukhari (Chief Financial Officer) and Mr Mashumi K Mzaidume (Company Secretary)



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I. **INVITATION TO TENDER**

Tender Number	T09/05/23
Title of this RFP	APPOINTMENT OF A SERVICE PROVIDER FOR ORGANISATION RESTRUCTURING AND ORGANISATIONAL DESIGN AND DEVELOPMENT
Issue Date	05 May 2023
Non-Compulsory Briefing Session	11 May 2023 @ 8:00am An invite to participate in the online briefing session will be sent to bidders within the week.
RFP Closing Time & Date	29 May 2023 @ 11:00am
Delivery Address	Land Bank Head Office, Tender Box
	Lakefield Office Park
	Building A, First Floor
	272 Lenchen Avenue (Cnr of Lenchen Avenue and West Avenue)
	Die Hoewes, Centurion
Originals to be submitted	1 Original proposal
Copies to be submitted	1 soft copy (USB)
Tender Validity Period	120 business days from the closing date *Land Bank may at its' discretion extend the tender validity period to shortlisted bidders



2. OVERVIEW OF LAND BANK

The Land and Agricultural Development Bank (Land Bank or Bank) is a Development Finance Institution (DFI) originally established in 1912 to provide financial services to the agricultural sector. It is governed by among others the Land and Agricultural Development Bank Act of 2002.

Over many decades, the Bank has been instrumental in the commercialisation and expansion of the agricultural sector, providing much-needed financial support to farmers across the country, even when other financiers were unwilling to take the risks inherent in agricultural financing. These efforts greatly supported the development of South Africa's agricultural sector and ensured that there is food security at national level in the country. The Land Bank has been and remains critical to the effective functioning of South Africa's agricultural sector and as a financier, has vastly contributed and hopes to continue to contribute to the growth and commercialization of South Africa's agricultural value chain. Further, while it is true that Land Bank has underachieved in recent years, particularly on its development objectives, the only public institution can play this role and was established solely for this purpose.

In 2020, the Land Bank was in financial distress and defaulted on its funding obligations. The reasons for the default are many and varied, but relate primarily to an unsustainable funding model that, among others, resulted in a significant mismatch between its loan assets and its liabilities, and to a flawed operating model.

In December 2021 a new Board of Directors "Board" was appointed with a mandate to stabilise the entity and to rebuild the institution into a credible agricultural developmental financier that balances financial sustainability with developmental effectiveness. Over the past eight months, the Bank has held extensive engagements with its lenders, the Shareholder, Parliament, and farmer organisations to fully diagnose the Bank's challenges from all angles and to develop a credible plan for recovery.

A new strategy to turnaround the Bank and an operating model aligned to the Land Bank mandate as outlined in the Land Bank Act, was developed and approved by the Land Bank Board of Directors. The operating model outlines the capabilities required to support the new strategy. A fit for purpose organizational structure is the next step to enable operationalization of the new strategy. An appropriate organizational structure is imperative to ensure the Bank is configured and critical skills identified to eliminate inefficiencies in the system and to sustainably recoup the Bank.



The Bank is experiencing low staff morale, high staff attrition and has challenges to attract talent. Also, the Bank would benefit from utilizing external expertise to rebuild the human capital brand whereby the external expertise would bring some benchmarking and research work during this process.

3. **SCOPE OF WORK**

Land Bank is seeking a service provider to provide Organisation Restructuring and Organisational Design and Development expert services. The service provider will deploy experienced specialist/consultants to Land Bank to work with the Board, Chief Executive Officer/Acting Chief Executive Officer, and Executive Management to design and implement a “Fit-for-Purpose” organisation structure aligned to enable the Bank to achieve its strategic objectives and operationalise the Operating Model. The organization structure must align the business functions to work collaboratively, with seamless processes for business efficiency. The organization structure must provide role descriptions/job profiles for the roles and a remuneration framework to differentiate and recognize the levels of work. The service provider must review the Bank’s Employee Value Proposition for competitiveness and address staff issues, i.e. staff morale.

3.1. CORE SERVICES:

Working with and under the supervision of the Chief Executive Officer/Acting Chief Executive Officer, the service provider is expected to provide the following core services; and is expected to prepare presentations, reports, documents and present them to the Land Bank governance structures as would be appropriate and required:

- **Banking Process Review and Optimisation:** conduct an evaluation of Land Bank’s banking processes across all business lines, benchmark banking processes with other agricultural and development financiers, recommend enhancements to banking processes to ensure improved effectiveness and efficiency.
Key deliverables: Revised banking processes to improve effectiveness and efficiencies.
Success measurement: Board approved revised business and banking processes.
- **Macro organisation structure design:** assess the current Macro structure for relevance and its ability to enable Land Bank to achieve its strategic objectives. Benchmark the Macro organisation structure with other Development Finance Institutions and Banking sector. Design and implement a “Fit-for-Purpose” Macro structure that facilitate



the operationalisation of the Operating model and ensuring that core functions and support functions are integrated to support business in the provincial offices.

Key deliverable: Board approved “Fit-for-Purpose” Macro organisation structure.

Success measurements: Facilitating and supporting management (where necessary) for successful implementation of the Macro organisation structure.

- **Micro organisation structures design:** design and implement a “Fit-for-Purpose” Micro Organisation structure aligned to the Macro structure and enabling implementation of the Operating model. The design must be informed by industry market insights, benchmark comparisons and best practice design principles for the sector. A micro organisation structure that provide business efficiency for example, quick turnaround time, that is customer focus, enables decision making at the authority levels. Review and develop job profiles aligned to the Micro structure.

Key deliverable: Micro organisation structure approved by Chief Executive Officer. Pragmatic implementation plan (with milestones and time-lines), with key risks identified, and mitigated for. Approved, graded, and validated job profiles.

Success measurement: Facilitating and supporting management (where necessary) for successful implementation of the Micro organisation structure.

- **Organization Culture and Change management:** use diagnostic tools to assess issues that contribute to low staff morale, high staff attrition and constraints to attract appropriate talent. Develop and implement an organization culture and change management programme and interventions to address inefficiencies or gaps identified. Facilitate and assist management with implementation.

Key deliverable: Diagnosis of the people issues; organization culture, change management programme with milestones and time-lines; skilled and competent Change management agents; interventions to address organisation development issues.

Success measurement: Successful transfer of skills to Change management agents to operate independently. Completed implementation of the new organization culture and Change management programme.

- **Employee value proposition:** conduct a pre and post survey to assess employee’s knowledge and understanding of the EVP; and review the current EVP offerings for



relevance of the new organisation structure, benchmark the EVP to enable attraction and retention of employees in the organisation, re-design/re-construct the EVP aligned to enable the Bank to achieve its strategic objectives. Assist to facilitate the workshop for the Human Resources and Remuneration Committee and roll-out the new designed EVP.

Key deliverable: Board approved Employee Value Proposition offerings for employees. Conduct survey six (6) months post the roll-out of the EVP offerings to test the veracity and impact of the EVP.

Success measurement: Impact on employee attraction and retention. Improved results that show employees understanding of EVP offerings.

- Performance Management Process, Performance Contracting, and Performance linked remuneration process review
- Talent Management Process and Key Staff Retention Process Review

3.2. AD HOC AND SUPPLEMENTARY SERVICES:

In addition to the core services, the service provider when implementing the approved Macro and Micro organization structures will be required to provide advice and guidance to ensure above board compliance to labour law prescripts.

Please indicate in your proposal if you have the services inhouse or if you will sub-contract the services.

Please also kindly indicate in your response if any of the core services will be subcontracted or outsourced.

3.3 EXPECTED DELIVERABLES

Specifically, the consultant will produce the deliverables as listed in 3.1 above.

3.4 REPORTING RELATIONSHIP

The service provider will report and take instruction from the Land Bank Board of Directors, Chief Executive Officer or their designate and will be required to submit monthly progress reports on the agreed deliverables.

The service provider will be asked to attend meetings, answer questions and update any required information, as requested by the Land Bank for the duration of the service level agreement.



Regarding contractual and administrative matters, the Service provider deployed Specialist/Consultant will report directly to the Chief Executive Officer.

3.5 DURATION OF CONTRACT

The contract will be for a maximum period of 12 months.

The Land Bank reserves the right to terminate the contract at an earlier date and/or shorten the contract duration.

3.6 LOCATION AND SUPPORT

The service provider will be expected to be available remotely and in person, and must be able to participate in meetings, workshops etc. during business hours, as well as non-business hours on a regular basis as the assignment demands.

Travel may be required for the purpose of site visits, client and stakeholder meetings.

3.7 CONFLICT OF INTEREST

The consultancy is subject to Land Bank Policy on Conflict of Interest and Confidentiality.

The consultant shall, in particular;

- Provide impartial, objective and professional advice.
- Hold the interest of the Land Bank as paramount.
- Not be engaged in any third party existing or future assignment that is in conflict or may potentially be in conflict with its obligations to the Land Bank for the duration of the assignment.
- Should the Consultancy hold a conflict of interest in any existing or future assignments or may potentially be in conflict with its obligations to the Land Bank for the duration of the assignment, the Consultancy must have a conflict resolution methodology in place, e.g.;
 - Immediately bring to the attention of Land Bank the conflict within a period of 48 hours.
 - Confirm how the conflict has been resolved or will be resolved.
- Should the conflict not be resolved within (14) days, the Land Bank reserves the right to cancel the appointment of the consultancy.

3.8 EVALUATION CRITERIA

The functional evaluation will comprise of two (2) components:



Phase I - Technical Evaluation: The bidder must meet a minimum of 65 out of the 80 points in order to be shortlisted for Phase II evaluation in the form of presentations.

Phase II - Presentations: The bidder must meet a minimum of 15 points out of the 20 points in order to proceed to the next phase (Price and Preference).

Only bidders that meet an overall minimum threshold of 80 points out of a possible 100 points (i.e. “Technical Evaluation = 65 out of 80 points” and “Presentations = 15 out of 20 points”) will proceed to the next phase of evaluations, Price Evaluation.

Failure to comply with any of the requirements listed below, may lead to disqualification of bids and no entity may be involved, whether directly or indirectly, in more than one Bid in response to this RFP. A failure to comply with this requirement may, within the sole discretion of the Land Bank, result in disqualification / bid invalidation of the relevant entity.

3.8.1 PHASE I: TECHNICAL EVALUATION CRITERIA

Item	Description	Max Points
1	Experience Have experience and proven track record in similar assignment and with specialist knowledge in organisation design and development in the banking sector and development finance institutions and/or agricultural business environment.	15
	Track record of the ability to engage with Board and work with CEO/Acting Chief Executive Officer, Executive Management and employees	5
	Have experience in undertaking assignments in both the public and private sectors in South Africa. Ideally experience in assignments with Development Finance Institutions.	8
2	Competencies	10
	Organisation design and development of Macro and micro structures.	10
	Capability and proven experience in developing and implementing change management programme	10
	Developed an organisation Employee Value Proposition	8
	Excellent communication skills – oral and written	4
3	Key Personnel CV's of key personnel that will work on the Land Bank account to be provided. Resources must have a minimum of ten (10) years individual relevant professional work experience in organisation design and development, change management and designing and developing employee value proposition offerings.	10
	TOTAL	80
	THRESHOLD	65

***Minimum technical threshold to move on to the next phase of evaluation: 65 points out of 80 points**



RATING TABLE

0	Non-Responsive
1	Poor
2	Average
3	Good
4	Very Good
5	Excellent

3.8.2 PHASE II: PRESENTATION EVALUATION CRITERIA

Shortlisted bidders from Phase I, will be required to further elaborate on their response to each technical evaluation criteria item.

Failure by bidders to provide a demonstration that addresses and meets all the requirements of the demonstration shall be rendered as non-responsive.

Only bidders that meet a minimum of 65 points out of the possible 80 points of the technical evaluation will move on to the presentation phase.

Bidders will be required to demonstrate the requirements and capabilities listed on the scope of work.

Only those Bidders which score 15 points or higher out of a possible 20 points during the presentation will proceed to the next stage of Price and Preference Evaluation.

The nominated lead consultant must present the majority of the presentation or at the least be in attendance at the presentation.

Item	Criteria	Points
1	Understanding of scope of work and the required deliverables	10
2	Experience (Company and Recommended Team)	2
3	Competencies (Company and Recommended Team)	2
4	Execution Methodology	4
5	Satisfactory responses to all clarification questions	2
Total		20



Note: Minimum threshold applied will be 15 points to move on to the final phase

RATING METHOD TO BE USED FOR THE PRESENTATION EVALUATION:

Points	Interpretation
0	Non Responsive
1	Poor
2	Average
3	Good
4	Very good
5	Excellent

Only bidders that meet an overall minimum threshold of 80 points out of a possible 100 points (i.e. “Technical Evaluation = 65 out of 80 points” and “Presentations = 15 out of 20 points”) will proceed to the next phase of evaluations, Price Evaluation.

3.3 CONFIDENTIALITY

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

3.4 MISCELLANEOUS

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

4. PREFERENCE AND FINANCIAL EVALUATION

Phase 2: PRICE AND B-BBEE

This phase is the second stage in the evaluation process and only successful bidders that have met the minimum requirements in the functionality phase will be considered. In this phase only, price and specific goals will be considered. Specific goals will be scored out of 20 points in accordance with PPPFA 2022.

If a tenderer fails to meet Specific goals and submit proof, the tenderer will not be disqualified. However, be awarded 80 points for price and will score 0 points for Specific goals (out of 20) An 80/20 scoring system will be used to evaluate the tenders received.

Land Bank will evaluate all tenders in terms of Preferential Procurement Policy Framework Act No 2000 of 2022 (PPPFA). The scoring methodology will apply. A copy of the PPPFA regulations can be downloaded from www.treasury.gov.za



The 80/20 preference point system will be utilised for this tender.

Price and Preference Analysis

Calculate price points out of 80/20 (Price = 80 and specific goals=20 points)

Maximum 20 points will be allocated on the following specific goals.

B-BBEE Status level of Contributor (Specific Goals)	Number of Points
1	20
2	18
3	14
4	12
5	8
6	6
7	4
8	2
Non-compliant Contributor	0

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

5. **COSTING**

Bidders must submit a detailed and signed Pricing Schedule.

All pricing shown must EXCLUDE VAT, with the VAT components being shown separately on all costed/priced items/services.

All pricing assumptions, excluded costs and estimated costs must be clearly documented.

Land Bank will not entertain any price adjustments for it assumes that the pricing document as supplied is complete and covers all costs associated with these services.

Bidders are required to provide a comprehensive price schedule taking into account all resources and outputs to be achieved. Please note that on the electronic submission, the price schedule will need to be a soft copy excel sheet. (Annexure N)



6. OBJECTIVE CRITERIA & RISK ANALYSIS

a. In addition to the financial offer and preference evaluation, the Tenderers having the highest ranking / number of points, will additionally be reviewed against the following points listed as “Other Objective Criteria” in terms of the PPPFA Regulations of 2017, in order to ascertain suitability for award.

- i. If having passed Qualifying Criteria, the tenderer will again be checked in terms of having a Compliant Tax Status at time of recommendation to confirm that the status has not changed, based on an active and Tax Complaint Pin issued by the South African Revenue Services
- ii. Fully compliant and registered with the National Treasury Central Supplier Database
- iii. No misrepresentation in the tender information submitted
- iv. Any non-performance on Land Bank projects
- v. The tenderer or any of its directors/shareholders is not listed on the Register of Tender Defaulters in terms of the Prevention and Combating of Corrupt Activities Act of 2004 as a person prohibited from doing business with the public sector; and
- vi. The tenderer has declared that there are no conflicts of interest which may impact on the tenderer’s ability to perform the contract in the best interests of the employer or potentially compromise the tender process and persons in the employ of the state are permitted to submit tenders or participate in the contract
- vii. Convicted by a court of law for fraud and corruption
- viii. Removed from a contract between them and any organ of state on account of failure to perform on or comply with the contract
- ix. Unduly high or unduly low Tendered rates in the Tender offer. In this regard, a financial risk analysis will be performed to verify that the costs are reasonable and balanced. Tenders may be disqualified if tendered rates are found to be distorted
- x. In terms of unduly high Tendered fees in the Tender offer, refer to the PPR2017.

b. Land Bank may perform a due diligence exercise on the preferred tenderer to determine its risk-profile. The outcome of the due diligence exercise may be considered as an objective criterion. A due diligence exercise may include, but is not limited to, the following factors;

I. Financial Analysis of Tenderers Financial Statements

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

II. Judgements and criminal convictions

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

III. Pending litigation



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

IV. Performance

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

V. Reputational-harm

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

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

7. **TERMS OF CONTRACT**

Before the tender will be awarded, the successful tenderer will be required to enter into a service level agreement (SLA) with the Land Bank. The SLA will form the contractual basis for the delivery of the service as well as how performance will be measured and will include the General Conditions of Contract.

8. **GENERAL MANDATORY CONDITIONS**

Responses must be concise outlining a detailed cost structure. All tenderers responding to this request for Proposals must provide the following statutory compliance documentation in order to be considered:

- Completed Vendor Accreditation Form
- Proof of registration to the Central Supplier Database (CSD)
- Cancelled cheque and/or stamped letter from the Bank
- All Supplier information and declaration of Interest forms must be properly completed, signed and stamped by a Commissioner of Oaths
- Any false declaration of information will result in the exclusion of the proposal from consideration
- Bidders to submit a tax compliance status (TCS) pin issued by SARS along with a valid tax clearance certificate



- A BEE certificate from a SANAS accredited rating agency or Affidavit substantiating the bidders B-BBEE rating
- Certified copy of Identity Documents of Shareholders/Directors
- In the case of Consortium or Joint Venture, bidders are required to provide copies of signed agreements stipulating the work split
- The Land Bank may invite bidders for an oral interview prior to the approval of a bid. Land Bank will not be liable for the costs incurred by the tenderer in connection with such interview.

9. SUBMISSION REQUIREMENTS

Any service provider requiring clarification on any matter whatsoever, including questions relating to the specifications required of the service provider to perform this project or the tender and evaluation process must do so via e-mail and address such request to vmunian@landbank.co.za.

Proposals may be deposited in or couriered to the tender box at the reception area Land Bank Head Office, Tender Box, Lakefield Office Park, Building A, First Floor, 272 Lenchen Avenue (Cnr of Lenchen Avenue and West Avenue), Die Hoewes, Centurion on or before **29 May 2023, 11:00am. No late submissions will be accepted.**

10. FICA AND COMPLIANCE CHECKS

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

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

The Land Bank reserves the right to not award any bidder in line with any potential negative findings.



11. TERMS OF CONTRACT

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

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

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

12. PROTECTION OF PERSONAL INFORMATION

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



13. **SUGGESTED COMPILATION OF BIDS**

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

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



ANNEXURE A



Vendor information sheet

SAP Registration number _____

1. Registration name of company _____
2. Company registration number _____
3. VAT number _____

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

5. Payment terms _____

6. Payment must be made in (currency) _____

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

Bank name _____	Branch _____
Type of account _____	(eg. Current account; Cheque account, Savings account, e.t.c)
Account number _____	Branch code _____

8. Contact person for Account queries	Name <u>Ms. Jeanette Raphalalani</u>
Cell no _____	Tel no
E-mail <u>njraphala@landbank.co.za</u>	Fax no _____

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

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

Title	Name	Identity number	Race	% share holding

11. Business indicator - mark with (X) in the bracket

HDP - Historically Disadvantaged Persons ()	INT - International business ()
EXB - Existing business ()	JVB - Joint venture business ()

12. Additional

List the commodities / service that you currently supply to Land Bank

Currently providing _____	Can provide _____

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

Name _____	Signature _____
Designation _____	Date _____

FOR OFFICE USE ONLY (LAND BANK)

Procurement Department

Name & Signature _____ Date: _____



ANNEXURE B

BIDDER'S DISCLOSURE

1. PURPOSE OF THE FORM

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

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

2. Bidder's declaration

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

YES/NO

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

Full Name	Identity Number	Name of State institution

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

YES/NO

- 2.2.1 If so, furnish particulars:

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



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

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

YES/NO

- 2.3.1 If so, furnish particulars:

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

3 DECLARATION

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

- 3.1 I have read and I understand the contents of this disclosure;
- 3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect;
- 3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However, communication between partners in a joint venture or consortium² will not be construed as collusive bidding.
- 3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions 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

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.



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



ANNEXURE C

CONVENANT OF INTERGRITY

I, the undersigned,

(Full Names)

do hereby make oath and state as follows:

1. I am:

1.1. an adult male/female aged _____;

1.2. presently employed as/carrying on business as _____
situated at _____.

2. The facts stated herein are both true and correct and within my personal knowledge and belief unless otherwise stated.

3. I hereby confirm that:

3.1. I am duly authorised to depose to this affidavit;

3.2. neither myself nor anyone acting on behalf of the tenderer is, or will be, engaged in any Prohibited Practice as defined in 4 below in connection in respect of any tendering process or in the provision of services and/or goods;

3.3. I will immediately inform Land bank of any instance of any such Prohibited Practice which comes to my attention and/or the attention of the tenderer and/or its employees or agents concerning the following;

3.3.1. if any of the tenderer's directors, employees or agents has been convicted in any court for any offence involving a Prohibited Practice in connection with any tendering process and/or the provision of goods or services during the 5 (five) years immediately preceding the date of this affidavit; and/or

3.3.2. if any of the tenderer's directors, employees or agents is dismissed or resigns from the tenderer's employment on grounds of being implicated in any Prohibited Practice.

3.4. I will provide Land Bank with full details of such conviction, dismissal or resignation and the measures taken to ensure that neither the tenderer nor any of its directors, employees or agents commits any Prohibited Practice in future.

3.5. In the event that the tenderer is awarded any business by land bank, the tenderer grants Land bank or its employees and/or agents the right of inspection of its records. The tenderer shall preserve such records in accordance with applicable law but in any case, for at least 3 (three) years after conclusion of each transaction contemplated under the Request for Tender.

4. I acknowledge that for all purposes under this affidavit, the following terms and/or expressions



below shall bear the meanings set out hereunder:

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

DEPONENT

Thus, done and signed at _____ on this the _____ day of _____,

the Deponent having acknowledged that:

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



Commissioner of Oaths Stamp	COMMISSIONER OF OATHS FULL NAMES CAPACITY BUSINESS ADDRESS
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ANNEXURE D

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

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

Individuals

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

Unlisted Companies

South African

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

Foreign

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



Listed Companies

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

Close corporations (CC)

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

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

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

Trusts

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

Partnerships

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

Professional partnerships

- (Certain Partnerships consisting of more than (20) partners which are incorporated in terms of Section 30(2) of Company's Act 61 of 1963 which are recognized in terms of the relevant Government Gazettes examples are: Attorneys, Notaries and Conveyancers, Public Accountants



and Auditors, Medical Practitioners, Pharmacists, Professional Engineers, Quantity Surveyors, Stockbrokers and Architect)

- Registration certificate (provide proof of registration of the partnership by a regulatory body)
- Partners Resolution (Authority to act)
- Identity document residential and contact details for Persons Authorised to Act and of the Person Exercising Executive control of the partnership **(also used for PEPs/Sanctioned screening purposes)**
- Proof of physical business address

PEPS

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

The following examples serve as aids in defining PEPs:

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

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

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

Proof of physical residential/business address

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

- Utility bill (must be less than 3 months old, unless otherwise specified)
- Current lease or rental agreement
- Bank statement
- Municipal rates and taxes invoice
- Valid television licence
- Mortgage statement
- Telkom account
- Valid motor vehicle licence



- Insurance policy
- Tax return (less than 1 year old)
- Letter from bank manager, medical practitioner, accountant, or attorney, on a formal letterhead, stating that they know the client for three years and confirming physical address
- Letter on letterhead, signed by board of trustees, directors' etc. confirming physical business address
- Correspondence from a body corporate or share block association
- Payslip or salary advice

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

Spouse/partner

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

- Affidavit from person co-habiting with client, providing:
 - Name, identity number and physical residential address of client and co-habitant
 - Relationship between client and co-habitant
 - Confirmation that residential address is shared

Parent:

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

If above documentation not available:

Visit to physical address by a Land Bank employee, or

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

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

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

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

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



Definitions

Principal Executive Officer

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

Authorized Persons

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

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

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

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

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

Certified or Verified

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

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

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



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