



REQUEST FOR QUOTATION FOR EXECUTIVE RECRUITMENT SERVICE PROVIDER

Reference Number	IZIKO – HR – RFQ - 2026/06/10
Description	Request For Quotation (RFQ) to appoint Executive Recruitment and Selection Service Provider with proven Executive Recruitment experience for the recruitment of CEO
Address	Iziko South African Museum 25 Queen Victoria Street Cape Town 8001
Attention	Sikelwa Madlavu
Site Visit	N/A
Advert Date	11 June 2026
Closing Date and Time for Submission	23 June 2026 at 11h00am
Method of Delivery	Quotes / proposals and accompanying documentation must be emailed to SCM: scm@iziko.org.za and smadlavu@iziko.org.za
Technical Enquiries	Siphamandla Oupa (021 481 3889 soupa@iziko.org.za)
Name of Company	
CSD Supplier Number (MA Number)	
B-BBEE Status Level of Contribution	
Quote Price (Incl. VAT)	
Signature	



1. Background to Iziko

Iziko Museums of South Africa is a Schedule 3A public entity and non-profit organisation, partly subsidised by the National Department of Sport, Arts and Culture. Iziko brings together national museums and a Social History Centre situated in the Western Cape under a single governance and leadership structure.

Iziko operates within a public finance environment and must ensure that procurement and expenditure deliver value for money, support the institution's mandate, and comply with applicable legislation, policies and internal controls. In the context of fiscal pressure, constrained resources and heightened governance expectations, Iziko requires a focused procurement analytics and value-for-money review to identify wastage, suspicious procurement patterns and opportunities for improvement.

2. Purpose of the RFQ

Iziko Museums of South Africa invites quotations from suitably qualified and experienced recruitment service providers to manage and facilitate an executive recruitment and selection process in accordance with Iziko policies, applicable legislation, good governance principles, and best practice.

3. Scope of Services

The recruitment and selection process must be conducted in line with Iziko policies, applicable legislative requirements and good governance principles.

The service provider must ensure transparency, fairness, confidentiality and proper record keeping throughout the recruitment process.

The appointed service provider must provide a fit-for-purpose, measurable and time-bound executive recruitment service.

3.1 Recruitment Advertising

Prepare and place the approved recruitment advertisement in agreed media platforms within approved timelines.

Pre-screen applicants and provide suitable candidates to the selection panel together with a complete list of all applications received.

Arrange and facilitate the final shortlisting process virtually or face-to-face with the selection panel.

3.2 Interview Process

3.2.1. Facilitate the assessment and preparation of shortlisted candidates for the interview process.

3.2.2. Facilitate the interview process, including logistical arrangements for candidates to be interviewed virtually or in person, and provide interview packs and scoring templates to the selection panel.

3.2.3. Compile a report based on the interviewing and scoring by selection panel members immediately after the interviews, or within the agreed project timelines.

3.3 Competency Assessment and Screening

3.3.1 Conduct or arrange psychometric and/or leadership competency assessments of the top two candidates selected by the selection panel. The assessment tools must be scientifically proven, valid and reliable, and must be applied fairly and without bias against any person or group of persons.

3.3.3 Screening of suitable candidates

3.3.4 Conduct screening of shortlisted and/or preferred candidates as agreed with Iziko before final recommendation. This must include reference checks, verification of qualifications, criminal record checks, credit checks where applicable, employment history verification and previous disciplinary history checks where reasonably obtainable. This process

should not exceed five (5) working days after receipt of the required candidate information and consent.

3.4 Reporting and Deliverables

- 3.4.1 Selection Report post the Competency Test and Candidate Screening
- 3.4.2 Compile a written recruitment outcome report covering candidates interviewed, screening performed, assessments undertaken, panel scoring, key observations and recommended next steps. The report must be submitted to the Selection Panel within five (5) working days after completion of the relevant process.
- 3.4.3 The business language of Iziko is English and must be used in all communications, meetings, reports and interviews.

4. Project Duration

The project duration shall be until the appointment of the successful candidate has been finalised, subject to the timelines agreed in the approved recruitment project plan.

5. Delivery time Schedule

Failure to meet any mandatory requirement may render the submission non-responsive.

	SERVICE DESCRIPTION	TIME FRAME FOR DELIVERY
1.	Meeting with Iziko Executive to discuss the process and timelines	Within five (5) working days after appointment.
2.	Placement of recruitment advertisement in relevant media (newspapers and online)	Within five (5) working days after approval of the advertisement by Iziko.
3.	Review of CV's and provisional shortlisting based on criteria for the position.	Within ten (10) working days after the closing date for applications, unless otherwise agreed with Iziko.
4.	Verify qualifications, conduct reference checks, credit ITC checks, criminal record, work performance checks on suitable candidates as agreed with the selection panel. Ensure that all verification processes are completed thoroughly and that the findings are documented and submitted to the selection panel to support the final selection and appointment decision	Within five (5) working days after confirmation of candidates to be screened and receipt of required consent/information.
5.	Arrange interviews including all logistics for candidates and selection panel	Within agreed project timelines and after confirmation of shortlisted candidates.
6.	Support the selection panel during the interviews and provide report immediately post the interviews	Immediately after the interviews or within two (2) working days after interviews.
7.	Conduct psychometric assessments of final selected candidates	Within five (5) working days after instruction by Iziko and receipt of candidate availability.
8.	Draft a report based on the assessments, interviews, and screenings of the final candidates	Within five (5) working days after completion of assessments, interviews and screenings.

9.	Meet with the selection panel to finalise recommend candidate and offer if required	Within three (3) working days after submission of the final report, or as agreed with the selection panel.
10.	Make offer to recommend candidate	Within two (2) working days after approval by the appropriate Iziko governance structure, where required.
11.	Finalise administration for employment contract to be signed by the selection panel	Within agreed governance and HR timelines after approval of the preferred candidate.
12.	Candidate to start as required	As agreed with Iziko and the successful candidate.

The selected service provider shall work from their offices with co-ordinated visits to Iziko Museums when necessary

6. MANDATORY REQUIREMENTS AND EVALUATION METHOD

The selected service provider shall be required to demonstrate capacity and experience to deliver the services required by Iziko Museums. Requirements marked as Mandatory will be evaluated on a responsive / non-responsive basis. Failure to submit any mandatory returnable will result in the quotation being regarded as non-responsive and excluded from further evaluation. Requirements marked as Functionality Scoring Requirements are not compulsory returnables for responsiveness purposes; however, failure to submit the required evidence will result in no functionality points being allocated for the relevant criterion.

REQUIREMENT	EVIDENCE REQUIRED	STATUS / EFFECT OF NON-SUBMISSION
Recent CEO recruitment experience	Documentary evidence confirming the successful recruitment and placement of at least one executive-level candidate within the twelve (12) months preceding the closing date of this RFQ. CEO, or equivalent senior leadership position.	Functionality Scoring Requirement (not compulsory for responsiveness; no functionality points will be allocated if the required evidence is not submitted).
Executive recruitment references	At least three (3) written reference letters, not older than five (5) years, from clients where executive recruitment services were successfully provided. Reference letters must be on the client letterhead and include contactable client details.	Functionality Scoring Requirement (not compulsory for responsiveness; no functionality points will be allocated if the required evidence is not submitted).
Executive placements completed	List of executive recruitment placements completed within the past three (3) to five (5) years. The list must include client name, position recruited for, year of placement and contactable client reference.	Mandatory

Proposed approach and methodology	Recruitment methodology, sourcing strategy, assessment and screening approach	Functionality Scoring Requirement.
Screening and verification capability	Written confirmation of the ability to conduct or arrange qualification verification, reference checks, criminal record checks, credit checks where applicable, employment history verification and previous disciplinary history checks where reasonably obtainable.	Mandatory
Competency / psychometric assessment capability	Written confirmation of the ability to conduct or arrange valid, reliable and fair executive-level competency and/or psychometric leadership assessments for the top two candidates selected by the panel.	Mandatory
Conflict of Interest Declaration	Written declaration confirming that neither the bidder nor any member of the proposed recruitment team has any actual or perceived conflict of interest in relation to Iziko Council members, management, or prospective candidates. Any existing relationship must be disclosed.	Mandatory

Mandatory Requirements

No.	Document required
1	Central Supplier Database report with supplier number, company details and tax status verification pin.
2	Detailed pricing structure on company letterhead, inclusive of VAT, disbursements and escalations if applicable.
3	Valid B-BBEE certificate or sworn affidavit.
4	Signed RFQ document.
5	Valid tax certificate and/or tax pin.
6	Completed SBD 4 and SBD 6.1 forms.
8	CVs and qualifications/certifications of key personnel

7. Evaluation Criteria

Bidders must achieve a minimum functionality score of 70 points out of 100 to proceed to price and specific goals evaluation. Bidders scoring below 70 points will be regarded as technically non-responsive and will not be evaluated further.

No.	Functionality criterion	Weight
1	Recent executive recruitment experience (CEO Recruitment)	30
3	Executive recruitment references	40
2	Recruitment methodology, sourcing strategy, assessment and screening approach	30

No.	Functionality criterion	Weight
	Total	100

8. Detailed Scoring Guidelines

Functionality Requirement	Scoring	Evidence Required	Functionality Points
Recent executive recruitment experience		Documentary evidence confirming the successful recruitment and placement of at least one executive-level candidate within the twelve (12) months preceding the closing date of this RFQ. Executive level CEO or equivalent senior leadership position.	One or more placements supported by acceptable documentary evidence = 30 No acceptable evidence submitted = 0
Executive recruitment references		At least three (3) written reference letters, not older than five (5) years, from clients where executive recruitment services were successfully provided. Reference letters must be on the client letterhead and include contactable client details.	Three (3) or more acceptable reference letters = 40 Fewer than three (3) acceptable reference letters or no acceptable evidence submitted = 0
Recruitment methodology, sourcing strategy, assessment and screening approach		Methodology and Approach (30 Points) <ul style="list-style-type: none"> • 30 Points: Comprehensive methodology covering advertising, sourcing, screening, shortlisting, interviews, assessments, verification and reporting. • 20 Points: Adequate methodology covering most requirements. • 0 Points: No methodology submitted. 	Comprehensive methodology =30. Adequate methodology=20 No methodology=0
Total Functionality Points			100

Bidders must provide documentary evidence for all claims made under functionality. Iziko will not award points for unsupported statements, generic company profiles, or proposal wording that merely repeats the RFQ requirements. Where prior experience is claimed, the bidder must provide sufficient evidence for Iziko to verify the nature, timing and relevance of the assignment.

09. Pricing Schedule

Bidders must complete the pricing schedule below. The total price will be used for price evaluation under the 80/20 preference point system.

Part 1 is the core assignment. Part 2 and digital forensic work are included as standardised provisional items for price comparison purposes only. Actual forensic follow-up work and device analysis will only be performed if approved in writing by Iziko.

No.		Pricing requirement/ Service component	Bidder price, including VAT
1		Placement of advertisement	R
2		Interview and screening of applicants	R
3		Psychometric Assessment costs and administration	R
4		Interview questionnaire development with selection panel	R
5		Interview logistics	R
6		Conducting interviews with selection panel	R
7	Total evaluated bid price, including VAT	Sum of items 1 to 6. This amount will be used for price evaluation under the 80/20 preference point system.	R

Pricing Notes

1. The **Total Evaluated Bid Price** will be used to calculate price points under the 80/20 preference point system (Only amounts captured on this table will be considered).
2. The standardised provisional items are included to allow fair comparison between bidders.
3. Appointment of the service provider does not automatically authorise Part 2 forensic follow-up work or device analysis.
4. Part 2 forensic follow-up work and device analysis will only commence after written approval by Iziko.
5. No additional costs, disbursements or incidental charges will be paid unless disclosed in the bid and approved in writing by Iziko before being incurred.
6. Bidders must attach a breakdown of assumptions, resource categories and rates used to prepare their pricing.

10. Preferential Procurement

Proposals will be evaluated using the applicable 80/20 preference point system. Only bidders that pass mandatory compliance and achieve the minimum functionality threshold will proceed to price and specific goals evaluation.

11. General Principles

- The lowest or only quotation received will not necessarily be accepted.
- Iziko reserves the right to accept or reject any quotation and to withdraw the RFQ at any time before award.
- The proposal and appended documentation may form the basis of an agreement to be negotiated and concluded in a formal contract between Iziko and the preferred service provider.
- A mere offer and acceptance shall not constitute a formal contract until the appropriate written agreement/ project charter has been concluded.
- Any alteration to the RFQ document other than completing bidder details and tendered price may render the submission non-responsive.



12. Standard Bidding Documents (SBD forms)

SCM TO INSERT SBD4 here

SCM TO INSERT SBD6.1 here

False declarations will lead to disqualification of the bid. All declared information will be verified against available complimentary information/ documents including but not limited to CSD reports.

13. Declaration

The undersigned warrants that he/she is duly authorised to sign this submission on behalf of the enterprise and confirms that the information provided is true and correct.

Signed	Date
Name	Position
Enterprise name	Contact details



Annexure A: Bidder’s Disclosure (SBD 4)

This annexure must be completed and signed by the bidder. Bidders must use the latest applicable prescribed form where required by National Treasury or Iziko SCM. Bidders must use the latest applicable prescribed form where required by National Treasury or Iziko SCM. The completed form must accompany the quotation/proposal submission (Section 12 of this document).

Required field	Bidder response
Name of company/firm	
Company registration number	
CSD supplier number	
Any Interest to Declare?	
Authorised representative	
Signature	
Date	



Annexure B: Preference Points Claim Form (SBD 6.1)

This annexure must be completed and signed by the bidder. Bidders must use the latest applicable prescribed form where required by National Treasury or Iziko SCM. The completed form must accompany the quotation/proposal submission (Section 12 of this document).

Required field	Bidder response
Name of company/firm	
Company registration number	
CSD supplier number	
B-BBEE status level / specific goals evidence	
Authorised representative	
Signature	
Date	

Annexure A: Bidder’s Disclosure (SBD 4)

1. PURPOSE OF THE FORM (SBD 4)

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 / shareholder / 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:

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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:

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.

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

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

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

.....
Signature	Date
.....
Position	Name of bidder (Company Name)

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.



Annexure B: Preference Points Claim Form (SBD 6.1)

(SBD 6.1)

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

1. GENERAL CONDITIONS

- 1.1. The following preference point systems are applicable to invitations to tender:
- the 80/20 system for requirements with a Rand value of up to R50 000 000 (all applicable taxes included); and
 - the 90/10 system for requirements with a Rand value above R50 000 000 (all applicable taxes included).

1.2. **To be completed by the organ of state**
The applicable preference point system for this tender is the **80/20** preference point system.

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.

2. DEFINITIONS

- (a) **tender**” means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation;
- (b) **“price**” means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;
- (c) **“rand value**” means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and

- includes all applicable taxes;
- (d) **“tender for income-generating contracts”** means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions; and
- (e) **“The Act”** means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000).

3. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES

3.1. POINTS AWARDED FOR PRICE

3.1.1. THE 80/20 OR 90/10 PREFERENCE POINT SYSTEMS

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

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

Where:

P_s = Points scored for price of tender under consideration

P_t = Price of tender under consideration

P_{min} = Price of lowest acceptable tender

3.2. 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:

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

Where:

P_s = Points scored for price of tender under consideration

P_t = Price of tender under consideration

P_{max} = Price of highest acceptable tender

4. 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	Evidence	Number of points allocated (80/20 system) (To be completed by the organ of state)	Number of points claimed (80/20 system) (To be completed by the tenderer)
Persons, or categories of persons, historically disadvantaged- (HDI) by unfair discrimination on the basis of	<ul style="list-style-type: none"> Proof of B-BBEE certificate; Company Registration Certification Identification Documentation. CSD report 		
Race: Black persons (ownership)* 50% or more black ownership = 20 points Less than 50% black ownership = 10 points 0% black ownership = 0 points			

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
- 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

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SIGNATURE(S) OF TENDERER(S)

SURNAME AND NAME:

DATE:

ADDRESS: