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Appointment of a service provider to develop an integrated transformation strategy for the organisation	
Bid Number:	025/2024/CSO/STRATEGY/RFB
Briefing Session:	N/A
Briefing Session Date and Time:	
Briefing Session Venue:	
Clarifications Deadline:	18 October 2024 @11h00
Request for Gate Access Code Request Form – Annexure G	31 October 2024 @ 11h00
Closing Date and Time: Bidders must submit their bids during office hours between 08:00 – 16:30	05 November 2024 @ 11h00
Bid Validity Period:	120 Calendar Days from the closing date
Bid Submission Physical Address:	<p><i>Bid Submissions must be sent to:</i></p> <p><i>TCTA, Byls Bridge Office Park, Building 9, Cnr Olievenhoutsbosch and Jean Avenue, Doringkloof, Centurion</i></p> <p><i>Bidders are required to have a scannable valid identity document, drivers' license or passport which will be scanned at the main entrance.</i></p> <p><i>Bidders are requested to allow sufficient time for the vetting process at the main entrance (gate).</i></p>
Enquiries:	<p><i>Name: Ndweleni Mphaphuli-Mukhawa</i></p> <p><i>Email Address: tenders03@tcta.co.za</i></p>
Date of issue:	04 October 2024

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1. DEFINITIONS, ACRONYMS AND ABBREVIATIONS

B-BBEE	Broad Based Black Economic Empowerment in terms of the Broad Based Black Economic Empowerment Act 53 of 2003 (B-BBEE Act).
B-BBEE STATUS LEVEL OF CONTRIBUTOR	The B-BBEE status received by a measured entity issued in terms of section 9(1) of the B-BBEE Act.
BID SUBMISSION	A bidder's written proposal in response to an Invitation for Bids (Request for Bids/Quotations/ Information etc.)
BLACK PEOPLE	Africans, Coloureds and Indians as defined in the Broad Based Black Economic Empowerment Act 53 of 2003
CONSORTIUM OR JOINT VENTURE OR CONSORTIUM	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;
CONSULTANT	A professional person appointed to provide technical and specialist advice or to assist with the design and implementation of projects. The legal status of this person can be an individual, a partnership, a corporation or a company.
CONTRACT	A legal agreement or National Treasury issued Standard Bid Document signed by TCTA and a successful bidder. This term does not refer to the actual bid process.
CONTRACT MANAGER	A representative from the Requesting Department that will be responsible for monitoring the day-to-day activities related to the contract
DESIGNATED SECTORS	Sectors, sub-sectors or industries that have been designated by the Department of Trade and Industry in line with national development and industrial policies for local production, where only locally produced services, works or goods or locally manufactured goods meet the stipulated minimum threshold for local production and content.
EME	means an Exempted Micro Enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9 (1) of the Broad-Based Black Economic Empowerment Act
FIRM PRICES	means the price that is only subject to adjustments in accordance with the actual increase or decrease resulting from the change, imposition, or abolition of customs or excise duty and any other duty, levy, or tax, which, in terms of the law or regulation, is binding on the bidder and demonstrably has an influence on the price of any supplies, or the rendering costs of any service, for the execution of the contract;
HISTORICALLY DISADVANTAGED ENTITIES	Means entities that are at least: 51% black owned. 51% owned by black youth. 51% owned by black women.

	<p>51% owned by black people with disabilities.</p> <p>51% owned by black people in rural areas, underdeveloped areas or townships.</p> <p>a co-operative that is 51% owned by black people.</p> <p>51% owned by black people who are military veterans.</p>
LOWEST ACCEPTABLE TENDER	Means a tender that complies with all specifications and conditions of tender and that has the lowest price compared to other tenders.
PROCUREMENT SPECIALIST	Any person in the Procurement Unit who is responsible for managing a bid process from start to finish
PO	A Purchase Order generated by the Procurement Unit after the conclusion of a successful bid process authorising the expenditure against an awarded contract.
PRICE	Means an amount of money for goods or services, and includes all applicable taxes less all unconditional discounts
QSE	means a qualifying small business enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9 (1) of the Broad-Based Black Economic Empowerment Act;
RD	A requesting department withing TCTA or its representative
SUPPLIER	A juristic person or legal entity that provides goods or services to TCTA.
SPECIFIC GOALS	Means specific goals as contemplated in section 2(1)(d) of the Act which may include contracting with persons, or categories of persons, historically disadvantaged by unfair discrimination on the basis of race, gender and disability including the implementation of programmes of the Reconstruction and Development Programme as published in Government Gazette No. 16085 dated 23 November 1994.

2. PREPARATION OF BID SUBMISSIONS

- 2.1. Bidders are required to comply fully with this Request for Bid including annexures during submission to TCTA.
- 2.2. Bid Submissions must:
 - 2.2.1. Not be late and it must be delivered to the address stated on the front page. TCTA shall not accept nor be obliged to accept Bid Submissions submitted after the stipulated closing date and time, even if such late submission is as a result of circumstances beyond the Bidder's control.
 - 2.2.2. Clearly reflect the Bid description and bid number on the outer packaging; and

- 2.3. Bidders must submit 1 physical original copy in English and 1 electronic copy on an unencrypted USB in pdf format. The information in the USB must be identical to the original submission. In the event of a discrepancy between any versions submitted, TCTA will rely on the physical original submission.
- 2.4. This Bid has 5 stages of evaluation summarised in the document below. Each stage reflects the process of evaluation. Bid submissions must be neat and legible and prepared in the same order as the stages of evaluation. Each stage must be clearly marked.

3. INTRODUCTION

Socio-economic transformation is an important objective of the State, and hence there is the expectation that all state-owned entities, like TCTA, would strive to enhance the impact of its work on socio-economic transformation, and so contribute to alleviating poverty and creating employment, along with other economic opportunities, especially amongst previously disadvantaged communities.

Within this context, TCTA strives to have a meaningful impact through its infrastructure development projects on job creation, skills development, preferential procurement and enterprise development.

Unfortunately, some gaps have developed in this well-intended endeavour. For several years now, transformation as a portfolio of interest has not been allocated to any specific functional unit in the organisation; several parties have an interest and perform work in this space, but nobody owns it. The statutory Employment Equity and Skills Development (EE&SD) committee is properly constituted and performs the reporting functions as required by the Department of Employment and Labour, but it lacks the mandate, scope and strategic approach to proactively drive the transformation agenda. Transformation is pursued through procurement, employment and corporate social investment, but overarching integration is absent. Moreover, there is no strategy whereby transformation opportunities are optimally developed and implemented, or challenges unlocked through thoughtful intervention.

A recent independent evaluation of the B-BBEE credentials of TCTA found that, when assessed in terms of management control, skills development, enterprise and supplier development, and socio-economic development, the organisation rated as a non-compliant contributor to B-BBEE. Several policy gaps and misalignments were detected and documented, culminating in the recommendation that TCTA should develop “a centrally driven and dedicated transformation strategy”, which should be “...led by a transformation specialist within the organization whose sole function is to drive transformation...”.

To address these deficiencies, TCTA requires the objectivity and expertise of a specialist consultant to develop a legally compliant transformation strategy that encompasses and

integrates all possible transformation opportunities and challenges arising from the business of TCTA into a single portfolio, along with a well-considered plan to yield superlative outcomes and sound advice on how that portfolio should be managed and correctly placed within the organisation. In conducting the engagement, the consultant will follow TCTA's mandatory approach to functional strategy development, as approved by the TCTA Board in 2023.

4. SCOPE OF WORK

4.1. DETAILED DESCRIPTION OF GOODS/SERVICES

The consultant will follow TCTA's mandatory approach to functional strategy development to ensure:

- An inclusive, consultative process is followed to identify and internalise all aspects of transformation as it relates to the business of TCTA,
- Alignment is created with the strategic objectives of the organisation,
- A monitoring framework is developed for the functional strategy, and
- Consistency in the documentation and approval process.

Following a launch engagement, the consultant will develop the strategy over three phases.

Phase 1: Consultation and Alignment

This phase requires consultation with all relevant stakeholders and strategic alignment, through two workshops. The first workshop would explore the opportunities and challenges arising from transformation efforts in areas such as human resources, organisational development, procurement, corporate social investment and the social facilitation function of the project implementation (PMI) division. At least three focal areas for exploration in the first workshop come to mind:

- Employment and skills development, touching on aspects like employment equity, learnerships, skills training and professional development.
- Procurement, looking into areas like preferential procurement practices, enterprise development and supplier development.
- Social investment, exploring the opportunities and challenges of socio-economic development amongst the communities affected by the capital projects of TCTA.

The aim of the second workshop would be to ensure alignment of the yet-to-be developed transformation strategy with the corporate strategic framework and objectives.

It is expected that the consultant would bring field experience and knowledge of accepted good practice to the engagements. Phase 1 would culminate in the approval by the Executive Committee of TCTA (Exco) of an interim report on the strategy development pathway.

Phase 2: Design / Monitoring Framework

Drawing on the insights gained in Phase 1, the consultant will now design the transformation strategy, assess the gap between existing and required institutional capacity to execute the strategy, determine the measures of successful outcomes, and develop an appropriate monitoring framework.

The design of the transformation strategy will be the most critical element of the engagement, and it bears revisiting elements of the objective stated above: Legal compliance with all relevant statutes, being inclusive and integrated, and a plan to yield superlative outcomes. It is expected that this element will detail specific transformation programs to be developed and best practices to be adopted, including the “what”, “when”, “how” and “who” of the strategy. Upon assessing the institutional capacity, the consultant will give mind to what human, financial and enabling environment requirement stemmed from the design, and what may be pre-existing within TCTA. Where there may be gaps, specific recommendations and guidance should be provided. An important element would be to determine the profile and fullness of the position(s) to sustainably drive the transformation strategy, and where that portfolio should reside within the organisation. The aim is to enable TCTA to move to implementation with speed and efficiency.

Performance indicators for the strategy need to be carefully considered and developed by the consultant: The observable business outcomes that would signify success, how these would be measured, and what the metrics and targets should be. The SMART format for developing such indicators should be followed: specific, measurable, achievable, relevant and time bound.

The above three elements comprise the essence of the transformation strategy and will be used to develop the monitoring framework. This framework encompasses the essential elements and reveals their inter-relatedness: goals, outcomes, outputs, actions, assumptions, risks, and success indicators.

Completion of the monitoring framework will be a key milestone, as the transformation strategy will now be essentially developed; Phase 2 concludes with the monitoring framework being tabled to the Reference Team and Exco for engagement and approval.

Phase 3: Final Report

The consultant will compile a final report, drawing on the preceding work and management inputs, to serve as a formal documentation of the transformation strategy. The report will contain at least the following sections:

- An executive summary, succinctly articulating the essential elements of the transformation strategy.
- An introduction providing context, inclusive of the business of TCTA, the transformation imperative, and the value it would add to TCTA, stakeholders and beneficiaries at large.

- An unpacking of the strategy, conveying what should be done and how, by whom, and in what sequence. Also, what success will look like, and how it will be measured and monitored, as well as the key assumptions underpinning the strategy and the anticipated risks. This section should include an articulation of the tabulated content of the monitoring framework.
- An overview of alignment of the transformation strategy with the legislative framework, the TCTA strategic framework, corporate strategy and strategic objectives.
- An analysis of the capacity required to implement the strategy, the capacity already existing in the organisation, and what needs to be acquired to close the gaps.
- Concluding remarks, summarising the key points.
- References of resources and material used.

The final report will require adoption by Exco, on recommendation of the Reference Team, prior to conclusion of the engagement.

4.2. COMPANY EXPERIENCE REQUIRED

The Trans-Caledon Tunnel Authority (TCTA) wishes to procure the services of a reputable consulting firm to develop an integrated transformation strategy for the organisation. Bidders will be required to make available for this engagement the required human resources, as articulated in the section to follow.

4.3. PERSONNEL EXPERIENCE REQUIRED

As a minimum requirement, the bidder shall provide a core project team comprising of an engagement director, on a limited involvement basis, and a mid-level consultant, on a full-time basis. The two members of the core team must be clearly identified, as they would be evaluated in terms of qualifications and experience.

Beyond the core team, the bidder may also propose an expanded engagement team of specialist resources, whose members should be indicated as such, and will not be evaluated.

Both members of the core team should meet the following requirements:

- Minimum qualification of an accredited master's degree in business, economics and/or finance.
- For the consultant, evidence of at least five consulting engagements in the broad field of strategy development. The consultant should also have specific experience in the development of transformation strategies in functional domains such as human resources, organisational development, procurement, enterprise development, supplier development and social investment. To validate this specific experience, the bidder

should furnish at least two contactable reference sites, relating to engagements performed by the consultant within the past eight years.

- For the engagement director, at least ten years of consulting experience, from which should come at least three contactable references, not older than five years.

Bidders to Note:

If the appointed consulting firm cannot make available for the execution of the work the actual resources who were submitted in the bid and thus evaluated, the appointed firm would be obligated to provide alternative resources on an equal or better basis, who will then be subjected to the same vetting process. Should they not be able to meet this requirement within five working days from being formally notified by TCTA of the requirement, then TCTA reserves the right to cancel their contract.

4.4. CONTRACT DURATION

Contract duration is estimated at 10 weeks (50 working days), on the following basis:

Prepare and execute a launch engagement:	3 days
Prepare, plan and facilitate two consultative workshops:	14 days
Post-workshop analysis:	3 days
Draft interim report and obtain approval:	3 days
Design elements (strategy, resources, indicators):	15 days
Develop monitoring framework and obtain approval:	7 days
Compile final report and obtain approval:	5 days
Total:	50 working days

4.5. DELIVERABLES

Bidder is expected to deliver the following:

- Stakeholder workshop
- Strategic alignment workshop
- Interim report (strategy development pathway)
- Monitoring framework
- Final report

5. EVALUATION, STAGE 1: RETURNABLES

ALL RETURNABLES ARE REQUIRED FOR PURPOSES OF EVALUATION IRRESPECTIVE OF WHETHER THEY ARE DESIGNATED MANDATORY OR NOT.

Table 1: Returnable Documents

No.	Document Type	Description	Status
1.	Functionality Evaluation	<p>Personnel Experience: Individual CV's</p> <ul style="list-style-type: none"> • Complete Annexure A - FORM 1 and FORM 2 • Contactable references (For Consultant: Minimum of two within past 8 years. For Engagement Director: Minimum of three within past 5 years.) • Copies of qualifications • SAQA accreditation, if applicable. 	Non-Mandatory
2.	Administrative	<p>Standard National Treasury Bidding Documents (SBD)</p> <ul style="list-style-type: none"> • SBD1 • SBD 4 • SBD 6.1 	Non-Mandatory
3.	Administrative	Proof of registration on the National Treasury Central Supplier Database (CSD)	Non-Mandatory
4.	Evaluation	<p>A valid BBEE Certificate (Original or certified form) issued by SANAS accredited agency.</p> <p>In the instance of an EME or QSE in which case they must submit a validly commissioned affidavit which meets the minimum requirements set out on Annexure F. Sworn Affidavits which do not meet the minimum requirements set out in Annexure F will not be awarded points.</p> <p>Bidders must complete the Sworn Affidavit which is applicable to their company.</p> <p>QSEs that do not meet level 1 or 51% black ownership thresholds are obliged to show compliance with all five of the categories on the BEE scorecard therefore, a B-BBEE certificates must be obtained from verification agencies accredited by SANAS.</p> <p>Or in case of Joint Ventures:</p> <p>Consolidated BBEE certificate issued by verification Agency approved by SANAS.</p>	Non-Mandatory
5.	Evaluation	Comprehensive financial proposal in line with the Pricing Template provided by TCTA as Pricing Template.	Mandatory

Any bidder who fails to submit a non-mandatory document will not be considered where that document is linked to specific functionality criteria. Any bidder who fails to submit a mandatory document will be disqualified at this stage and not evaluated further.

6. EVALUATION, STAGE 2: FUNCTIONALITY

TCTA will evaluate the submissions for functional capacity and capability, in terms of the criteria set out in Table 2 below. TCTA reserves the right to verify the submissions. Bidders should meet all the minimum requirements to be evaluated further. Bidders who do not meet any of the minimum requirements will be disqualified.

Table 2: Functional Evaluation Criteria

Functional Evaluation Criteria		
PERSONNEL EXPERIENCE		
1.	CV of Consultant (Bidders are required to fully complete Form 1 in Annexure A)	Requirement met? (Y/N)
1.1	<p>Academic Qualifications</p> <p>The minimum requirement is a master’s degree in business, finance and/or economics (NQF Level 9, SAQA accredited). Unless the qualification was obtained from a public university in South Africa, bidders will be required to submit a SAQA accreditation, which could be obtained from www.saqa.org.za .</p> <p>To meet this requirement, a certified copy of the degree certificate must be submitted.</p>	
1.2	<p>Relevant consulting experience</p> <p>The minimum requirement is to have participated in at least five consulting engagements in the broad field of strategy development. This will be demonstrated by a listing, with starting dates, client names and brief descriptions of each relevant engagement.</p>	
1.3	<p>A further minimum requirement is that the listing in 1.2 above must include at least two engagements involving the development of BBBEE transformation strategy within the public sector, conducted by the consultant within South Africa in the past eight years¹, with contactable references. Such work would ideally have been done in the functional domains of human resources, organisational development, procurement, enterprise development, supplier development and social investment.</p>	

¹ To ensure consistent evaluation, the validity period will be measured from the starting date of the reference engagement to the closing date of this tender.

2.	CV of Engagement Director (Bidders are required to fully complete Form 2 in Annexure A)	
2.1	<p>Academic Qualifications</p> <p>The minimum requirement is a master’s degree in business, finance and/or economics (NQF Level 9, SAQA accredited). Unless the qualification was obtained from a public university in South Africa, bidders will be required to submit a SAQA accreditation, which could be obtained from www.saqa.org.za .</p>	
2.2	<p>Relevant consulting experience</p> <p>The minimum requirement is a record of ten years of consulting experience. This will be demonstrated by a listing of key clients and a short description of engagements over a period of at least ten years, including at least three contactable client references relating to engagements not older than five years¹.</p> <p>To meet this requirement, a certified copy of the degree certificate must be submitted.</p>	

7. EVALUATION, STAGE 3: SPECIFIC GOALS

The specific goals for this bid are as follows:

7.1. Promotion of historically disadvantaged individuals/entities

The table below will be used to calculate the score out of 20 for preference points.

SPECIFIC GOALS (Promotion of Historically Disadvantaged Entities)	Number of Points
100% black owned entity	20
Between 71% and 99% black owned entity	15
Between 51% and 70% black owned entity	10
Below 51% black owned entity	5

- 7.1.1. A joint venture or consortium must submit a consolidated B-BBEE certificate in order to earn B-BBEE points.
- 7.1.2. All B-BBEE certificates must be obtained from verification agencies accredited by SANAS unless the bidder is an EME or QSE in which case they must submit a validly commissioned affidavit.

8. EVALUATION, STAGE 4: PRICE

TCTA will evaluate the bids in terms of the Preferential Procurement Policy Framework Act, No.5 of 2000 (PPPFA).

- 8.1. If the price offered by the highest scoring bidder is not market related, TCTA reserves the right not to award to that bidder.
- 8.2. Price must be reflected Excluding and Including VAT.
- 8.3. All prices must include all costs applicable.
- 8.4. Prices must be firm and unconditional.
- 8.5. Bidders are required to complete pricing offer schedule **Annexure B**.

8.6. PREFERENTIAL POINTS CALCULATION

- 8.6.1. The following formula must be used to calculate the points out of 80 for price in bids with a Rand value equal to or above R30 000 and up to a Rand value of R50 million, inclusive of all applicable taxes:

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

Where-

P_s = Points scored for price of bid under consideration;

P_t = Price of bid under consideration; and

P_{\min} = Price of lowest acceptable bid.

- 8.6.2. The 80/20 preference point system may apply and that the lowest acceptable tender will be used to determine the applicable preference point system
- 8.6.3. The weighting of the Preferential points calculation is as follows:

Specific Goals	=	20
Price	=	80
Total Points	=	100

9. EVALUATION, STAGE 5: SUPPLIER VETTING

TCTA may disqualify a bidder who/whose:

- 9.1. Submits fraudulent information or information that they do not have the authority to submit;
- 9.1.1. Is listed on National Treasury's list of Blacklisted Suppliers or Defaulters or similar;

- 9.1.2. Poses a risk in terms of any vetting process conducted either by TCTA internally or the National Intelligence Agency;
- 9.1.3. Has a director and/or shareholder who is employed by any organ of state. This does not apply to any organ of state acting as a bidder. If a bidder has a director and/or shareholder who is employed by an organ of state, they must submit a letter from the relevant organ of state, signed by the executive authority, stating that they are allowed to do remunerative work outside of their employment contract and that they are not prohibited from doing business with other organs of state; and
- 9.1.4. Tax affairs are not in order at the time of award after being requested to resolve the non-compliance status with SARS within the prescribed period.

10. CONDITIONS OF BID

Any bid submission that does not meet the conditions of bid may be rejected and not evaluated at all. Such a bid submission will not be acceptable.

10.1. COSTS OF BIDDING

- 10.1.1. Bidders shall bear their own costs, disbursements and expenses associated with the preparation and submission of the Bid Submissions, including submission of any additional information requested by TCTA or attending the compulsory briefing session.
- 10.1.2. TCTA shall not under any circumstances be liable nor assume liability to any Bidder for costs, disbursements and/or expenses incurred by Bidders regardless of the outcome of the Bid process or by virtue of cancellation and/or postponement of the Bid process. Where applicable a non-refundable fee for documents may be charged.

10.2. CLARIFICATIONS

- 10.2.1. All questions or queries regarding the Request for Bid must be directed to the person stated on the front page of this document, stating the relevant Bid number in the subject field, at least five business days before the stipulated closing date and time of the Request for Bid. No e-mails, faxes and/or telephone calls should be directed to any other employees of TCTA.
- 10.2.2. TCTA shall not be liable nor assume liability for any failure to respond to any questions and/or queries raised by potential Bidders.
- 10.2.3. Should a Bidder fail to complete the annexures TCTA may call upon the Bidder to complete and submit such annexures except where such annexures are indicated as mandatory or are required for purposes of functional and preferential points evaluation. TCTA reserves the right to request clarity and to clarify any ambiguities in the documents that have already been submitted. If a Bidder fails to submit any of the requested documents and / or

annexures duly completed within 5 (five) working days of being called upon to do so, then the TCTA may disqualify the Bidder.

10.3. AMENDMENTS

- 10.3.1. TCTA reserves the right, in its sole and absolute discretion, to amend any terms and conditions of the Request for Bid and/or to stipulate additional requirements, provided that such amended terms and conditions and/or additional requirements are placed on TCTA's website at least 10 (ten) business days prior to the stipulated closing date and time.
- 10.3.2. Any amended terms and conditions and/or stipulation of additional requirements by TCTA shall be deemed to form part of this Request for Bid.
- 10.3.3. TCTA shall not be liable, nor assume liability of any nature whatsoever, for the failure of a Bidder to receive information if sent to the e-mail, fax or postal address supplied.
- 10.3.4. TCTA reserves the right to stipulate additional Bid requirements as it deems appropriate in its sole and absolute discretion.
- 10.3.5. TCTA shall not be liable nor assume liability to any potential Bidder/s for any failure by such Bidder/s to receive any request for additional information.
- 10.3.6. In the event that TCTA amends its Bid requirements or requests additional information, any Bidder shall be entitled to withdraw its Bid Submission submitted by it prior to the stipulated closing date and time and re-submit a replacement Bid Submission by not later than the stipulated closing date and time.

10.4. MODIFICATION, ALTERATION OR SUBSTITUTION AND/OR WITHDRAWAL OF A BID SUBMISSION

- 10.4.1. Any Bidder shall be entitled to withdraw or modify its Bid Submission at any time prior to the stipulated closing date and time.
- 10.4.2. Any amendment or alteration to the Bid documents must be received before the closing date and time of the Bid as stipulated in the Special conditions of Bid. The words "Amendment to Bid" and the description of the Bid must be clearly reflected on the envelope containing the documents or courier packaging.
- 10.4.3. No modification, alteration or substitution of Bid Submissions will be permitted after the stipulated closing date and time.
- 10.4.4. TCTA reserves the right to request Bids for clarification needed to evaluate their Bids, however, such request for clarification shall not allow or entitle Bidders to change the substance or price of their Bids after Bid opening. Any request for clarification and the Bidder's responses will be made in writing.

10.5. VALIDITY PERIOD

- 10.5.1. All Bid Submissions must remain valid from the stipulated closing date and time of the Request for Bid for the period stated in this Bid. Each Bid Submission will constitute an irrevocable offer which remains open for acceptance by TCTA during the validity period.
- 10.5.2. If TCTA issues a request to extend the validity period, failure to respond to such a request shall be deemed to be an approval to extend the bid validity period on the same terms and conditions as per your original bid submission.
- 10.5.3. If a bidder rejects the extension of validity period with no further comments. The bidder's rejection shall be accepted as a withdrawal from the bid process.
- 10.5.4. If a bidder rejects the extension of the validity period and requests an adjustment to their bid price. Such adjustment must be in line with the Consumer Price Index applicable at the time of request for extension and/or a recognised industry pricing guide. Adjustments outside of these parameters or for any other reason will not be acceptable and the bidders original bid price shall be deemed to be applicable for the extended validity period.

10.6. DISCLAIMER – PROTECTION OF PERSONAL INFORMATION ACT

- 10.6.1. By participating in this bid process, you hereby acknowledge that you have read and accept the following Protection of Personal Information (POPI) disclaimer.
- 10.6.2. You (the Bidder, herein after referred to in the first person for purposes of this disclaimer) understand and agree that all information provided, whether personal or otherwise, may be used and processed by TCTA and such use may include placing such information in the public domain.
- 10.6.3. Further by partaking in this process you specifically agree that the TCTA will use such information provided by you, irrespective of the nature of such information.
- 10.6.4. TCTA shall take all reasonable measures to protect the personal information of users and for the purpose of this disclaimer "personal information" shall be defined as detailed in the Promotion of Access to Information Act, Act 2 of 2000 ("PAIA") and the Protection of Personal Information Act, Act 4 of 2013 ("POPI").
- 10.6.5. As per the POPI Act personal information refers to information that identifies or relates specifically to you as a person or data subject, for example, your name, age, gender, identity number and your email address.
- 10.6.6. We may collect the following information about you:
 - 10.6.6.1. Your name, address, contact details, date of birth, place of birth, identity number, passport number, bank details, details about your employment, tax number and financial information;
 - 10.6.6.2. Information about your beneficial owner if we are required to do so in terms of POPIA.

- 10.6.6.3. Records of correspondence or enquiries from you or anyone acting on your behalf.
 - 10.6.6.4. Details of transactions you carry out with us.
 - 10.6.6.5. Details of contracts you carry out with us; and
 - 10.6.6.6. Sensitive or special categories of personal information, including biometric information, such as images, fingerprints, and voiceprints.
- 10.6.7. If you are under 18 years old, please do not provide us with any personal information unless you have the permission of your parent or legal guardian to do so.
- 10.6.8. **Why we collect Personal Information**
- 10.6.9. **Employee and Contractor Information**
- 10.6.9.1. To Remunerate the person.
 - 10.6.9.2. To comply with laws authorising or requiring such processing, including (but not limited to) the Basic Conditions of Employment Act 75 of 1997; the Labour Relations Act 66 of 1995 as amended; the Employment Equity Act 55 of 1998; the Occupational Health and Safety Act 85 of 1993, the Income Tax Act 58 of 1962 and the VAT Act 89 of 1991.
 - 10.6.9.3. To Admit the person to the Pension Fund and/or Medical Aid providers, if applicable.
 - 10.6.9.4. To conduct criminal, credit, employment reference and other related reference checks.
 - 10.6.9.5. To provide value added services such as human resource administration, training, performance reviews, talent management and other reasons related to the management of employees and/or contractors.
- 10.6.10. **Client Information**
- 10.6.10.1. To render client related services and administration of client accounts.
 - 10.6.10.2. To conduct criminal, credit, reference, and other related reference checks.
 - 10.6.10.3. To authenticate the client.
 - 10.6.10.4. To provide the client with information which TCTA believes may be of interest to the client, such as information relating to public awareness campaigns and matters of public interest in which TCTA is involved or has decided to lend its support to.

10.6.11. Supplier and Third-Party Contractor/Service Provider Information

- 10.6.11.1. To secure the products and services of the supplier/service provider or contractor as part of TCTA's product and service offering.
- 10.6.11.2. To manage the TCTA supply chain and relationship with the supplier and/or contractor for any purposes required by law by virtue of the relationship between the supplier and TCTA.
- 10.6.11.3. To render services relating to the administration of supplier supplier/service provider or contractor accounts.
- 10.6.11.4. To provide the supplier/service provider or contractor with information which TCTA believes may be of interest, such as information relating to public awareness campaigns and matters of public interest in which TCTA is involved or has decided to lend its support to.

10.6.12. Sources of Personal Information

- 10.6.12.1. Personal information may be collected from the following sources:
- 10.6.12.2. Directly from the person when he/she applies for any TCTA related employment, provide services to TCTA, submit forms requests or transactions, use our websites, or make use of any of the TCTA services.
- 10.6.12.3. From public registers, credit bureaus and law enforcement agencies and any other organisation from which TCTA may acquire your information.
- 10.6.12.4. From people and entities employed by TCTA to provide services to TCTA which may be legally entitled to provide TCTA with personal information.

10.6.13. The Storage of Personal Information

- 10.6.13.1. All personal information collected by TCTA will be stored as follows:
- 10.6.13.2. In a secure and safe manner according to strict information security principles with safeguards to ensure its privacy and confidentiality.
- 10.6.13.3. For no longer than is necessary to achieve the purpose for which it was collected unless further retention is:
- 10.6.13.4. Required by law or contractual obligation.
- 10.6.13.5. Otherwise reasonably required by TCTA for lawful purposes related to its functions and activities.
- 10.6.13.6. Retained further with the person's consent:

- 10.6.13.7. After which the information will be de-identified and disposed of as per the TCTA Records policy.

10.6.14. Sharing of Personal Information

- 10.6.14.1. Any information supplied to TCTA will be treated as confidential and TCTA will not disclose information unless legally permitted thereto. No information will be transferred to a Third Party without the explicit consent of the data subject unless legally obliged thereto. By providing the personal information, the data subject agrees that TCTA may transfer the information to the following people and organisations in pursuit of the data processing purposes set out in our Policy on the Protection of Personal Information.
- 10.6.14.2. To the divisions and departments in TCTA, including directors, employees, contractors, agents, auditors, legal and other professional advisors who are authorised to process this information.
- 10.6.14.3. To financial and government organisations who may request information from TCTA, in which case the data subject will be notified in advance; the provision of such information, including banks, governmental, judicial, regulatory and law enforcement bodies including the South African Revenue services and the National Credit Regulator.
- 10.6.14.4. To persons employed by TCTA to provide services on our behalf and that adhere to principles like TCTA regarding the treatment of personal information.
- 10.6.14.5. To any person to whom TCTA cede, delegate, transfer or assign any of our rights or obligations pertaining to products and/or services provided to the person or contracts concluded with the person.
- 10.6.14.6. To any person who acts as legal guardian, executor of an estate, curator or in a similar capacity.
- 10.6.14.7. To any person or persons who may be permitted by applicable law or that you may consent to, including persons or entities who may request such information to evaluate the credit worthiness of the person.

10.6.15. Your Rights regarding your Personal Information

- 10.6.15.1. A data subject (employee, contractor, supplier and/or customer) has the following rights to his/her personal information collected, processed, and stored by TCTA:
- 10.6.15.2. Right of access to and the right to rectify or update the personal information collected.

- 10.6.15.3. The right to object at any time to the processing of the personal information in which event the consequences of the objection will be explained to the data subject.
- 10.6.15.4. The right to request TCTA to no longer process the personal information of the data subject should the information not be required for further processing or by law.

10.6.16. **General Conditions pertaining to Personal Information**

- 10.6.16.1. TCTA accepts no liability whatsoever for any loss, damage (whether direct, indirect, special, or consequential) and/or expenses of any nature whatsoever which may arise because of, or which may be attributable directly or indirectly from information made available on this document, or actions or transaction resulting there from.

10.7. CONFLICTS OF INTEREST

- 10.7.1. Bidders are required to provide professional, objective, and impartial advice/services and at all times and to hold the client's interest's paramount, without any consideration for future work and strictly avoid conflicts with other assignments or their own corporate interests.
- 10.7.2. Bidders may not be appointed for any bid that would be in conflict with their prior or current obligations to other clients, or that may place them in a position of not being able to carry out the scope of work in the best interest of TCTA. The bidder's appointment will be in the sole discretion of TCTA having considered the bidders connection to their earlier obligations to TCTA and shall be considered by Procurement on a case by case basis.
- 10.7.3. Without limitation on the generality of this rule, bidders should not be participating in the bid process and/or be appointed where the bidder:
 - 10.7.3.1. has been engaged by the accounting officer/authority to provide goods or works for a project and any of its affiliates, should be disqualified from providing consulting services for the same project.
 - 10.7.3.2. Has been appointed to provide consulting services for the preparation or implementation of a project and any of its affiliates, should be disqualified from subsequently providing goods or works or services related to the initial assignment (other than a continuation of the firm's earlier consulting services as described below) for the same project, unless the various firms (consultants, contractors, or suppliers) are performing the contractor's obligations under a turnkey or design-and-build contract;
 - 10.7.3.3. Bidders or any of their affiliates should not be hired for any assignment which, by its nature, may be in conflict with another assignment of that entity. As an example, bidders may be appointed to prepare an engineering design for an

infrastructure project should not be engaged to prepare an independent environmental assessment for the same project, and bidders assisting a client in the privatization of public assets should not purchase, nor advise purchasers of such assets.

10.7.4. The limitation of participation shall not apply to bidders who are organs of state.

10.8. RIGHT NOT TO AWARD

TCTA reserves the right, at its sole discretion, not to award to any of the Bidders or to cancel a Bid as per below:

- 10.8.1. Due to changed circumstances; there is no longer a need for the goods, or the services specified in the invitation;
- 10.8.2. Funds are no longer available to cover the total envisaged expenditure;
- 10.8.3. No acceptable Bid is received; or
- 10.8.4. There are material irregularities in the Bid process.

10.9. SUBCONTRACTING AFTER AWARD

The successful bidder:

- 10.9.1. May only subcontract with the prior written approval from the Contract Manager appointed by TCTA.
- 10.9.2. May only sub-contract less than 25% of the contract to a third party that has a B-BBEE status level that is more or equal to that of the successful bidder unless the third party is an EME capable of executing the contract.

10.10. NOTIFICATION OF UNSUCCESSFUL BIDDERS

If no correspondence or communication is received from TCTA within the validity period, the relevant Bid Submissions submitted will be deemed to be unsuccessful.

10.11. PROHIBITION OF BRIBERY, FRAUDULENT AND CORRUPT PRACTICES

- 10.11.1. No Bidders shall directly or indirectly commit, or attempt to commit, for the benefit of the Bidder or any other person, any of the following:
- 10.11.2. Influencing, or attempting to influence, any TCTA's employees or agents in respect of the award of a Bid or the outcome of the Bid process in relation to any contract for the provision of goods or services; and/or

- 10.11.3. Offering, or giving gratification to, and/or inducing, or attempting to induce, as defined in the Prevention and Combating of Corrupt Activities Act No. 12 of 2004, as amended from time to time, any of TCTA's employees or agents, in favour of or for the benefit of the Bidder and/or any other party; and/or
- 10.11.4. Bribing, or attempting to bribe, any TCTA's employees or agents in order to influence the outcome of a Bid process in favour of or for the benefit of the Bidder and/or any other party.

10.12. FRONTING

- 10.12.1. The TCTA supports the spirit of Broad-Based Economic Empowerment and recognizes that real empowerment can only be achieved through individuals and businesses conducting themselves in accordance with the Constitution and in an honest, fair, equitable, transparent and legally compliant manner. Against this background TCTA condemns any form of fronting.
- 10.12.2. TCTA, in ensuring that Bidders conduct themselves in an honest manner may, as part of the bid evaluation process, conduct or initiate the necessary probity investigation to determine the accuracy of the representation made in the bid document. Should any of the fronting indicators as contained in the Guidelines on Complex Structures and Transactions and Fronting, issued by the Department of Trade and Industry be established during such enquiry / investigation, the onus will be on the Bidder to prove that fronting does not exist.
- 10.12.3. Failure to do so within a period of 14 days from the date of notification may invalidate the Bid/contract and may also result in the restriction of the Bidder, by National Treasury, to conduct business with the public sector for a period not exceeding ten years, in addition to any other remedies the National Treasury may have against the bidder concerned.

10.13. JOINT VENTURE OR CONSORTIUM

- 10.13.1. TCTA encourages the formation of a joint venture or consortium as a condition for the award of a contract, in order to promote the participation of Black Owned Enterprises. In this case, the TCTA has both a moral obligation and a vested interest in ensuring that both the Black Owned Enterprises and its established joint venture or consortium partner are treated reasonably and equitably in terms of a sound, written agreement.
- 10.13.2. The members of a joint venture or consortium formed in response to transformation policies should share in at least the following aspects of the joint venture or consortium's activities in a meaningful and equitable manner:
 - 10.13.2.1. Control
 - 10.13.2.2. Management

10.13.2.3. Operations

10.13.3. **The joint venture or consortium agreement:**

- 10.13.3.1. Must clearly and comprehensively set out the contributions to be made by each member towards the activities of the joint venture or consortium in securing and executing the contract and should allocate monetary values to such contributions.
- 10.13.3.2. Must record the percentage participation by each member.
- 10.13.3.3. Must provide for meaningful input by all members to the policy making and management activities of the joint venture or consortium;
- 10.13.3.4. Must provide for the establishment of a management body for the joint venture or consortium;
- 10.13.3.5. Must provide measures to limit, as far as possible, losses to the joint venture or consortium by the default of a member;
- 10.13.3.6. Must promote consensus between the members whilst ensuring that the activities of the joint venture or consortium will not be unduly hindered by failure to achieve it;
- 10.13.3.7. Must provide for rapid, affordable and easy interim dispute resolution and for effective final dispute resolution, if required; and
- 10.13.3.8. Must be sufficiently flexible to allow for joint venture or consortiums which differ in nature, objectives, inputs by members, management systems, etc;
- 10.13.3.9. Must submit on annual basis consolidated BBBEE scorecard for the Joint Venture failure which TCTA will implement contractual remedies.

10.13.4. **Right to review the joint venture or consortium agreement**

TCTA reserves the right to review the joint venture or consortium agreement between the parties to ensure that the minimum conditions set out above are adhered to and that the Black Owned Enterprise partner is not disadvantaged by conditions of the resultant agreement.

10.13.5. **Amendment of the joint venture or consortium agreement**

The composition or the constitution of the joint venture or consortium shall not be altered without the prior consent of the Employer.

11. CONDITIONS OF CONTRACT

- 11.1. Once the successful bidder is issued with a Letter of Award, a pre-liminary contract will be deemed to have been concluded between TCTA and the successful Bidder, which contract will include the following documents:
 - 11.1.1. The contents of this Request for Bid, including all annexures hereto and any additional requirements as may have been stipulated by TCTA;
 - 11.1.2. The relevant Bid Submissions;
 - 11.1.3. The letter of acceptance to the successful Bidder/s; and
 - 11.1.4. Any correspondence between TCTA and the relevant Bidder/s including all additional documents submitted by the relevant Bidder/s and accepted by TCTA for clarification purposes; and
 - 11.1.5. The terms and conditions of any agreement/s proposed to be entered into by TCTA with the successful Bidder/s.
- 11.2. The Bidder will be deemed to have accepted the terms and conditions of an agreement and/or terms of reference attached to and issued with this Request for Bid. The terms and conditions of the attached agreement are non-negotiable.
- 11.3. In the event that TCTA and the relevant Bidder are unable to reach consensus on the terms and/or conditions of the final written agreement, then TCTA reserves the right to cancel the award of the Bid, without liability of any nature, and to conclude an agreement with any other Bidder as may be necessary to meet TCTA's requirements.
- 11.4. **Variations and Contract Price Adjustments**
 - 11.4.1. No variations to the contract price or contract price adjustments will be accepted within 6 months from the date of award, unless otherwise stipulated in the Letter of Award.
 - 11.4.2. Notwithstanding the above, the increases to the contract value in terms of contract price adjustments (CPA), if expressly included as a condition in the Contract, shall be dealt with as follows:
 - 11.5. If the original award/contract made provision for the increase:
 - 11.5.1.1. The Contract Manager must prepare a notice of increase based on CPA to the service provider,
 - 11.5.1.2. Once the Contract Manager and the Procurement Specialist have signed the letter, the Procurement Specialist must issue the notice to the supplier;
 - 11.5.1.3. Such a letter must be sent at least 2 weeks prior to the effective date of the increase;
- 11.6. If the original award/legal agreement did not make provision for the increase:

- 11.6.1. The supplier must request the CPA increase in writing quoting the relevant contract name and PO Number and send the request to the Contract Manager;
- 11.6.2. The Contract Manager must prepare a requisition for the variation to the relevant Procurement Specialist;
- 11.6.3. The Procurement Specialist must together with the Contract Manager prepare a submission for variation of the contract;
- 11.6.4. The relevant authority must approve the submission and once done; the Procurement Specialist must request an addendum to the contract from the Legal Department;
- 11.6.5. Once an addendum has been prepared, the Contract Manager must ensure that both parties sign the addendum;
- 11.6.6. The original addendum must be provided to the Procurement Specialist for safekeeping and a copy can be emailed to the supplier notifying them of the increase.
- 11.6.7. The Procurement Specialist must notify the Procurement Administrator to adjust the contract register accordingly within 48 hours of receiving the signed addendum.

11.7. **Performance Management**

- 11.7.1. This contract shall be subject to performance management in line with TCTA's Contract Management Policy and Procedure as amended from time to time. Failure to provide satisfactory goods or services may result in the bidder's blacklisting within TCTA or other organs of state.

11.8. **Communication**

The successful bidder must forward all communication in respect to this contract to the Contract Manager stipulated in the Letter to Award.

11.9. **Supplier Code of Conduct**

- 11.10.1. All suppliers and their representatives shall conduct their business activities in full compliance with the applicable laws and regulations of the Republic of South Africa while conducting business with and/or on behalf of the TCTA. In addition to any specific obligations under the supplier's agreement with TCTA, all suppliers shall, without limitation:
 - 11.10.1.1. Comply with the anti-corruption laws of the Republic of South Africa and any other country in which it does business, including the Prevention and Combating of Corrupt Activities Act.
 - 11.10.1.2. Conduct business in full compliance with antitrust and fair competition laws within the Republic of South Africa.
 - 11.10.1.3. Comply with all applicable environmental laws and regulations regarding hazardous materials, air emissions, waste and wastewater discharges,

including the manufacture, transportation, storage, disposal and release to the environment of such materials.

11.10.1.4. Be honest, direct and truthful in discussions with regulatory agency representatives and government officials.

11.10.2. Suppliers and their representatives shall conduct their business interactions and activities with integrity and in accordance with their obligations under their specific agreements. In addition to those obligations, all our suppliers shall, without limitation:

11.10.2.1. Honestly and accurately record and report all business information and comply with all applicable laws regarding their completion and accuracy.

11.10.2.2. Create, retain and dispose of business records in full compliance with all applicable legal and regulatory requirements.

11.10.2.3. Protect and responsibly use both the physical and intellectual assets of TCTA, including its property, data and equipment when authorised to use such assets.

11.10.2.4. Use TCTA provided information technology and systems (including email) only for authorised business-related purposes. TCTA strictly prohibits suppliers and their representatives from using Company-provided technology and systems to create, access, store, print, solicit or send any material that is intimidating, harassing, threatening, abusive, sexually explicit or otherwise offensive or inappropriate and/or send any false, derogatory or malicious communications.

11.10.2.5. using provided information assets and systems.

11.10.2.6. Comply with the intellectual property ownership rights of TCTA and others including but not limited to copyrights, patents, trademarks, and trade secrets. Use software, hardware, and content only in accordance with their associated license or terms of use.

11.10.2.7. Speak to the press on TCTA's behalf only if supplier and/or representative is expressly authorised in writing to do so by TCTA.

11.10.3. TCTA expects its suppliers to share its commitment to human rights and equal opportunity in the workplace. TCTA suppliers shall conduct their employment practices in full compliance with all applicable laws and regulations, and shall, without limitation:

11.10.3.1. Cooperate with TCTA's commitment to a workforce free of harassment and unlawful discrimination. We believe that supplier companies should not engage in discrimination in hiring, compensation, access to training, promotion, termination, or retirement based on religion, age, disability, gender, marital status, sexual orientation, union membership, political affiliation or any other category protected by applicable law.

- 11.10.3.2. Comply in all respects with the Employment equity act, in line with TCTA's commitment to redress the racial makeup of the South African economy,
- 11.10.3.3. Provide a safe and healthy work environment and fully comply with all applicable safety and health laws, regulations, and practices. Adequate steps shall be taken to minimize the causes of hazards inherent in the working environment. While on TCTA property, suppliers shall comply with all rules and regulations concerning the operation of the property and the interaction with other individuals with access to the property, whether TCTA, its clients, or other suppliers, employees, or guests.
- 11.10.3.4. Prohibit the use, possession, distribution, and sale of illegal drugs while on TCTA owned, leased or managed property.
- 11.10.3.5. Use only voluntary labour. The use of forced labour whether in the form of indentured labour, bonded labour, or prison labour by a Company supplier or its subcontractors is prohibited.
- 11.10.3.6. Workers should not be required to lodge "deposits" or their identity papers with their employer and are free to leave their employer after reasonable notice without penalty.
- 11.10.3.7. Comply with all local minimum working age laws and requirements and not utilize child Employees shall not be under the legal minimum working age of the respective region or shall not be less than 16 years of age (whichever is higher). We only support the development of legitimate workplace apprenticeship programs for the educational benefit of younger people and will not do business with those who abuse such systems.
- 11.10.3.8. Not engage in physical discipline or abuse. Physical abuse or discipline, the threat of physical abuse, sexual or other harassment and verbal abuse or other forms of intimidation is prohibited.
- 11.10.3.9. Pay living wages under humane conditions. All workers shall be provided with clear, written information about their employment conditions with respect to wages before they enter employment and as needed throughout their term of employment. Deductions from wages as a disciplinary measure shall not be permitted nor shall any deductions from wages not provided for by national law be permitted without the express permission of the worker concerned. All disciplinary measures should be recorded. Wages and benefits paid for a standard working week meet, at a minimum, national legal standards.

11.10.3.10. Not require workers to work more than the maximum hours of daily labour set by the Department of Labour; ensure that overtime is paid in accordance with applicable laws and

11.10.3.11. Keep employee records in accordance with acts and prescripts issued by the Department of Labour.

11.10.4. TCTA expects its suppliers to share the same social responsibility of growing business in a sustainable fashion. At TCTA, we believe that environmental stewardship and local business development are of utmost importance, and we constantly seek new ways to fulfil our responsibilities to the environment.

11.10.5. Adopt an environmentally friendly policy and share our commitment to sustainability. Comply with all applicable environmental laws and regulations.

11.10.6. TCTA expects its suppliers to share its commitment to Broad Based Black Economic Empowerment and supplier diversity. TCTA suppliers shall implement supplier diversity programs that meet the requirements of the Broad Based Black Economic Empowerment Codes of Good Conduct. At all times the supplier undertakes to ensure that they are in possession of a valid BBEE certificate.

11.10.7. TCTA will not tolerate any retribution or retaliation taken against any individual who has in good faith sought out advice or has reported questionable behaviour or a possible violation.

11.11. **Payment Process**

11.11.1. Monthly invoicing and payment of fees and disbursements will take place based on the actual services rendered, and payment of invoices shall be affected within 30 days from date of receipt.

11.11.2. Invoices must be submitted with supporting documents, where requested. No invoice shall be accepted for goods/services that are not received unless otherwise stipulated in the contract between the parties.

11.11.3. TCTA Reserves the right to request the following information prior to making payment:

11.11.3.1. A VAT registration certificate, if the successful Bidder is a VAT vendor;

11.11.3.2. An invoice without deduction of PAYE and/or SITE, if the successful Bidder is not registered for VAT; or

11.11.3.3. A statement of account detailing cumulative costs claimed from contract inception against the contract amount.

11.11.4. All invoices shall contain a Purchase Order number as a reference, TCTA and successful Bidder's VAT number, if registered for VAT, successful Bidder's name, date of invoice,

amount due, services rendered, due date, and any other relevant details. TCTA's VAT number is 4360104923.

- 11.11.5. Payment will only be made against original invoices which complies with the requirements of the VAT Act. Failure to remit fully compliant invoice will result in late payment, without forfeiture of any settlement discounts that may be due to TCTA.

ANNEXURE A: FORM 1

TCTA reserves the right to verify the information listed below, and to reject a bid on the basis of such information obtained.

Role: Consultant		Name:		ID No:	
Relevant qualification in terms of Table 2, row 1.1:				University / Business school:	
<p>Summary of consulting experience in terms of Section 6, Table 2, rows 1.2 and 1.3. A minimum of five relevant engagements should be listed, of which two must comply with the conditions set in row 1.3 (transformation strategy focus, domestic, contactable reference, engagements dating back no more than eight years).</p>					
Engagement start date (dd/mmm/yyyy)	Client E.g. ABC Technologies (Pty) Ltd, Alberton.	Brief description E.g. Develop a strategy for optimising BBEE in supplier development.	Compliant with conditions in row 1.3? (Yes / No)	If "Yes", contact details E.g. Mr Albert Moss Tel. 0614681232 amos@abctec.co.za	

SIGNATURE: NAME OF BIDDER.....
(of person authorised to sign on behalf of the Bidder)

ANNEXURE A: FORM 2

TCTA reserves the right to verify the information listed below, and to reject a bid on the basis of such information obtained.

Role: Engagement director		Name:	ID No:	
Relevant qualification in terms of Table 2, row 2.1:			University / Business school:	
<p>Summary of consulting experience in terms of Section 6, Table 2, row 2.2, to reflect engagements spanning a minimum of ten years, with three contactable references from such engagements dating back no more than five years.</p>				
Engagement start dates, in chronological order (dd/mmm/yyyy)	Client E.g. ABC Technologies (Pty) Ltd, Alberton	Brief description E.g. Develop a strategy for optimising BBBEE in supplier development.		Reference contact details E.g. Mr Albert Moss Tel. 0614681232 amos@abctec.co.za

SIGNATURE: NAME OF BIDDER.....

(of person authorised to sign on behalf of the Bidder)

ANNEXURE B: PRICING SCHEDULE

Description	Price (VAT exclusive)	VAT	Price (VAT inclusive)
Phase 1: Consultation and Alignment <i>Milestone: Adoption by EXCO of the interim report (Strategy Development Pathway)</i>			
Phase 2: Design / Monitoring Framework <i>Milestone: Adoption by EXCO of the Monitoring Framework</i>			
Phase 3: Final Report <i>Milestone: Adoption by EXCO of the final report</i>			
TOTAL			
AD HOC RATE ONLY			

- All prices must inclusive of professional and administrative fees, all expenses and disbursements.
- Price for each phase of activities must be all-inclusive, any additional work in the event that a milestone is not being met, would be at the risk of the bidder not the TCTA's (no overruns shall be allowed).
- Prices must be firm and unconditional.
- Price must be reflected Excluding and Including VAT.
- Up to three interim invoices will be allowed, upon the completion of milestones, to be agreed.

ANNEXURE C: SBD 1 – REQUEST FOR BID

**PART A
INVITATION TO BID**

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE (NAME OF DEPARTMENT/ PUBLIC ENTITY)					
BID NUMBER:		CLOSING DATE:		CLOSING TIME:	
DESCRIPTION					
BID RESPONSE DOCUMENTS MAY BE DEPOSITED IN THE BID BOX SITUATED AT (STREET ADDRESS)					
BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO			TECHNICAL ENQUIRIES MAY BE DIRECTED TO:		
CONTACT PERSON			CONTACT PERSON		
TELEPHONE NUMBER			TELEPHONE NUMBER		
FACSIMILE NUMBER			FACSIMILE NUMBER		
E-MAIL ADDRESS			E-MAIL ADDRESS		
SUPPLIER INFORMATION					
NAME OF BIDDER					
POSTAL ADDRESS					
STREET ADDRESS					
TELEPHONE NUMBER	CODE		NUMBER		
CELLPHONE NUMBER					
FACSIMILE NUMBER	CODE		NUMBER		
E-MAIL ADDRESS					
VAT REGISTRATION NUMBER					
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:		OR	CENTRAL SUPPLIER DATABASE No:	MAAA
1 ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES ENCLOSE PROOF]		2 ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES, ANSWER THE QUESTIONNAIRE BELOW]	
QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS					
IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?				<input type="checkbox"/> YES <input type="checkbox"/> NO	
DOES THE ENTITY HAVE A BRANCH IN THE RSA?				<input type="checkbox"/> YES <input type="checkbox"/> NO	
DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?				<input type="checkbox"/> YES <input type="checkbox"/> NO	
DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA?				<input type="checkbox"/> YES <input type="checkbox"/> NO	
IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION?				<input type="checkbox"/> YES <input type="checkbox"/> NO	
IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN IT IS NOT A REQUIREMENT TO REGISTER FOR A TAX COMPLIANCE STATUS SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 BELOW.					

**PART B
TERMS AND CONDITIONS FOR BIDDING**

1. BID SUBMISSION:
<p>1.1. BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.</p> <p>1.2. ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED (NOT TO BE RE-TYPED) OR IN THE MANNER PRESCRIBED IN THE BID DOCUMENT.</p> <p>1.3. THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT, 2000 AND THE PREFERENTIAL PROCUREMENT REGULATIONS, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT.</p> <p>1.4. THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM (SBD7).</p>
2. TAX COMPLIANCE REQUIREMENTS
<p>2.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.</p> <p>2.2 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VERIFY THE TAXPAYER'S PROFILE AND TAX STATUS.</p> <p>2.3 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) PIN MAY BE MADE VIA E-FILING THROUGH THE SARS WEBSITE WWW.SARS.GOV.ZA.</p> <p>2.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID.</p> <p>2.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED; EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER.</p> <p>2.6 WHERE NO TCS PIN IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.</p> <p>2.7 NO BIDS WILL BE CONSIDERED FROM PERSONS IN THE SERVICE OF THE STATE, COMPANIES WITH DIRECTORS WHO ARE PERSONS IN THE SERVICE OF THE STATE, OR CLOSE CORPORATIONS WITH MEMBERS PERSONS IN THE SERVICE OF THE STATE."</p>

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

SIGNATURE OF BIDDER:

CAPACITY UNDER WHICH THIS BID IS SIGNED:
(Proof of authority must be submitted e.g. company resolution)

DATE:

ANNEXURE D: SBD 4 – 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 interest² 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 the following 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?

2.3.1 If so, furnish the following particulars:

.....

² the power, by one person or a group of persons holding the majority of the equity of an enterprise, alternatively, the person/s having the deciding vote or power to influence or to direct the course and decisions of the enterprise.

3. DECLARATION

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

- 3.1 I have read, and I understand the contents of this disclosure;
- 3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect;
- 3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement, or arrangement with any competitor. However, communication between partners in a joint venture or consortium³ 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.
- 3.5 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.
- 3.6 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.
- 3.7 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

³ 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 E - 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 all bids:

- 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**

(delete whichever is not applicable for this tender).

- (a) The applicable preference point system for this tender is the 80/20 preference point system.

1.3 Points for this bid 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 bid 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:

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

Where:

P_s = Points scored for price of bid under consideration

P_t = Price of bid under consideration

P_{\min} = Price of lowest acceptable bid

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:

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

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	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)
100% black owned entity	20	
Between 71% and 99% black owned entity	15	
Between 51% and 70% black owned entity	10	
Below 51% black owned entity	5	

5. DECLARATION WITH REGARD TO COMPANY/FIRM

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

5.2. Company registration number:

5.3. TYPE OF COMPANY/ FIRM

[TICK APPLICABLE BOX]

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

5.4. 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:

ANNEXURE F – VALID SWORN AFFIDAVIT REQUIREMENTS

The following information is required:-

- a) Name/s of deponent as they appear in the identity document and the identity number;
- b) Designation of the deponent as either the director, owner or member must be indicated in order to know that person is duly authorised to depose of an affidavit;
- c) Name of enterprise as per enterprise registration documents issued by the CIPC, where applicable, and enterprise business address.;
- d) Percentage of black ownership, black female ownership and designated group. In the case of specialised enterprises as per Statement 004, the percentage of black beneficiaries must be reflected;
- e) Indicate total revenue for the latest financial year and whether it is based on audited financial statements or management accounts;
- f) Full financial year end as per the enterprise's registration documents, which was used to determine the total revenue. Example 28 February 2022;
- g) B-BBEE Status level. An enterprise can only have one status level;
- h) Nature of business;
- i) VAT Number;
- j) Date deponent signed and date of Commissioner of Oath must be the same;
- k) Commissioner of Oath cannot be an employee or ex officio of the enterprise because, a person cannot by law, commission a sworn affidavit in which they have an interest;
- l) Correct Sector Codes Affidavit to be used.

ANNEXURE G: ACCESS FORM



I hereby request for a pin code to access TCTA premises to submit below-mentioned bid

BID NUMBER:	025/2024/CSO/STRATEGY/RFB
BID DESCRIPTION:	Appointment of a service provider to develop an integrated transformation strategy for the organisation
NAME OF BIDDER/COMPANY:	
FULL NAME & SURNAME OF BIDDER'S REPRESENTATIVE:	
ID NUMBER OF BIDDER'S REPRESENTATIVE:	

SIGNATURE OF BIDDER'S AUTHORISED REPRESENTATIVE

DATE: _____