

PART A INVITATION TO BID

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE (NAME OF DEPARTMENT/ PUBLIC ENTITY)					
BID NUMBER:	DCDT/01/2026/27	CLOSING DATE:	24 JULY 2026	CLOSING TIME:	11:00AM
DESCRIPTION	PROCUREMENT AND APPOINTMENT OF EXTERNAL SERVICE PROVIDER TO ASSIST THE DEPARTMENT WITH THE IMPLEMENTATION OF THE ORGANISATIONAL STRUCTURE REVIEW AND REDESIGN PROJECT				
BID RESPONSE DOCUMENTS MAY BE DEPOSITED IN THE BID BOX SITUATED AT (STREET ADDRESS)					
1166 PARK STREET					
BLOCK E, GROUND FLOOR, IPARIOLI OFFICE PARK					
HATFIELD, PRETORIA					
COMPULSORY BRIEFING SESSION: 09 JULY 2026 @ BLUECRANE BOARDROOM @11:00-1200. DOORS WILL CLOSE AT 11:00 O'CLOCK					
BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO			TECHNICAL ENQUIRIES MAY BE DIRECTED TO:		
CONTACT PERSON	SCM TEAM		CONTACT PERSON	N/A	
TELEPHONE NUMBER	N/A		TELEPHONE NUMBER	N/A	
FACSIMILE NUMBER	N/A		FACSIMILE NUMBER	N/A	
E-MAIL ADDRESS	dcdttenders@dcdt.gov.za		E-MAIL ADDRESS	dcdttenders@dcdt.gov.za	
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
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]		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:	
1.1.	BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.
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.
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.
1.4.	THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM (SBD7).
2. TAX COMPLIANCE REQUIREMENTS	
2.1	BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
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.
2.3	APPLICATION FOR TAX COMPLIANCE STATUS (TCS) PIN MAY BE MADE VIA E-FILING THROUGH THE SARS WEBSITE WWW.SARS.GOV.ZA.
2.4	BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID.
2.5	IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED; EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER.
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.
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."

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:

**PRICING SCHEDULE – FIRM PRICES
(PURCHASES)**

NOTE: ONLY FIRM PRICES WILL BE ACCEPTED. NON-FIRM PRICES (INCLUDING PRICES SUBJECT TO RATES OF EXCHANGE VARIATIONS) WILL NOT BE CONSIDERED

IN CASES WHERE DIFFERENT DELIVERY POINTS INFLUENCE THE PRICING, A SEPARATE PRICING SCHEDULE MUST BE SUBMITTED FOR EACH DELIVERY POINT

Name of bidder.....	Bid number... DCDT/01/2026/27...
Closing Time 11:00am	Closing date... 24 July 2026

OFFER TO BE VALID FOR... **90**.....DAYS FROM THE CLOSING DATE OF BID.

ITEM NO.	QUANTITY	DESCRIPTION	BID PRICE IN RSA CURRENCY ** (ALL APPLICABLE TAXES INCLUDED)
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- Required by:
- At:
- Brand and model
- Country of origin
- Does the offer comply with the specification(s)? *YES/NO
- If not to specification, indicate deviation(s)
- Period required for delivery
- *Delivery: Firm/not firm
- Delivery basis

Note: All delivery costs must be included in the bid price, for delivery at the prescribed destination.

** "all applicable taxes" includes value- added tax, pay as you earn, income tax, unemployment insurance fund contributions and skills development levies.

*Delete if not applicable

BIDDER'S DISCLOSURE

1. PURPOSE OF THE FORM

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

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

2. Bidder's declaration

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

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

Full Name	Identity Number	Name of State institution

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

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

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

2.2.1 If so, furnish particulars:

.....
.....

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

2.3.1 If so, furnish particulars:

.....
.....

3 DECLARATION

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

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

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

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

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

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

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

..... Signature Date
..... Position Name of bidder

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

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

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

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**

(delete whichever is not applicable for this tender).

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

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

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

1.4 **To be completed by the organ of state:**

The maximum points for this tender are allocated as follows:

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

- 1.5 Failure on the part of a tenderer to submit proof or documentation required in terms of this tender to claim points for specific goals with the tender, will be interpreted to mean that preference points for specific goals are not claimed.
- 1.6 The organ of state reserves the right to require of a tenderer, either before a tender is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

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:

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

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmin = Price of lowest acceptable tender

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

3.2.1. POINTS AWARDED FOR PRICE

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

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

Where

- Ps = Points scored for price of tender under consideration
Pt = Price of tender under consideration
Pmax = Price of highest acceptable tender

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 (90/10 system) (To be completed by the organ of state)	Number of points allocated (80/20 system) (To be completed by the organ of state)	Number of points claimed (90/10 system) (To be completed by the tenderer)	Number of points claimed (80/20 system) (To be completed by the tenderer)
An organization which is owned by black women	N/A	7/20	N/A	
An organization which is owned by black people (as per the definition in the B-BBEE ACT 53 of 2003)	N/A	10/20	N/A	
An organization which is owned by people with disabilities	N/A	3/20	N/A	

DECLARATION WITH REGARD TO COMPANY/FIRM

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

4.4. Company registration number:

4.5. TYPE OF COMPANY/ FIRM

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

[TICK APPLICABLE BOX]

4.6. I, the undersigned, who is duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the specific goals as advised in the tender, qualifies the company/ firm for the preference(s) shown and I acknowledge that:

- i) The information furnished is true and correct;
- ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;
- iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 4.2, the contractor may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct;
- iv) If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have –
 - (a) disqualify the person from the tendering process;
 - (b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
 - (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
 - (d) recommend that the tenderer or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been applied; and
 - (e) forward the matter for criminal prosecution, if deemed necessary.

.....	
SIGNATURE(S) OF TENDERER(S)	
SURNAME AND NAME:
DATE:
ADDRESS:



communications
& digital technologies

Department:
Communications & Digital Technologies
REPUBLIC OF SOUTH AFRICA

**TERMS OF REFERENCE (TOR) FOR PROCUREMENT AND APPOINTMENT OF
EXTERNAL SERVICE PROVIDER TO ASSIST THE DEPARTMENT WITH THE
IMPLEMENTATION OF THE ORGANISATIONAL STRUCTURE REVIEW AND
REDESIGN PROJECT**

Compulsory briefing session

BID No: DCDT/01/2026/27

Date: 09 July 2026

Time: 11:00am

**Venue: 1166 Park Street, iParioli Office Park, Department of
Communication and Digital Technologies**

Closing date: 24 July 2026

Closing time: 11:00am

TERMS OF REFERENCE (TOR) FOR PROCUREMENT AND APPOINTMENT OF EXTERNAL SERVICE PROVIDER TO ASSIST THE DEPARTMENT WITH THE IMPLEMENTATION OF THE ORGANISATIONAL STRUCTURE REVIEW AND REDESIGN PROJECT

1. PURPOSE

- 1.1. The Terms of Reference (TOR) aim to request proposals from potential highly experienced and qualified service providers, to assist the Department of Communications and Digital Technologies (DCDT) with the implementation of the organisation review and redesign process, in line with the requirements of the terms of reference and relevant public service prescripts governing the organisational design, job evaluation, DCDT strategic and annual performance plans, human resource planning and operations management processes in the public service.

2. BACKGROUND

- 2.1. The DCDT is located at iParioli Office Park, 1166 Park Street, Hatfield, Pretoria, with two small offices in Cape Town. The DCDT was formed in 2020 following the merger of the two Departments, namely, the Department of Communications (DOC) and the Department of Telecommunications and Postal Services (DTPS). The mandate of the DCDT is to lead and enable digital transformation to achieve economic growth and inclusion by creating robust policies, strategies, master plans and a regulatory environment. The implementation of these national frameworks is executed in collaboration with its State-Owned Entities (SOEs). In supporting the government's key priorities, the DCDT plays a catalytic role in ensuring that all citizens can access, afford, and use secure digital technologies productively. Critical to our mandate is ensuring improved governance, performance, and sustainability of SOEs entrusted with implementing the Department's policies.
- 2.2. The DCDT plays a critical role in establishing and shaping an enabling environment to enhance and regulate South Africa's Information Communication Technology (ICT) and digital landscape, with its responsibilities extending to

monitoring their implementation and providing oversight of the implementing entities.

- 2.3. In 2023, the Department embarked on a structural organisational review and reconfiguration process. The outcomes of this process were the organisational structure approved on 27 August 2024, at the beginning of the seventh Administration. This structure resulted in the adoption of a decentralised model for the delivery of policy and State-Owned Entities (SOEs) functions, the redesign of existing functions and posts, the creation of new functions and posts, the development of employee matching and placement processes, and the development of new job descriptions.

3. OBJECTIVES

The objectives of conducting the organisational structure review and redesign process are to:

- 3.1. Design an effective organisational structure that is fit for purpose, agile to accommodate future changes, affordable and connects strategy, operating model, work processes, functions, roles and people with a view to addressing the identified challenges.
- 3.2. Design reliable and accurate job descriptions with appropriate emphasis on service and job impact, providing clarity on roles and responsibilities and assisting employees to understand job requirements and what is expected from them to deliver impact and add value in the Department.
- 3.3. Ensure equitable distribution of resources between core and support functions, as well as between Branches, Chief Directorates, and Directorates, based on strategic requirements, job impact, volume of work, and the nature and complexity of functions.
- 3.4. Ensure a reasonable balance between management and lower roles' span of control, i.e., the senior manager-to-lower roles ratio. Confirm grading for all the jobs in the Department. Comply with Public Service Regulations (PSR), 2016, Chapter 4, Part 1, dealing with job descriptions and job evaluation requirements.
- 3.5. Enable the Department to fill vacancies based on current and approved job profiles and grading levels.

- 3.6. Uplift staff morale and increase productivity, effective staff utilisation, performance and achievement of the strategic goals and objectives of the Department.

4. SCOPE OF THE WORK

The current structure comprises of 6 Branches, 31 Chief Directorates and 77 Directorates, with a total staff establishment of about 330 posts. The employee matching and placing process, and other observations, experiences and lessons learnt from the implementation of the 2024 structure, revealed the following challenges that need to be addressed through this project:

- 4.1. The ICT environment is rapidly evolving, and there has been a strategy shift since the last structure review, which necessitates alignment of the structure with current and future strategic requirements. The decentralisation of policy and oversight of SOEs' functional capabilities, which are inimical to the responsibilities of the Department, resulted in fragmented decision-making, a lack of coordination and integration, and the duplication of the delivery of the functions, in turn leading to perceived ineffective utilisation of resources. Hence, it is critical for this project to realign functional processes and the delivery model.
- 4.2. In the process of the approval of the organisational structure, the Department could not secure concurrence from the Minister of Finance on the request for additional funding for new posts due to fiscal constraints, therefore various changes had to be made to the structure including merging certain posts, revising the number of posts and consolidation of certain functional area into one unit, without conducting proper business processes, workload and capacity analysis.
- 4.3. These also led to an unequal distribution and allocation of resources between units delivering similar functions, i.e., policy and oversight, and between core and support functions. Hence, there is a need to conduct a systematic process to map functional processes, assess the utilisation of current resources, determine capacity gaps and the number, nature, and level of posts required, and address the observed ineffective utilisation of resources across all levels.
- 4.4. It is also envisaged that the aforementioned changes will result in amendments to some roles, job titles, and functional capabilities to align with the units' purposes. Those will require reviewing the job descriptions and confirming the

grading levels. The above resulted in dissatisfaction among both employees and management, and in resistance to job enlargement and enrichment, perpetuating the ineffective utilisation of resources and the evolving job requirements. Hence, it is critical that this project be supported by a robust change management process to increase buy-in and change adoption of the new structure.

4.5. The successful service provider will be expected to provide the following:

- 4.5.1. Facilitate project initiation and approval of the detailed project plan with clear methodology demonstrating how the project will be delivered with specific timelines and responsibilities.
- 4.5.2. Conduct an in-depth organisational diagnostic and identify, align design principles and operating models to maximise operational efficiencies.
- 4.5.3. Assess the current work process and map the level 4 business process to identify key strategic process drivers, the functional capabilities that drive the vision, and the activities that contribute to achieving short-term goals and longer-term organisational strategies, applying the relevant approaches, tools and techniques.
- 4.5.4. Assess and present findings on the current utilisation of human resources across all levels, and provide recommendations for job enlargement, enhancement, and enrichment to ensure effective utilisation of resources, using reliable capacity/productivity analysis approach, tools and techniques.
- 4.5.5. Identify and recommend opportunities to improve productivity, align and correct headcount and cost imbalances, optimise workforce composition, and optimise technology-driven efficiencies, applying the relevant approaches, tools and techniques.
- 4.5.6. Conduct the review and redesign of the operating model that connects the strategy and organisational structure requirements.
- 4.5.7. Conduct the review and redesign of the top-level and detailed organisational structure that is fit for purpose, affordable and able to connect the operating model to work processes, functions and roles.
- 4.5.8. Conduct, demonstrate and apply internal and external benchmarking to inform the recommendations appropriate functional capabilities and grouping, operating model, job sizing, spans of control, role, job analysis and grading levels.

- 4.5.9. Identify other transformative opportunities that will assist the Department in operating within the available funding by demonstrating a case for savings and efficiencies in specific areas, and, where necessary, prepare a compelling business case for additional funding.
- 4.5.10. Conduct job analysis and develop job descriptions for about 250 unique roles.
- 4.5.11. Conduct job evaluation for about 250 evaluated jobs, design grading structure and present the outcomes to the moderating committee to recommend grading outcomes for approval.
- 4.5.12. Design and support the implementation of a robust change management programme to increase stakeholder participation, buy-in and change adoption of the organisational structure review and redesign process and structure. Also, to minimise the impact on employee engagement and productivity.
- 4.5.13. Engage with the relevant stakeholders and empower the leadership team with strategic insights and the ability to lead and drive the change.
- 4.5.14. Produce appropriate engagement and project progress reports and outcomes defined in these terms of reference, including the proposed structure impact assessment report.
- 4.5.15. Facilitate skills transfer processes to empower the DCDT project team to sustain the learnings and benefits of the projects.

5. EXPECTED OUTCOMES AND DELIVERABLES

The successful service provider is required to deliver the following quality output and outcomes:

5.1. Organisational Context Analysis

- 5.1.1. Approved project kick-off deck and detailed project plan that presents methodologies, approaches and tools and techniques aligned to project requirements, including project phases, timeframes, outputs, expected deliverables and outcomes, project governance and quality assurance processes.
- 5.1.2. Organisational context analysis report with findings, opportunities for improvement and recommendations.
- 5.1.3. Approved organisational structure design principles.

5.2. Operating Model and Macro-structure

5.2.1. Two operating model options and the approved option.

5.2.2. Two top-structure options, aligned with the approved operating model

5.3. Work Processes and Functional Capabilities

5.3.1. Current work process/activities process/activity taxonomy (blueprint), opportunities for improvement and recommendations.

5.3.2. Confirmed key level 4 work process/activity taxonomy (blueprint) per functional area, identifying which role to be responsible, accountable, consulted and informed (RACI).

5.3.3. Functional value chain and capabilities grouping per Branches, Chief Directorates and Directorates.

5.4. Detailed Functional Structure

5.4.1. Detailed structure with posts.

5.5. Job and Capacity Analysis

5.5.1. Report demonstrating current capacity utilisation findings and future capacity requirements and spans of control recommendations per Branch, Chief Directorate and Directorate.

5.5.2. Impact assessment report demonstrating the new structure implications for people, employee compensation and other relevant factors.

5.5.3. Detailed organisational design business case for approval of the structure review and redesign outcomes in line with the DPSA requirements.

5.6. Job Descriptions Design

5.6.1. Detailed job descriptions for all the unique roles/jobs, based on the approved template.

5.7. Job Evaluation

5.7.1. Approved job evaluation reports and grading outcomes for all the unique roles/jobs.

5.7.2. Job grading structure outlining implications and implementation recommendations.

5.8. Change Management

- 5.8.1. Change management strategy.
- 5.8.2. Stakeholder engagement and communication plan.
- 5.8.3. Project weekly progress report with the DCDT Project Team, in line with the Stakeholder engagement and communication plan.
- 5.8.4. Project outcomes presentations to facilitate validation or approvals at each project milestone.

5.9. Skills Transfer

- 5.9.1. Skills transfer plan to empower DCDT project team to be involved in the project.
- 5.9.2. Report on how the DCDT project team members were empowered on the utilised tools, approach and techniques, incorporating feedback from the team members and service provider.

6. MANDATORY REQUIREMENTS

- 6.1. Agreement between service providers in the case of a joint venture/Consortium
- 6.2. Minimum of five (5) reference letters on company letterhead demonstrating similar projects undertaken by company with start and finish dates.
- 6.3. Regarding the team, skills and knowledge requirements, the service provider must provide a minimum of 5 resources to execute the required services and include the CVs of each team member that demonstrate expertise aligned with the project requirements. Certified copies of team member's qualifications, not older than 6 months, must be attached.
- 6.4. The team to be allocated to this project must include:
 - 6.4.1. A Project Lead with Organisational Design and Change Management expertise, must have more than 10 years of uninterrupted experience leading similar projects in organisations of the same size as DCDT or larger in both the public and private sectors, the experience in the CV to be attached must demonstrate an understanding of experience in the ICT sector, must possess NQF Level 8 or higher qualification related to organisational development/design/management service, such as in business administration/ public management/ leadership/ operations management/industrial psychology/human resource management.

- 6.4.2. The Project Manager who is the Organisational Design expert, must have more than 10 years of uninterrupted experience in managing and executing similar projects in organisations of the same size as DCDT or larger in the public and private sectors, must possess NQF Level 8 or higher qualification related to organisational development/design/management service, such as in business administration/ public management/leadership/operations management/industrial psychology /human resource management. The Project Manager must also have a recognised qualification in project management that is verifiable through South African Qualification Authority (SAQA).
- 6.4.3. Organisational Design Specialists should have more than 5 years of uninterrupted experience in executing similar projects in organisations of the same size as DCDT or larger in the public and private sectors, must possess NQF Level 7 or higher qualification related to organisational development/design/management service, such as in business administration/ public management/ leadership/operations management/industrial psychology/human resource management. The Organisational Design Specialists must also be certified by a recognized institutions in job evaluation.
- 6.4.4. A Business Process Analyst, certified by an accredited institution, must have more than 5 years of uninterrupted experience in reviewing, analysing and mapping business processes and conducting productivity and capacity analysis in similar projects in organisations of the same size as DCDT or larger in the public and private sectors, must possess NQF Level 6 or higher qualification in business process analysis or the relevant field, that is verifiable through SAQA.
- 6.4.5. Change Management Expert Organisational Design Specialists must have more than 5 years of uninterrupted experience in leading and executing change management project to support similar projects in organisations of the same size as DCDT or larger in both public and private sector, must possess NQF Level 7 or higher qualification in the relevant field, such as in business administration/management/leadership, public management, operations management, industrial psychology, human resource management, or other relevant fields. The Organisational Design Specialists must also be certified by an accredited institution in change management that is verifiable through SAQA.
- 6.5. Service provider must have a minimum of uninterrupted five years' experience of a company being in existence and operational, delivering similar

organisational design project in both the public and private sectors, verifiable in the five (5) reference letters to be attached.

NB: Failure to comply to the above-mentioned mandatory requirements will lead to the disqualification of the proposal.

7. MANAGEMENT OF SERVICE PROVIDER

- 7.1. The DCDT Project Manager (Director: Organisational Design, Employee Relations and Wellness Management) will take full responsibility for managing the service provider's work and ensuring project delivery. This includes facilitating access to stakeholders, obtaining relevant information, and coordinating meetings and reporting.
- 7.2. The DCDT Responsibility Manager (Chief Director: Human Capital Management) will confirm that the service provider has satisfactorily completed each deliverable before invoices can be submitted to Finance for payment.

8. SERVICE LEVEL AGREEMENT

- 8.1. Both parties will sign SBD 7.2 pending the SLA that will indicate the obligations of both parties. The Service level agreement must be agreed upon and signed within 30 working days after the acceptance of this letter. Should the signing of the Service level agreement take longer the SBD 7.2 and company initialing the General Conditions of Contract (GCC) will serve as the binding contract.

9. CONTRACT PERIOD

- 9.1. The contract shall be valid for a period of 6 months as from the date of signing the service level agreement by both parties.

10. PAYMENT

- 10.1. The successful service provider will be paid upon the completion of phases or milestones set out in the project plan or as per invoicing schedule to be mutually agreed by the Department and the service provider. Payment of invoices will be effected within 30 days after receipt of invoice from the service provider.

11. INTELLECTUAL PROPERTY RIGHTS

- 11.1. The Department will become the owner of all information, documents, advice and reports collected and compiled by the consultant/firm/service provider in the execution of the mediation services.
- 11.2. The copyright of all documents will vest in the Department and may not be reproduced or distributed or made available without the written consent of the Department.
- 11.3. All information, documents and reports must be regarded as confidential and may not be made available to any unauthorized person or institution without the written consent of all stakeholders involved.

12. SUB-CONTRACTING ARRANGEMENT

- 12.1. The Department reserves the right to approve the consultants/sub-contractors offered by the service provider. The replacement of consultants/sub-contractors during the contract period must be approved by the Department. The replacement of consultants/sub-contractors must comply with the same requirements of the original terms of reference.

13. TIMELINES OF THE BID PROCESS

- 13.1. The validity period of the bid and the withdrawal of offers, after the closing date and time is 90 days.

14. BID ADMINISTRATIVE DOCUMENTS

- 14.1. Prospective bidders must submit their bid proposals including the following:
 - Bidders are required to submit all completed Standard Bidding Documents (SBD), namely SBD 1, SBD 3.1, SBD 4, SBD 6.1. as well as General Conditions of Contract (GCC) as per SBD 7.2.
 - Copy of valid Tax Clearance Pin issued by SARS.
 - Copy of Central Supplier Database (CSD) report not older than 30 days.
 - Entity registration certificate as per CIPC database.
 - A project plan that states the methodology, approach and the relevant tools and techniques for accomplishing the task, project phases, time frames and outputs including cost for the project.
 - Profile of the company and description of similar work undertaken. Five (5) reference letters indicating the name, nature of work and size of the

companies supported, and projects' duration must be attached.

- Detailed Curriculum Vitae of consultants assigned to the project, including their roles and responsibilities.
- Agreement between service providers in the case of a joint venture/Consortium
- Letter of authority to sign documents on behalf of the company/joint venture/Consortium

15. EVALUATION OF BIDS

Phase 1: Mandatory requirements

- Bidders will be evaluated based on mandatory requirements as outlined in this document. Bidders who fail to meet the requirements will be disqualified and will not be evaluated further for price and specific goals.
- Only bidders that have complied with mandatory requirements will be evaluated in terms of the 80/20 preference point system as prescribed in the Preferential Procurement Policy Framework Act and its associated Preferential Procurement Regulations of 2022.

Phase 2: Evaluation in terms of the 80/20 preference point system (Price and specific goals)

- The bid price (maximum 80 points).
- Specific goals status (maximum 20 points).

Specific goals applicable for this bid and number of points

A maximum of 20 points may be allocated to a bidder for attaining their Specific Goals in accordance with the table below:

Specific goals	Number of Points
Organisations which are owned by people who are women	7
Black People (as per the definition in the B-BBEE ACT 53 of 2003)	10

Organisations which are owned by persons with disabilities	3
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Specific goals allocation

Specific goals may be allocated to bidders on submission of the following documentation or evidence:

- CSD report or certified copy of Identity Document for Director (s) of the Organization.
- Proof of disability confirming the nature of the disability (Letter from a General Practitioner)

16. SPECIAL CONDITIONS OF THE BID

The following must be included. This must include issues such as:

- (a) Successful bidders must acquaint themselves with the programmes, policies and legislation at their own cost. (where applicable)

17. COMPULSORY BRIEFING SESSION

A compulsory briefing session will be held, and potential bidders are encouraged to attend.

Date: 09 July 2026

Venue: Blue Crane Boardroom

Time: 11:00am – 12:00pm

NB: Door will be closed at 11:00am, No late bidders will be allowed, and non-attendance of the briefing session will result in disqualification from the bidding process.

NB: All bidders are encouraged to compile a list of questions to be asked during the meeting. All questions will be addressed during the meeting, and No questions will be taken after the meeting.

18. TERMS AND CONDITIONS

- 18.1. The service provider must preferably be a single legal entity with all other necessary expertise secured via sub-contract, or under a joint venture

- arrangement. The sub-contracting, or under a joint venture arrangement by service provider must not result in any financial implications for the Department.
- 18.2. The Department reserves the right to appoint any other person to undertake any part of the task. Should the contract between the Department and the service provider be terminated by either party due to reasons not attributable to the service provider, the service provider will be remunerated for the work performed and completed as agreed.
 - 18.3. The individuals proposed for professional work on the project shall remain on the project unless the Department grants permission to change the resource.
 - 18.4. No material or information derived from the bid submission or the provision of the services under the contract may be used for any purposes other than those of the Department, except where authorized in writing to do so.
 - 18.5. Copyright of all documents and electronic aids, software programmes prepared or developed in terms of this appointment shall vest in the Department.
 - 18.6. Foreign firms providing proposals must become familiar with local conditions and laws and take them into account in preparing their proposals.
 - 18.7. The costs of preparing proposals and of negotiating the contract will not be reimbursed.
 - 18.8. The Department reserves the right to negotiate price with the preferred bidder.
 - 18.9. The service provider and its affiliates are prohibited from providing goods, works and services to any private party to this Agreement, or to any eventual project that may result, directly or indirectly from these services.
 - 18.10. Individuals and firms may not contact the Department on any matter pertaining to their bid from the time when bids are submitted to the time the contract is awarded. Any effort by a bidder to influence bid evaluation, bid comparisons or bid award decisions in any manner, may result in rejection of the bid concerned.
 - 18.11. The Department reserves the right to award or not to award the bid.
 - 18.12. The department reserves that right to award the bid to one or more service providers.
 - 18.13. The Department reserves the right to contact any bidder to seek clarity on any matter included in the bid documents.
 - 18.14. No late bids will be accepted or considered for evaluation.

18.15. The recommended service provider will be subjected to the relevant pre-screening and vetting processes and be required to sign non-disclosure of information requirements.

19. PROPOSAL SUBMISSION REQUIREMENTS

19.1. Service providers are required to submit proposals that include a duly completed cover page and a table of contents, clearly indicating and addressing all mandatory requirements as outlined in the TOR.

19.2. Only one (1) original proposal will be accepted. No copies or memory stick are permitted.

Proposals must be sealed and submitted via the tender box situated at 1166 Park Street, IParioli Office Park, Hatfield, Pretoria, Block E, Ground Floor

20. CLOSING DATE OF THE SUBMISSION OF BID DOCUMENTS

20.1 The closing date for the submission of the Bid documents or any of its Annexures is before the deadline of **24 July 2026 at 11:00am.**

21 ENQUIRIES

21.1 Bidders may ask for clarification on these Terms of Reference or any of its Annexure before the deadline for the submission of the bid.

All technical enquiries may be directed to:

SCM Team dcdttenders@dcdt.gov.za

22 APPROVAL:

20.1. This TOR is approved by:

Name: Rebolang Soldaat

Title: Chairperson :DBAC

Date: 25/06/2026

THE NATIONAL TREASURY

Republic of South Africa



**GOVERNMENT PROCUREMENT:
GENERAL CONDITIONS OF CONTRACT**

July 2010

GOVERNMENT PROCUREMENT
GENERAL CONDITIONS OF CONTRACT
July 2010

NOTES

The purpose of this document is to:

- (i) Draw special attention to certain general conditions applicable to government bids, contracts and orders; and
- (ii) To ensure that clients be familiar with regard to the rights and obligations of all parties involved in doing business with government.

In this document words in the singular also mean in the plural and vice versa and words in the masculine also mean in the feminine and neuter.

- The General Conditions of Contract will form part of all bid documents and may not be amended.
- Special Conditions of Contract (SCC) relevant to a specific bid, should be compiled separately for every bid (if applicable) and will supplement the General Conditions of Contract. Whenever there is a conflict, the provisions in the SCC shall prevail.

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General Conditions of Contract

1. Definitions

1. The following terms shall be interpreted as indicated:
 - 1.1 “Closing time” means the date and hour specified in the bidding documents for the receipt of bids.
 - 1.2 “Contract” means the written agreement entered into between the purchaser and the supplier, as recorded in the contract form signed by the parties, including all attachments and appendices thereto and all documents incorporated by reference therein.
 - 1.3 “Contract price” means the price payable to the supplier under the contract for the full and proper performance of his contractual obligations.
 - 1.4 “Corrupt practice” means the offering, giving, receiving, or soliciting of any thing of value to influence the action of a public official in the procurement process or in contract execution.
 - 1.5 "Countervailing duties" are imposed in cases where an enterprise abroad is subsidized by its government and encouraged to market its products internationally.
 - 1.6 “Country of origin” means the place where the goods were mined, grown or produced or from which the services are supplied. Goods are produced when, through manufacturing, processing or substantial and major assembly of components, a commercially recognized new product results that is substantially different in basic characteristics or in purpose or utility from its components.
 - 1.7 “Day” means calendar day.
 - 1.8 “Delivery” means delivery in compliance of the conditions of the contract or order.
 - 1.9 “Delivery ex stock” means immediate delivery directly from stock actually on hand.
 - 1.10 “Delivery into consignees store or to his site” means delivered and unloaded in the specified store or depot or on the specified site in compliance with the conditions of the contract or order, the supplier bearing all risks and charges involved until the supplies are so delivered and a valid receipt is obtained.
 - 1.11 "Dumping" occurs when a private enterprise abroad market its goods on own initiative in the RSA at lower prices than that of the country of origin and which have the potential to harm the local industries in the

RSA.

- 1.12 "Force majeure" means an event beyond the control of the supplier and not involving the supplier's fault or negligence and not foreseeable. Such events may include, but is not restricted to, acts of the purchaser in its sovereign capacity, wars or revolutions, fires, floods, epidemics, quarantine restrictions and freight embargoes.
- 1.13 "Fraudulent practice" means a misrepresentation of facts in order to influence a procurement process or the execution of a contract to the detriment of any bidder, and includes collusive practice among bidders (prior to or after bid submission) designed to establish bid prices at artificial non-competitive levels and to deprive the bidder of the benefits of free and open competition.
- 1.14 "GCC" means the General Conditions of Contract.
- 1.15 "Goods" means all of the equipment, machinery, and/or other materials that the supplier is required to supply to the purchaser under the contract.
- 1.16 "Imported content" means that portion of the bidding price represented by the cost of components, parts or materials which have been or are still to be imported (whether by the supplier or his subcontractors) and which costs are inclusive of the costs abroad, plus freight and other direct importation costs such as landing costs, dock dues, import duty, sales duty or other similar tax or duty at the South African place of entry as well as transportation and handling charges to the factory in the Republic where the supplies covered by the bid will be manufactured.
- 1.17 "Local content" means that portion of the bidding price which is not included in the imported content provided that local manufacture does take place.
- 1.18 "Manufacture" means the production of products in a factory using labour, materials, components and machinery and includes other related value-adding activities.
- 1.19 "Order" means an official written order issued for the supply of goods or works or the rendering of a service.
- 1.20 "Project site," where applicable, means the place indicated in bidding documents.
- 1.21 "Purchaser" means the organization purchasing the goods.
- 1.22 "Republic" means the Republic of South Africa.
- 1.23 "SCC" means the Special Conditions of Contract.
- 1.24 "Services" means those functional services ancillary to the supply of the goods, such as transportation and any other incidental services, such as installation, commissioning, provision of technical assistance, training, catering, gardening, security, maintenance and other such

obligations of the supplier covered under the contract.

1.25 “Written” or “in writing” means handwritten in ink or any form of electronic or mechanical writing.

2. Application

2.1 These general conditions are applicable to all bids, contracts and orders including bids for functional and professional services, sales, hiring, letting and the granting or acquiring of rights, but excluding immovable property, unless otherwise indicated in the bidding documents.

2.2 Where applicable, special conditions of contract are also laid down to cover specific supplies, services or works.

2.3 Where such special conditions of contract are in conflict with these general conditions, the special conditions shall apply.

3. General

3.1 Unless otherwise indicated in the bidding documents, the purchaser shall not be liable for any expense incurred in the preparation and submission of a bid. Where applicable a non-refundable fee for documents may be charged.

3.2 With certain exceptions, invitations to bid are only published in the Government Tender Bulletin. The Government Tender Bulletin may be obtained directly from the Government Printer, Private Bag X85, Pretoria 0001, or accessed electronically from www.treasury.gov.za

4. Standards

4.1 The goods supplied shall conform to the standards mentioned in the bidding documents and specifications.

5. Use of contract documents and information; inspection.

5.1 The supplier shall not, without the purchaser’s prior written consent, disclose the contract, or any provision thereof, or any specification, plan, drawing, pattern, sample, or information furnished by or on behalf of the purchaser in connection therewith, to any person other than a person employed by the supplier in the performance of the contract. Disclosure to any such employed person shall be made in confidence and shall extend only so far as may be necessary for purposes of such performance.

5.2 The supplier shall not, without the purchaser’s prior written consent, make use of any document or information mentioned in GCC clause 5.1 except for purposes of performing the contract.

5.3 Any document, other than the contract itself mentioned in GCC clause 5.1 shall remain the property of the purchaser and shall be returned (all copies) to the purchaser on completion of the supplier’s performance under the contract if so required by the purchaser.

5.4 The supplier shall permit the purchaser to inspect the supplier’s records relating to the performance of the supplier and to have them audited by auditors appointed by the purchaser, if so required by the purchaser.

6. Patent rights

6.1 The supplier shall indemnify the purchaser against all third-party claims of infringement of patent, trademark, or industrial design rights arising from use of the goods or any part thereof by the purchaser.

7. Performance security

- 7.1 Within thirty (30) days of receipt of the notification of contract award, the successful bidder shall furnish to the purchaser the performance security of the amount specified in SCC.
- 7.2 The proceeds of the performance security shall be payable to the purchaser as compensation for any loss resulting from the supplier's failure to complete his obligations under the contract.
- 7.3 The performance security shall be denominated in the currency of the contract, or in a freely convertible currency acceptable to the purchaser and shall be in one of the following forms:
 - (a) a bank guarantee or an irrevocable letter of credit issued by a reputable bank located in the purchaser's country or abroad, acceptable to the purchaser, in the form provided in the bidding documents or another form acceptable to the purchaser; or
 - (b) a cashier's or certified cheque
- 7.4 The performance security will be discharged by the purchaser and returned to the supplier not later than thirty (30) days following the date of completion of the supplier's performance obligations under the contract, including any warranty obligations, unless otherwise specified in SCC.

8. Inspections, tests and analyses

- 8.1 All pre-bidding testing will be for the account of the bidder.
- 8.2 If it is a bid condition that supplies to be produced or services to be rendered should at any stage during production or execution or on completion be subject to inspection, the premises of the bidder or contractor shall be open, at all reasonable hours, for inspection by a representative of the Department or an organization acting on behalf of the Department.
- 8.3 If there are no inspection requirements indicated in the bidding documents and no mention is made in the contract, but during the contract period it is decided that inspections shall be carried out, the purchaser shall itself make the necessary arrangements, including payment arrangements with the testing authority concerned.
- 8.4 If the inspections, tests and analyses referred to in clauses 8.2 and 8.3 show the supplies to be in accordance with the contract requirements, the cost of the inspections, tests and analyses shall be defrayed by the purchaser.
- 8.5 Where the supplies or services referred to in clauses 8.2 and 8.3 do not comply with the contract requirements, irrespective of whether such supplies or services are accepted or not, the cost in connection with these inspections, tests or analyses shall be defrayed by the supplier.
- 8.6 Supplies and services which are referred to in clauses 8.2 and 8.3 and which do not comply with the contract requirements may be rejected.
- 8.7 Any contract supplies may on or after delivery be inspected, tested or

analyzed and may be rejected if found not to comply with the requirements of the contract. Such rejected supplies shall be held at the cost and risk of the supplier who shall, when called upon, remove them immediately at his own cost and forthwith substitute them with supplies which do comply with the requirements of the contract. Failing such removal the rejected supplies shall be returned at the suppliers cost and risk. Should the supplier fail to provide the substitute supplies forthwith, the purchaser may, without giving the supplier further opportunity to substitute the rejected supplies, purchase such supplies as may be necessary at the expense of the supplier.

8.8 The provisions of clauses 8.4 to 8.7 shall not prejudice the right of the purchaser to cancel the contract on account of a breach of the conditions thereof, or to act in terms of Clause 23 of GCC.

9. Packing

9.1 The supplier shall provide such packing of the goods as is required to prevent their damage or deterioration during transit to their final destination, as indicated in the contract. The packing shall be sufficient to withstand, without limitation, rough handling during transit and exposure to extreme temperatures, salt and precipitation during transit, and open storage. Packing, case size and weights shall take into consideration, where appropriate, the remoteness of the goods' final destination and the absence of heavy handling facilities at all points in transit.

9.2 The packing, marking, and documentation within and outside the packages shall comply strictly with such special requirements as shall be expressly provided for in the contract, including additional requirements, if any, specified in SCC, and in any subsequent instructions ordered by the purchaser.

10. Delivery and documents

10.1 Delivery of the goods shall be made by the supplier in accordance with the terms specified in the contract. The details of shipping and/or other documents to be furnished by the supplier are specified in SCC.

10.2 Documents to be submitted by the supplier are specified in SCC.

11. Insurance

11.1 The goods supplied under the contract shall be fully insured in a freely convertible currency against loss or damage incidental to manufacture or acquisition, transportation, storage and delivery in the manner specified in the SCC.

12. Transportation

12.1 Should a price other than an all-inclusive delivered price be required, this shall be specified in the SCC.

13. Incidental services

13.1 The supplier may be required to provide any or all of the following services, including additional services, if any, specified in SCC:

- (a) performance or supervision of on-site assembly and/or commissioning of the supplied goods;
- (b) furnishing of tools required for assembly and/or maintenance of the supplied goods;
- (c) furnishing of a detailed operations and maintenance manual for each appropriate unit of the supplied goods;

- (d) performance or supervision or maintenance and/or repair of the supplied goods, for a period of time agreed by the parties, provided that this service shall not relieve the supplier of any warranty obligations under this contract; and
- (e) training of the purchaser's personnel, at the supplier's plant and/or on-site, in assembly, start-up, operation, maintenance, and/or repair of the supplied goods.

13.2 Prices charged by the supplier for incidental services, if not included in the contract price for the goods, shall be agreed upon in advance by the parties and shall not exceed the prevailing rates charged to other parties by the supplier for similar services.

14. Spare parts

14.1 As specified in SCC, the supplier may be required to provide any or all of the following materials, notifications, and information pertaining to spare parts manufactured or distributed by the supplier:

- (a) such spare parts as the purchaser may elect to purchase from the supplier, provided that this election shall not relieve the supplier of any warranty obligations under the contract; and
- (b) in the event of termination of production of the spare parts:
 - (i) Advance notification to the purchaser of the pending termination, in sufficient time to permit the purchaser to procure needed requirements; and
 - (ii) following such termination, furnishing at no cost to the purchaser, the blueprints, drawings, and specifications of the spare parts, if requested.

15. Warranty

15.1 The supplier warrants that the goods supplied under the contract are new, unused, of the most recent or current models, and that they incorporate all recent improvements in design and materials unless provided otherwise in the contract. The supplier further warrants that all goods supplied under this contract shall have no defect, arising from design, materials, or workmanship (except when the design and/or material is required by the purchaser's specifications) or from any act or omission of the supplier, that may develop under normal use of the supplied goods in the conditions prevailing in the country of final destination.

15.2 This warranty shall remain valid for twelve (12) months after the goods, or any portion thereof as the case may be, have been delivered to and accepted at the final destination indicated in the contract, or for eighteen (18) months after the date of shipment from the port or place of loading in the source country, whichever period concludes earlier, unless specified otherwise in SCC.

15.3 The purchaser shall promptly notify the supplier in writing of any claims arising under this warranty.

15.4 Upon receipt of such notice, the supplier shall, within the period specified in SCC and with all reasonable speed, repair or replace the defective goods or parts thereof, without costs to the purchaser.

15.5 If the supplier, having been notified, fails to remedy the defect(s) within the period specified in SCC, the purchaser may proceed to take

such remedial action as may be necessary, at the supplier's risk and expense and without prejudice to any other rights which the purchaser may have against the supplier under the contract.

- 16. Payment**
- 16.1 The method and conditions of payment to be made to the supplier under this contract shall be specified in SCC.
- 16.2 The supplier shall furnish the purchaser with an invoice accompanied by a copy of the delivery note and upon fulfillment of other obligations stipulated in the contract.
- 16.3 Payments shall be made promptly by the purchaser, but in no case later than thirty (30) days after submission of an invoice or claim by the supplier.
- 16.4 Payment will be made in Rand unless otherwise stipulated in SCC.
- 17. Prices**
- 17.1 Prices charged by the supplier for goods delivered and services performed under the contract shall not vary from the prices quoted by the supplier in his bid, with the exception of any price adjustments authorized in SCC or in the purchaser's request for bid validity extension, as the case may be.
- 18. Contract amendments**
- 18.1 No variation in or modification of the terms of the contract shall be made except by written amendment signed by the parties concerned.
- 19. Assignment**
- 19.1 The supplier shall not assign, in whole or in part, its obligations to perform under the contract, except with the purchaser's prior written consent.
- 20. Subcontracts**
- 20.1 The supplier shall notify the purchaser in writing of all subcontracts awarded under this contracts if not already specified in the bid. Such notification, in the original bid or later, shall not relieve the supplier from any liability or obligation under the contract.
- 21. Delays in the supplier's performance**
- 21.1 Delivery of the goods and performance of services shall be made by the supplier in accordance with the time schedule prescribed by the purchaser in the contract.
- 21.2 If at any time during performance of the contract, the supplier or its subcontractor(s) should encounter conditions impeding timely delivery of the goods and performance of services, the supplier shall promptly notify the purchaser in writing of the fact of the delay, its likely duration and its cause(s). As soon as practicable after receipt of the supplier's notice, the purchaser shall evaluate the situation and may at his discretion extend the supplier's time for performance, with or without the imposition of penalties, in which case the extension shall be ratified by the parties by amendment of contract.
- 21.3 No provision in a contract shall be deemed to prohibit the obtaining of supplies or services from a national department, provincial department, or a local authority.
- 21.4 The right is reserved to procure outside of the contract small quantities or to have minor essential services executed if an emergency arises, the

supplier's point of supply is not situated at or near the place where the supplies are required, or the supplier's services are not readily available.

21.5 Except as provided under GCC Clause 25, a delay by the supplier in the performance of its delivery obligations shall render the supplier liable to the imposition of penalties, pursuant to GCC Clause 22, unless an extension of time is agreed upon pursuant to GCC Clause 21.2 without the application of penalties.

21.6 Upon any delay beyond the delivery period in the case of a supplies contract, the purchaser shall, without canceling the contract, be entitled to purchase supplies of a similar quality and up to the same quantity in substitution of the goods not supplied in conformity with the contract and to return any goods delivered later at the supplier's expense and risk, or to cancel the contract and buy such goods as may be required to complete the contract and without prejudice to his other rights, be entitled to claim damages from the supplier.

22. Penalties

22.1 Subject to GCC Clause 25, if the supplier fails to deliver any or all of the goods or to perform the services within the period(s) specified in the contract, the purchaser shall, without prejudice to its other remedies under the contract, deduct from the contract price, as a penalty, a sum calculated on the delivered price of the delayed goods or unperformed services using the current prime interest rate calculated for each day of the delay until actual delivery or performance. The purchaser may also consider termination of the contract pursuant to GCC Clause 23.

23. Termination for default

23.1 The purchaser, without prejudice to any other remedy for breach of contract, by written notice of default sent to the supplier, may terminate this contract in whole or in part:

- (a) if the supplier fails to deliver any or all of the goods within the period(s) specified in the contract, or within any extension thereof granted by the purchaser pursuant to GCC Clause 21.2;
- (b) if the Supplier fails to perform any other obligation(s) under the contract; or
- (c) if the supplier, in the judgment of the purchaser, has engaged in corrupt or fraudulent practices in competing for or in executing the contract.

23.2 In the event the purchaser terminates the contract in whole or in part, the purchaser may procure, upon such terms and in such manner as it deems appropriate, goods, works or services similar to those undelivered, and the supplier shall be liable to the purchaser for any excess costs for such similar goods, works or services. However, the supplier shall continue performance of the contract to the extent not terminated.

23.3 Where the purchaser terminates the contract in whole or in part, the purchaser may decide to impose a restriction penalty on the supplier by prohibiting such supplier from doing business with the public sector for a period not exceeding 10 years.

23.4 If a purchaser intends imposing a restriction on a supplier or any

person associated with the supplier, the supplier will be allowed a time period of not more than fourteen (14) days to provide reasons why the envisaged restriction should not be imposed. Should the supplier fail to respond within the stipulated fourteen (14) days the purchaser may regard the intended penalty as not objected against and may impose it on the supplier.

23.5 Any restriction imposed on any person by the Accounting Officer / Authority will, at the discretion of the Accounting Officer / Authority, also be applicable to any other enterprise or any partner, manager, director or other person who wholly or partly exercises or exercised or may exercise control over the enterprise of the first-mentioned person, and with which enterprise or person the first-mentioned person, is or was in the opinion of the Accounting Officer / Authority actively associated.

23.6 If a restriction is imposed, the purchaser must, within five (5) working days of such imposition, furnish the National Treasury, with the following information:

- (i) the name and address of the supplier and / or person restricted by the purchaser;
- (ii) the date of commencement of the restriction
- (iii) the period of restriction; and
- (iv) the reasons for the restriction.

These details will be loaded in the National Treasury's central database of suppliers or persons prohibited from doing business with the public sector.

23.7 If a court of law convicts a person of an offence as contemplated in sections 12 or 13 of the Prevention and Combating of Corrupt Activities Act, No. 12 of 2004, the court may also rule that such person's name be endorsed on the Register for Tender Defaulters. When a person's name has been endorsed on the Register, the person will be prohibited from doing business with the public sector for a period not less than five years and not more than 10 years. The National Treasury is empowered to determine the period of restriction and each case will be dealt with on its own merits. According to section 32 of the Act the Register must be open to the public. The Register can be perused on the National Treasury website.

24. Anti-dumping and countervailing duties and rights

24.1 When, after the date of bid, provisional payments are required, or anti-dumping or countervailing duties are imposed, or the amount of a provisional payment or anti-dumping or countervailing right is increased in respect of any dumped or subsidized import, the State is not liable for any amount so required or imposed, or for the amount of any such increase. When, after the said date, such a provisional payment is no longer required or any such anti-dumping or countervailing right is abolished, or where the amount of such provisional payment or any such right is reduced, any such favourable difference shall on demand be paid forthwith by the contractor to the State or the State may deduct such amounts from moneys (if any) which may otherwise be due to the contractor in regard to supplies or services which he delivered or rendered, or is to deliver or render in terms of the contract or any other contract or any other amount which

may be due to him

25. Force Majeure

- 25.1 Notwithstanding the provisions of GCC Clauses 22 and 23, the supplier shall not be liable for forfeiture of its performance security, damages, or termination for default if and to the extent that his delay in performance or other failure to perform his obligations under the contract is the result of an event of force majeure.
- 25.2 If a force majeure situation arises, the supplier shall promptly notify the purchaser in writing of such condition and the cause thereof. Unless otherwise directed by the purchaser in writing, the supplier shall continue to perform its obligations under the contract as far as is reasonably practical, and shall seek all reasonable alternative means for performance not prevented by the force majeure event.

26. Termination for insolvency

- 26.1 The purchaser may at any time terminate the contract by giving written notice to the supplier if the supplier becomes bankrupt or otherwise insolvent. In this event, termination will be without compensation to the supplier, provided that such termination will not prejudice or affect any right of action or remedy which has accrued or will accrue thereafter to the purchaser.

27. Settlement of Disputes

- 27.1 If any dispute or difference of any kind whatsoever arises between the purchaser and the supplier in connection with or arising out of the contract, the parties shall make every effort to resolve amicably such dispute or difference by mutual consultation.
- 27.2 If, after thirty (30) days, the parties have failed to resolve their dispute or difference by such mutual consultation, then either the purchaser or the supplier may give notice to the other party of his intention to commence with mediation. No mediation in respect of this matter may be commenced unless such notice is given to the other party.
- 27.3 Should it not be possible to settle a dispute by means of mediation, it may be settled in a South African court of law.
- 27.4 Mediation proceedings shall be conducted in accordance with the rules of procedure specified in the SCC.
- 27.5 Notwithstanding any reference to mediation and/or court proceedings herein,
- (a) the parties shall continue to perform their respective obligations under the contract unless they otherwise agree; and
 - (b) the purchaser shall pay the supplier any monies due the supplier.

28. Limitation of liability

- 28.1 Except in cases of criminal negligence or willful misconduct, and in the case of infringement pursuant to Clause 6;
- (a) the supplier shall not be liable to the purchaser, whether in contract, tort, or otherwise, for any indirect or consequential loss or damage, loss of use, loss of production, or loss of profits or interest costs, provided that this exclusion shall not apply to any obligation of the supplier to pay penalties and/or damages to the purchaser; and

- (b) the aggregate liability of the supplier to the purchaser, whether under the contract, in tort or otherwise, shall not exceed the total contract price, provided that this limitation shall not apply to the cost of repairing or replacing defective equipment.
- 29. Governing language** 29.1 The contract shall be written in English. All correspondence and other documents pertaining to the contract that is exchanged by the parties shall also be written in English.
- 30. Applicable law** 30.1 The contract shall be interpreted in accordance with South African laws, unless otherwise specified in SCC.
- 31. Notices** 31.1 Every written acceptance of a bid shall be posted to the supplier concerned by registered or certified mail and any other notice to him shall be posted by ordinary mail to the address furnished in his bid or to the address notified later by him in writing and such posting shall be deemed to be proper service of such notice
- 31.2 The time mentioned in the contract documents for performing any act after such aforesaid notice has been given, shall be reckoned from the date of posting of such notice.
- 32. Taxes and duties** 32.1 A foreign supplier shall be entirely responsible for all taxes, stamp duties, license fees, and other such levies imposed outside the purchaser's country.
- 32.2 A local supplier shall be entirely responsible for all taxes, duties, license fees, etc., incurred until delivery of the contracted goods to the purchaser.
- 32.3 No contract shall be concluded with any bidder whose tax matters are not in order. Prior to the award of a bid the Department must be in possession of a tax clearance certificate, submitted by the bidder. This certificate must be an original issued by the South African Revenue Services.
- 33. National Industrial Participation Programme (NIP)** 33.1 The NIP Programme administered by the Department of Trade and Industry shall be applicable to all contracts that are subject to the NIP obligation.
- 34 Prohibition of Restrictive practices** 34.1 In terms of section 4 (1) (b) (iii) of the Competition Act No. 89 of 1998, as amended, an agreement between, or concerted practice by, firms, or a decision by an association of firms, is prohibited if it is between parties in a horizontal relationship and if a bidder (s) is / are or a contractor(s) was / were involved in collusive bidding (or bid rigging).
- 34.2 If a bidder(s) or contractor(s), based on reasonable grounds or evidence obtained by the purchaser, has / have engaged in the restrictive practice referred to above, the purchaser may refer the matter to the Competition Commission for investigation and possible imposition of administrative penalties as contemplated in the Competition Act No. 89 of 1998.

- 34.3 If a bidder(s) or contractor(s), has / have been found guilty by the Competition Commission of the restrictive practice referred to above, the purchaser may, in addition and without prejudice to any other remedy provided for, invalidate the bid(s) for such item(s) offered, and / or terminate the contract in whole or part, and / or restrict the bidder(s) or contractor(s) from conducting business with the public sector for a period not exceeding ten (10) years and / or claim damages from the bidder(s) or contractor(s) concerned.