

SANRAL
SOUTH AFRICAN NATIONAL ROADS AGENCY SOC LTD



**BUILDING SOUTH AFRICA
THROUGH BETTER ROADS**

THE SOUTH AFRICAN NATIONAL ROADS AGENCY SOC LIMITED

SCM REFERENCE NUMBER: NRA 2025/0093

REQUEST FOR PROPOSAL (RFP): FOR THE APPOINTMENT OF A SERVICE PROVIDER TO IMPLEMENT EXECUTIVE TEAM COACHING AND INDIVIDUAL EXECUTIVE COACHING SERVICES FOR A PERIOD OF NOT LONGER THAN 18 MONTHS.

ISSUE DATE:	28 July 2026
BRIEFING SESSION DATE:	N/A
CLOSING DATE:	26 August 2026
CLOSING TIME:	11:00 AM

FOR THE APPOINTMENT OF A SERVICE PROVIDER TO IMPLEMENT EXECUTIVE TEAM COACHING AND INDIVIDUAL EXECUTIVE COACHING SERVICES FOR A PERIOD OF NOT LONGER THAN 18 MONTHS.

SECTION 1: SBD1 FORM

PART B
INVITATION TO BID

BID NUMBER:	NRA 2025/0093	ISSUE DATE:	28 July 2026	CLOSING DATE:	26 August 2026	CLOSING TIME:	11:00 am.
DESCRIPTION	REQUEST FOR PROPOSAL (RFP): FOR THE APPOINTMENT OF A SERVICE PROVIDER TO IMPLEMENT EXECUTIVE TEAM COACHING AND INDIVIDUAL EXECUTIVE COACHING SERVICES FOR A PERIOD OF NOT LONGER THAN 18 MONTHS.						
VALIDITY PERIOD	Ninety (90) calendar days including the first day and the last day.						
BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO: ProcurementHO7@sanral.co.za							
CONTACT PERSON	Procurement Officer						
TELEPHONE NUMBER	N/A						
E-MAIL ADDRESS	ProcurementHO7@sanral.co.za						
SUPPLIER INFORMATION							
NAME OF BIDDER							
POSTAL ADDRESS							
STREET ADDRESS							
TELEPHONE NUMBER	CODE					NUMBER	
CELLPHONE NUMBER							
E-MAIL ADDRESS							
VAT REGISTRATION NUMBER							
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:		OR	CENTRAL SUPPLIER DATABASE		UNIQUE REGISTRATION REFERENCE NUMBER:	MAAA
B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE	TICK APPLICABLE BOX] ☐ Yes ☐ No			B-BBEE STATUS LEVEL SWORN AFFIDAVIT		[TICK APPLICABLE BOX] ☐ Yes ☐ No	
[A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE/ SWORN AFFIDAVIT MUST BE SUBMITTED FOR PURPOSES OF COMPLIANCE WITH THE B-BBEE ACT]							
ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED?						☐ Yes ☐ No	
						[IF YES, ANSWER QUESTIONNAIRE BELOW]	
QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS							
IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?						☐ YES ☐ NO	
DOES THE ENTITY HAVE A BRANCH IN THE RSA?						☐ YES ☐ NO	
DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?						☐ YES ☐ NO	
DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA?						☐ YES ☐ NO	
IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION?						☐ YES ☐ 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 1.3 BELOW.							

**PART B
TERMS AND CONDITIONS FOR BIDDING**

1. TAX COMPLIANCE REQUIREMENTS

- 1.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
- 1.2 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.
- 1.3 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) PIN MAY BE MADE VIA E-FILING THROUGH THE SARS WEBSITE WWW.SARS.GOV.ZA.
- 1.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID.
- 1.5 IN BIDS WHERE UNINCORPORATED CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER.
- 1.6 WHERE NO TCS IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.

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: _____

SECTION 2: NOTICE TO BIDDERS

1. INSTRUCTIONS TO BIDDERS

1.1 Submission of bid

The Request for Proposal (RFP) submissions will close at **11h00 on Wednesday, 26 August 2026** and all documentation must be sealed in a clearly marked envelope and placed in the tender box.

Bids shall be clearly marked with the **RFP NRA 2025/0093** and sealed in an envelope when placing in the tender box and addressed to:

SOUTH AFRICAN ROADS AGENCY LIMITED -Central Operations Centre
36 Assegaai Wood Street
Rooihuiskraal Ext. 39
Centurion |
0157
South Africa

Tender Box is located at the above address

- 1.1.1** Bidders must submit one original hard copy and electronic copy (e.g. USB-memory stick). Additional supporting information can be provided in a separate file and cross-referenced in the main submission. The RFP envelope must also contain the Bidder's details on the back of the envelope.
- 1.1.2** No bid may be withdrawn after it has been submitted to SANRAL unless the Bidder so requests in writing and such request is received by SANRAL before the scheduled closing date. All bids received by SANRAL on or before the scheduled closing date and time shall be valid and binding for a period of 90 (NINETY) working days calculated from the last scheduled closing date ("validity period"). During the validity period or any extensions to the validity period, bid prices shall remain firm save only for cost variations as are measurable by the permissible contract price adjustments as set out elsewhere in this document.
- 1.1.3** No telegraphic, e-mailed or faxed bids will be accepted.
- 1.1.4** Properly motivated alternatives may be submitted but will only be considered if a compliant offer has been submitted. The alternative shall be approached and priced to the same detail as required by this RFP.
- 1.1.5** Bidders will be judged on the basis of the information submitted by the due date as well as additional information as may have been requested by SANRAL. A Bidder will be disqualified for the furnishing of, misleading or incorrect information, which SANRAL may rely upon in the selection of a preferred Bidder.
- 1.1.6** Bidders must ensure that their bids contain all documents as specified in this RFP.

1.2 Clarification

If a Bidder considers that any of the RFP documents are deficient in any respect and require clarification, or if any words or figures are indistinct or ambiguous, or should Bidders have any queries regarding this document they may contact SANRAL by **e-mail only** using the contact information stated in the **SBD 1 Form**.

Addendum and Clarification shall be issued any time before tender closing date and time. SANRAL will not be obliged to respond to any queries received after this date. No unauthorised alteration, addition or note entered by the Bidder in the RFP documents shall modify the issued RFP

All enquiries regarding this RFP must be directed to: ProcurementHO7@sanral.co.za

1.3 Briefing

There will be **no briefing** meeting for this RFP. Any queries must be emailed to the SANRAL contact person indicated in SBD 1 Form.

1.4 Late Submission

All responses received later than the abovementioned time and date as per 1.1 will not be accepted.

1.5 Conflicts of Interest

Bidders are required to identify and to disclose as soon as possible any conflict of interest or potential conflict of interest to SANRAL. Bidders should contact SANRAL for clarity on whether a conflict of interest actually exists or not. The existence of a conflict of interest, or a failure by a bidder timeously to disclose any such conflict or part conflict of interest, may result in the bidder's bid being disqualified.

1.6 Participation in More than One Bid

No bidder or any member of the bidder's consortium may participate or have an interest (whether direct or indirect) in any other bidder or in any member of any other bidder's consortium for purposes of submitting a bid.

1.7 Collusion with others

Bidders may not collude with any Service Providers, whether local or international, for purposes of submission of bids in response to the RFP. Such action will lead to disqualification with no further evaluation of their bid.

1.8 Communication

Specific queries relating to this RFP before the closing date of the RFP should be submitted to the contact person stated in the SBD 1 Form before the closing date. In the interest of fairness and transparency SANRAL's response to such a query will then be made available to other bidders.

It is prohibited for Respondents to attempt, either directly or indirectly, to canvass any officer or employee of SANRAL in respect of this RFP between the closing date and the date of the award of the business.

Respondents found to be in collusion with one another will be automatically disqualified and restricted from doing business with organs of state for a specified period.

Respondents may also, at any time after the closing date of the RFP, communicate with the name of delegated individual on any matter relating to its RFP response.

All unsuccessful bidders have a right to request SANRAL to furnish individual reasons for their bid not being successful. This request must be directed to the contact person stated in the SBD 1 form.

1.9 Joint Ventures or Consortiums

Respondents who would wish to respond to this RFP as a Joint Venture [JV] or consortium with B-BBEE entities, must state their intention to do so in their RFP submission. Such Respondents must also submit a signed JV or consortium agreement between the parties clearly stating the percentage [%] split of business and the associated responsibilities of each party. If at the time of the bid submission such a JV or consortium agreement has not been concluded, the partners must submit confirmation in writing of their intention to enter into a JV or consortium agreement should they be awarded business by SANRAL through this RFP process. This written confirmation must clearly indicate the percentage [%] split of business and the responsibilities of each party. In such cases, award of business will only take place once a signed copy of a JV or consortium agreement is submitted to SANRAL.

Respondents are to note that for the purpose of Evaluation, a JV will be evaluated based on one consolidated B-BBEE score card (a consolidated B-BBEE Status Level verification certificate). Preference points will be awarded to a bidder for attaining the specific goals requirements in accordance with the table indicated in the specific goals Claim Form.

1.10 Legal Compliance

The successful Respondent shall be in full and complete compliance with all applicable national and local laws and regulations.

1.11 Disclaimers

Respondents are hereby advised that SANRAL is not committed to any course of action as a result of its issuance of this RFP and/or its receipt of Information in response to it. Please note that SANRAL reserves the right, in its sole and absolute discretion, to:

- modify this RFP's goods / service(s) and request Respondents to re-submit on any changes;
- reject any Information or Proposal (used interchangeably), which does not conform to instructions and specifications which are detailed herein;
- disqualify Proposals submitted after the stated submission deadline;
- not necessarily accept or agree to the commercial offers or an alternative information;
- place an order in connection with this Proposal at any time after the RFP's closing date;
- consider only a portion of the proposed goods / services which are reflected in the scope of this RFP;
- split the award of the order/s between more than one Supplier/Service Provider at SANRAL's absolute discretion should it be more advantageous in terms of, amongst others, cost or developmental considerations;
- cancel the RFP process;
- validate any information submitted by Respondents in response to this RFP. This would include, but is not limited to, requesting the Respondents to provide supporting evidence. By submitting Information in relation to this RFP, Respondents hereby irrevocably grant the necessary consent to SANRAL to do so;
- request audited financial statements or other documentation for the purposes of a due diligence exercise;
- not accept any changes or purported changes by the Respondent unless the RFP specifically provides for it;
- to cancel the RFP/contract and/or request that National Treasury place the Respondent on its Database of Restricted Suppliers for a period not exceeding 10 years, on the basis that information was relied upon on the strength of incorrect information furnished by the Respondent or on any other basis recognised in law;
- award the business to any other bidder or the next ranked bidder, provided that he/she is still prepared to provide the required Goods/Services based on commercial offers, should the preferred bidder's submission fail to sign or commence with the contract within a reasonable period after being requested to do so. Under such circumstances, the validity of the bids of the next ranked bidder(s) will be deemed to remain valid, irrespective of whether the next ranked bidder(s) were notified of their bid being unsuccessful. Bidders may therefore be requested to advise whether they would still be prepared to provide the required Goods/Services at their quoted price; and
- Should a bidder fail to respond to a request for extension of the validity period before it expires, that bidder will be excluded from tender process.

1.12 Security clearance

Acceptance of this bid could be subject to the condition that the Successful Respondent, its personnel providing the goods and its subcontractor(s) must obtain security clearance from the appropriate authorities to the level of CONFIDENTIAL/ SECRET/TOP SECRET. Obtaining the required clearance is the responsibility of the Successful Respondent. Acceptance of the bid is also subject to the condition that the Successful Respondent will implement all such security measures as the safe performance of the contract may require.

1.13 Johannesburg Stock Exchange Debt Listing Requirements

SANRAL may also be required to disclose information relating to the subsequent contract i.e. the name of the company, goods/services provided by the company, the value and duration of the contract, etc. in compliance with the Johannesburg Stock Exchange (JSE) Debt Listing Requirements.

1.14 National Treasury's Central Supplier Database

Respondents are required to self-register on National Treasury's Central Supplier Database (CSD) which has been established to centrally administer supplier information for all organs of state and facilitate the verification of certain key supplier information. SANRAL is required to ensure that the revenue model and Proposals are invited and accepted from prospective Bidders listed on the CSD. Business may not be awarded to a respondent who has failed to register on the CSD. Only foreign suppliers with no local registered entity need not register on the CSD. The CSD can be accessed at <https://secure.csd.gov.za>

For this purpose, the attached SBD 1 Form must be completed and submitted as a mandatory returnable document by the closing date and time of the RFP.

1.15 Tax Compliance

Respondents must be compliant when submitting a Proposal to SANRAL and remain compliant for the entire contract term with all applicable tax legislation, including but not limited to the Income Tax Act, 1962 (Act No. 58 of 1962) and Value Added Tax Act, 1991 (Act No. 89 of 1991). It is a condition of this bid that the tax matters of the successful Respondents be in order, or that satisfactory arrangements have been made with South African Revenue Service (SARS) to meet the Respondents tax obligations. The Tax Compliance status requirements are also applicable to foreign Respondents/ individuals who wish to submit bids. Where Consortia / Joint Ventures / Sub-contractors are involved, each party must be registered on the Central Supplier Database and their tax compliance status will be verified through the Central Supplier Database.

**SANRAL urges its clients, suppliers and the general public to report any fraud or corruption to
TIP-OFFS ANONYMOUS:
0800 204 558**

SECTION 3

BACKGROUND, OVERVIEW AND SCOPE OF REQUIREMENTS

REQUEST FOR PROPOSAL (RFP): FOR THE APPOINTMENT OF A SERVICE PROVIDER TO IMPLEMENT EXECUTIVE TEAM COACHING AND INDIVIDUAL EXECUTIVE COACHING SERVICES FOR A PERIOD OF NOT LONGER THAN 18 MONTHS.

1. INTRODUCTION AND BACKGROUND

1.1. SANRAL was established in April 1998 by an Act of Parliament as an independent statutory company operating along commercial lines. The purpose of the organisation, which is registered in terms of the Companies Act – with the Minister of Transport as the sole shareholder – is to maintain and develop South Africa's expanding national road network.

SANRAL is a knowledge-based organisation which is engaged in national programme management execution as a client body within the public sector infrastructure development environment. SANRAL requires leaders who are resilient, tactical, agile, and well equipped to respond to the ever-changing environment under which the organisation operates. Some of the challenges affecting this environment include:

- Increasing demand to implement infrastructure development programmes which address socio-economic challenges and make an impact.
- Change – local and global - remaining relevant in the ever-changing nature of innovation and business.
- Scarcity of high-level skills in project and programme management related to civil engineering and related professions and the management thereof.
- Maintaining financial sustainability.
- Managing in a turbulent environment.

To enhance leadership effectiveness, foster a high-performance culture, improve strategic alignment, and strengthen collaborative decision-making, SANRAL seeks to procure the services of a qualified and experienced service provider to deliver comprehensive executive team coaching and individual executive coaching for its executive level leaders.

This intervention is aligned with SANRAL's commitment to continuous improvement, good governance, and the development of its human capital to better serve the citizens of South Africa.

The coaching programme is expected to address current leadership challenges, build on existing strengths, and equip executives with the necessary skills and mindset to navigate complex environments and achieve SANRAL's strategic objectives.

2. PROJECT GOAL AND OBJECTIVES

2.1. Overall Goal: To enhance the individual and collective leadership capabilities of the SANRAL executive team, leading to improved organisational performance, strategic foresight and execution, and a more cohesive and effective leadership cohort.

2.2. Specific Objectives:

2.2.1. For Executive Team Coaching:

- a. To improve team cohesion, trust, and psychological safety within the executive team.
- b. To ensure that the team understands each other's strengths and weaknesses, leadership styles
- c. To establish the leadership team's collective personality profile, and its impact on delivery of objectives
- d. To enhance strategic alignment and shared understanding of organisational goals and priorities.
- e. To strengthen collective problem-solving, decision-making, and accountability.
- f. To improve inter-departmental collaboration and communication.
- g. To foster a culture of constructive feedback and continuous learning within the team.
- h. To equip the team to lead and manage organisational change effectively.

2.2.2. For Individual Executive Coaching:

- a. To enhance self-awareness and understanding of individual leadership strengths and development areas.
- b. To develop critical leadership competencies identified through assessments or performance feedback (e.g., strategic thinking, communication, emotional intelligence, conflict resolution, change leadership).
- c. To support executives in achieving their individual performance goals and professional development aspirations.
- d. To improve personal effectiveness, resilience, and well-being.
- e. To provide a confidential sound board for executives to address specific leadership challenges.
- f. To enhance stakeholder acumen allowing for navigation of complex stakeholder environments, including political-administrative interfaces, oversight structures, and community engagement.

3. SCOPE OF WORK

The selected service provider will be required to design, develop, and deliver a tailored executive coaching programme that includes both team and individual coaching components.

3.1. Phase 1: Needs Assessment, Programme Design, and Contracting

3.1.1. Conduct a thorough needs assessment through consultations with key stakeholders (e.g., Accounting Officer/CEO, CHRO, executive team members) and review of relevant SANRAL documents (e.g., strategic plan, performance reports, previous staff surveys).

3.1.2. Develop a comprehensive and customised executive coaching programme proposal based on the needs assessment, outlining the methodology, coaching models, tools, timelines, and expected outcomes for both team and individual coaching.

3.1.3. Present the proposed programme to the SANRAL for review and approval.

3.1.4. Establish clear coaching agreements/contracts with individual executives and the executive team, outlining roles, responsibilities, confidentiality, and coaching objectives. This includes a three-way contract meeting between the coach, coachee, and their line manager (or a designated SANRAL representative, e.g., CHRO) for individual coaching to align goals.

3.1.5. Develop a clear set of success indicators to be used in Phase 4: monitoring, reporting and evaluation

3.2. Phase 2: Executive Team Coaching

3.2.1. Design and facilitate a series of team coaching sessions/workshops for the executive team.

3.2.2. The coaching should focus on the objectives outlined in section 2.2.1.

3.2.3. Utilize appropriate team diagnostic tools and assessment methodologies (e.g., team effectiveness surveys, psychometric assessments for teams – to be agreed upon with the SANRAL).

3.2.4. Facilitate the development of a team charter or action plan to embed learning and track progress.

3.2.5. Provide ongoing support and resources to the team as needed between sessions.

3.2.6. The anticipated number of team coaching days/sessions is [Specify number, e.g., 6-8 full-day sessions or equivalent] over a period of [Specify duration, e.g., 12 months].

3.3. Phase 3: Individual Executive Coaching

3.3.1. Provide one-on-one coaching sessions for designated executives.

3.3.2. The coaching should focus on the objectives outlined in section 2.2.2 and individual development plans.

3.3.3. Utilize appropriate individual assessment tools (e.g., 360-degree feedback, psychometric assessments – to be agreed upon with the SANRAL and individual coachees).

- 3.3.4. Support executives in creating and implementing individual leadership development plans.
- 3.3.5. Each designated executive is expected to receive approximately [Specify number, e.g., 10-12 hours] of individual coaching, delivered over [Specify duration, e.g., 6-12 months]. Sessions are typically 1.5 to 2 hours in duration.

3.4. Phase 4: Monitoring, Evaluation, and Reporting

- 3.4.1. Implement a system for monitoring the progress and effectiveness of the coaching interventions, using the success indicators developed in Phase 1.
- 3.4.2. Conduct regular check-in meetings with SANRAL designated project manager/HR representative.
- 3.4.3. Provide interim progress reports and a final comprehensive report detailing activities undertaken, outcomes achieved against objectives, challenges encountered, lessons learned, and recommendations for sustained leadership development.
- 3.4.4. Conduct a post-programme evaluation to assess the impact of the coaching (e.g., through surveys, interviews).

4. DELIVERABLES

The service provider will be expected to deliver the following:

- 4.1. A detailed Inception Report, including the needs assessment findings, finalized coaching programme design (team and individual), methodologies, tools, and detailed implementation plan with timelines.
- 4.2. Coaching agreements/contracts for each individual coachee and the executive team.
- 4.3. All materials, workbooks, and resources required for team coaching sessions and individual coaching.
- 4.4. Facilitation of all agreed-upon team coaching sessions/workshops.
- 4.5. Delivery of all agreed-upon individual executive coaching hours.
- 4.6. Individual Leadership Development Plans for each coachee.
- 4.7. Risk management plan
- 4.8 Post Coaching support plan
- 4.9 Interim progress reports (e.g., quarterly, or as agreed).
- 4.10. A final comprehensive report at the conclusion of the coaching programme, including an overall assessment of the programme's impact, anonymous themed insights (while maintaining individual confidentiality), and recommendations.
- 4.11. A presentation of the final report and findings to SANRAL leadership.
- 4.12. The coaching will follow a blended engagement approach. All team engagement sessions will be in person. Individual coaching sessions may be in person (90%) or online (10%).

5. TARGET PARTICIPANTS

5.1. Executive Team Coaching: The entire executive/senior management team, comprising:

- I. Chief Executive Officer (CEO)
- II. Chief Financial Officer (CFO)
- III. Chief Engineer - Construction Operations and Maintenance
- IV. Chief Engineer - Planning and Design
- V. Chief Procurement Officer (CPO)
- VI. Chief Human Resources Officer (CHRO)
- VII. Chief Information Officer (CIO)
- VIII. Chief Corporate Affairs Officer (CCAO)
- IX. Chief Audit Executive (CAO)
- X. Chief Legal Risk and Compliance Officer (CLRCO)
- XI. General Manager : CEO's Office
- XII. Board General Counsel and Company Secretary

5.2. Individual Executive Coaching: Selected executives from the senior management team. The exact number of participants will be approximately twelve and will be confirmed by the SANRAL.

6. SERVICE PROVIDER REQUIREMENTS AND QUALIFICATIONS

The bidding service provider(s) must demonstrate the following:

6.1. Experience:

6.1.1. Coaches assigned to the project must have a minimum of 7 years of proven experience in successfully designing and delivering executive team coaching and individual executive coaching programmes to public sector organisations, preferably within the South African government context.

6.1.2. Verifiable track record with contactable references from previous clients, particularly within the public sector.

6.2. Minimum Criteria for Lead Coach(es):

6.2.1. Lead coaches assigned to this project must possess recognised coaching certifications from accredited coaching bodies (e.g., ICF, COMENSA, EMCC). Proof of certification must be provided.

6.2.2. A minimum of five hundred (500) logged coaching hours at an executive level for individual coaching.

6.2.3. Demonstrated expertise in various coaching methodologies, leadership development theories, team dynamics, and organisational development.

6.2.4. Experience in administering and interpreting a range of psychometric and team assessment tools.

6.2.5. Excellent facilitation, communication, and interpersonal skills.

6.2.6. Understanding of the South African public sector environment, its legislative framework, and unique challenges.

6.3. Organisational Capacity:

6.3.1. Ability to provide a team of qualified coaches if required to meet SANRAL needs, particularly for individual coaching.

6.3.2. The key resources and coaches required for this appointment must have experience in diverse fields and backgrounds. A minimum of seven (7) coaches will be required with experience in the following disciplines:

- Executive Coaching
- Engineering
- Information Technology (IT)
- Human Resources
- Finance
- Procurement and Supply Chain Management
- Legal

6.3.2. Project management capabilities to ensure timely and effective delivery of the programme.

6.3.3. Adherence to professional coaching ethics and standards.

6.4. BBBEE Compliance: The service provider must comply with the Broad-Based Black Economic Empowerment (BBBEE) requirements as stipulated by the South African government. Valid BBBEE certificate or sworn affidavit must be provided. In the case of a Joint Venture (JV), the JV BBBEE certificate should be provided.

6.5. Tax Compliance: The service provider must be tax compliant with the South Africa Revenue Service (SARS). A valid Tax Clearance Certificate or CSD (Central Supplier Database) report must be provided.

7. EXCLUSIONS

The following services are specifically excluded from this scope of work, unless otherwise agreed in writing:

7.1. General skills training (non-leadership focused).

7.2. Therapeutic counselling or psychological therapy.

7.3. Organisational restructuring consultancy.

7.4. Travel and accommodation costs for SANRAL staff (these will be covered by the SANRAL if sessions are off-site). Service providers should clearly indicate their own travel cost estimates in their proposals.

8. TIMELINE AND DURATION

8.1. The envisaged duration for the entire coaching programme (Phases 1-4) is not longer than 18 months from the date of contract signing.

8.2. A detailed project timeline with key milestones will be agreed upon with the appointed service provider during the inception phase.

9. REPORTING REQUIREMENTS

9.1. The service provider will report to CEO

9.2. Regular progress meetings will be held bi-monthly

9.3. Written reports (inception, interim, final) as specified in Section 4 (Deliverables) are required.

9.4. All reports should be submitted in English, in both electronic and hard copy formats.

10. CONFIDENTIALITY

10.1. The service provider must adhere to strict confidentiality regarding all information pertaining to the SANRAL and individual coachees.

10.2. Individual coaching sessions are confidential between the coach and the coachee. Thematic, anonymized feedback may be provided to the SANRAL for organisational development purposes, with prior agreement and maintaining coachee anonymity.

10.3. A confidentiality agreement will be signed between the SANRAL and the appointed service provider.

SECTION 4
CRITERIA AND RETURNABLE DOCUMENTS

4.1 STEP ONE: Test for Responsiveness

The test for administrative responsiveness will include the following:

Administrative responsiveness check	
• Bid received before closing date and Time	
• Bidder has completed SECTION 1: SBD1 Form	
• Bidder has submitted a Priced Offer	
• Mandatory Requirement Only those tenders who satisfy the following criteria are eligible to submit tenders: a) Registered on National Treasury Central Supplier Database at the closing of tender	

The test for administrative responsiveness [Step One] must be passed for a Respondent's Proposal to progress to Step Two

4.2 STEP TWO: Minimum Threshold 60 points for Technical Criteria

Proposals submitted in response to the Request for Proposal (RFP), which will follow this Scope of Work, will be evaluated based on a predefined set of criteria that will include, but not be limited to:

- 4.2.1 Understanding of SANRAL requirements as outlined in this Scope of Work.
- 4.2.2 Proposed methodology and approach for both team and individual coaching.
- 4.2.3 Qualifications, experience, and track record of the service provider and assigned coaches.
- 4.2.4 Value for money / Cost-effectiveness of the proposed solution.

Scoring Criteria

No.	Functionality Evaluation Criteria	Scoring	Weighting (%)
1. Tenderers Experience (10) (Refer to Form B2)			
1.1	Years of experience providing management and leadership coaching Tenderer must complete Form B2 indicating the number of years the company has been conducting executive coaching programmes.	5 = 11 or more years 4 = (6 to 10) years 3 = (5) years 2 = (1 to 4) years 1 = (Less than 1 year)	5
1.2	The tenderer must provide evidence (in the form of letters) that they have successfully provided management and leadership coaching. The letters must be not older than three (3) years and must contain contact details to substantiate claims.	5 = 5 or more letters 4 = 4 letters 3 = 3 letters 2 = 2 letters 1 = 1 letter	5
2. Tenderers Key Resources (35) (Refer to Form B3.1 to B3.7)			
2.1	The tenderer should have business coaches that are from diverse backgrounds and business experiences, and with more than 7 years of experiences. Only those coaches submitted on Forms B3.1 to B3.7 will be considered for scoring.	Executive - 7 or more years of experience in executive coaching. Form B3.1	5
		Engineering - 7 or more years of experience in coaching Engineering executives. Form B3.2	5
		IT - 7 or more years of experience in coaching IT executives. Form B3.3	5
		Human Resources - 7 or more years in coaching HR executives Form B3.4	5
		Finance - 7 or more years of experience in coaching Finance executives. Form B3.5	5
		Procurement and Supply Chain Management (SCM) - 7	5

		or more years of experience in coaching SCM executives. Form B3.6	
		Legal - 7 or more years of experience in coaching Legal executives. Form B3.7	5
3. Memberships and Certifications (40) (Refer to Form B3.1 to B3.7)			
3.1	The coaches that form part of the tenderers key resources must be a member of an accredited coaching association (local or international). Evidence must be provided by attaching proof of current membership for each coach.	5 = all coaches are members of an accredited coaching association 4 = 5 to 6 coaches are members of an accredited coaching association. 3 = 3 to 4 coaches are members of an accredited coaching association. 2 = 2 coaches are members of an accredited coaching association 1 = only 1 coach is a member of an accredited coaching association.	5
3.2	The coaches that form part of the tenderers key resources must be certified with International Coaching Federation (ICF) or Coaches and Mentors of South Africa (COMENSA) as an accredited coach. The coaches must have any one of the three certifications: • Master Certified Coach (MCC) or COMENSA Master Coach (CMC), • Professional Certified Coach (PCC) or COMENSA Senior Coach (CSC) • Associate Certified Coach (ACC) or COMENSA Certified Coach (CCC). (Please Attach proof of registration)	Executive coach 5 = ICF Master Certified Coach (MCC) or COMENSA Master Coach (CMC) points 4 = ICF Professional Certified Coach (PCC) or COMENSA Senior Coach (CSC) 3 = ICF Associate Certified Coach (ACC) or COMENSA Certified Coach (CCC)	5
		Engineering coach 5 = ICF Master Certified Coach (MCC) or COMENSA Master Coach (CMC) points 4 = ICF Professional Certified Coach (PCC) or COMENSA Senior Coach (CSC) 3 = ICF Associate Certified Coach (ACC) or COMENSA Certified Coach (CCC)	5
		Information Technology (IT) coach 5 = ICF Master Certified Coach (MCC) or COMENSA Master Coach (CMC) points 4 = ICF Professional Certified Coach (PCC) or COMENSA Senior Coach (CSC)	5

		3 = ICF Associate Certified Coach (ACC) or COMENSA Certified Coach (CCC)	
		Human Resource coach Human Resource coach 5 = ICF Master Certified Coach (MCC) or COMENSA Master Coach (CMC) points 4 = ICF Professional Certified Coach (PCC) or COMENSA Senior Coach (CSC) 3 = ICF Associate Certified Coach (ACC) or COMENSA Certified Coach (CCC)	5
		Finance coach 5 = ICF Master Certified Coach (MCC) or COMENSA Master Coach (CMC) points 4 = ICF Professional Certified Coach (PCC) or COMENSA Senior Coach (CSC) 3 = ICF Associate Certified Coach (ACC) or COMENSA Certified Coach (CCC)	5
		SCM coach 5 = ICF Master Certified Coach (MCC) or COMENSA Master Coach (CMC) points 4 = ICF Professional Certified Coach (PCC) or COMENSA Senior Coach (CSC) 3 = ICF Associate Certified Coach (ACC) or COMENSA Certified Coach (CCC)	5
		Legal coach 5 = ICF Master Certified Coach (MCC) or COMENSA Master Coach (CMC) points 4 = ICF Professional Certified Coach (PCC) or COMENSA Senior Coach (CSC) 3 = ICF Associate Certified Coach (ACC) or COMENSA Certified Coach (CCC)	5

4. Methodology (15) Project Management Approach and Methodology			
Demonstrate an understanding of the scope of work and project management approach and methodology that will be used to deliver the desired outcome of this project using the following elements:			
	Rationale: Understanding of the Terms of Reference, objectives and expected results; key success factors; risks and assumptions affecting execution.	0 = No response or Irrelevant response; 1 = Adequate information provided; 2= strong understanding of the requirement demonstrated using plan / framework; 3= demonstrated exception understanding of the requirement, highly coherent, comprehensive.	3
	Strategy: Clarity, practicality and coherence of the proposed approach and methodology for both coaching approaches; alignment to outcomes.	0 = No response or Irrelevant response; 1 = Adequate information provided; 2= strong understanding of the requirement demonstrated using plan / framework; 3= demonstrated exception understanding of the requirement, highly coherent, comprehensive.	3
	Risk management Delivery risks, mitigation measures, POPIA compliance, systems/technology for coaching interaction, monitoring and reporting.	0 = No response or Irrelevant response; 1 = Adequate information provided; 2= strong understanding of the requirement demonstrated using plan / framework; 3= demonstrated exception understanding of the requirement, highly coherent, comprehensive.	3
	Support Staff & Backstopping Support facilities, governance, quality assurance, administrative support, escalation channels and expert backup capacity.	0 = No response or Irrelevant response; 1 = Adequate information provided; 2= strong understanding of the requirement demonstrated using plan / framework; 3= demonstrated exception understanding of the requirement, highly coherent, comprehensive.	3
	Proposed Work Schedule Timing, sequence, duration of tasks, working days by expert category per month, deliverables and integrated work plan.	0 = No response or Irrelevant response; 1 = Adequate information provided; 2= strong understanding of the requirement demonstrated using plan / framework; 3= demonstrated exception understanding of the requirement, highly coherent, comprehensive.	3
Total			100

The minimum threshold for technical/functionality [Step TWO] must be met or exceeded for a Respondent's Proposal to progress to Step THREE for final evaluation

STEP THREE: Evaluation and Final Weighted Scoring

Price and Specific Goal

SANRAL will utilise the following formula in its evaluation of Price:

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

80/20

or

90/10

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

Where:

Ps = Score for the Bid under consideration

Pt = Price of Bid under consideration

P_{min} = Price of lowest acceptable Bid

Specific goals	Criteria	10 points		20 points	
		Point allocation	Maximum points	Point allocation	Maximum points
B-BBEE Level	Level 1	10.00	10.00	20	20.00
	Level 2	9.00		18	
	Level 3	6.00		14	
	Level 4	5.00		12	
	Level 5	4.00		8	
	Level 6	3.00		6	
	Level 7	2.00		4	
	Level 8	1.00		2	
	Non-compliant contributor	0.00		0.00	

4.1 STEP FOUR: Post Tender Negotiations (if applicable)

- Respondents are to note that SANRAL may not award a contract if the price offered is not market related. In this regard, SANRAL reserves the right to engage in PTN with the view to achieving a market-related price or to cancel the tender. Negotiations will be done in a sequential manner i.e.:
 - first negotiate with the highest ranked bidder or cancel the bid, should such negotiations fail,
 - negotiate with the 2nd and 3rd ranked bidders (if required) in a sequential manner.
- In the event of any Respondent being notified of such short-listed/preferred bidder status, his/her bid, as well as any subsequent negotiated best and final offers (BAFO), will automatically be deemed to remain valid during the negotiation period and until the ultimate award of business.
- Should SANRAL conduct post tender negotiations, Respondents will be requested to provide their best and final offers to SANRAL based on such negotiations. Where a market related price has been achieved through negotiation, the contract will be awarded to the successful Respondent(s).

4.2 STEP FIVE: Award of business and conclusion of contract

- Immediately after approval to award the contract has been received, the successful or preferred bidder(s) will be informed of the acceptance of his/their Quotation by way of a Letter of Award. Thereafter the final contract will be concluded with the successful Respondent(s).
- Otherwise, a final contract will be concluded and entered into with the successful Bidder at the acceptance of a letter of award by the Respondent.

Respondents are to note that, on award of business, SANRAL is required to publish the tendered prices of the successful and unsuccessful Respondents *inter alia* on the National Treasury e-Tender Publication Portal, (www.etenders.gov.za), as required per National Treasury Instruction Note 01 of 2015/2016. **[This is not applicable if RFP was not advertised on National Treasury e-Tender Publication Portal]**

Respondents declaring a commercial relationship with a DPIP or FPPO are to note that SANRAL is required to annually publish on its website a list of all business contracts entered into with DPIP or FPPO. This list will include successful Respondents, if applicable.

SECTION 5: PRICING SCHEDULE

		Unit	Quantity	Rate	Amount
1	Phase 1				
	Needs Assessment, Programme Design, and Contracting				
1.1	Initial Sessions	Number	13		
1.2	Psychometric tests	Lump	Sum		
1.3	Coaching programme proposal	Lump	Sum		
1.4	Coaching agreements/contracts	Number	12		
1.5	Disbursements.	Lump	Sum		
2	Phase 2				
	Executive Team Coaching				
2.1	Development of a team charter	Lump	Sum		
2.2	Team Coaching sessions	Number	8		
2.3	Support	Lump	Sum		
2.4	Disbursements	Lump	Sum		
3	Phase 3				
	Individual Executive Coaching				
3.1	One - on - One Coaching Sessions	Number	72		
3.2	Development of individual development plans	Number	12		
3.3	Support	Lump	Sum		
3.4	Disbursements	Lump	Sum		
4	Phase 4				
	Monitoring, Evaluation, Reporting and Additional Costs				
4.1	Inception Report	Lump	Sum		
4.2	Interim Reports	Number	4		
4.3	Risk Management Plan	Lump	Sum		
4.4	Post Coaching Support Plan	Lump	Sum		
4.5	Final Report and Presentation	Lump	Sum		
4.6.1	Additional Costs	Provisional	Sum	No rate	R 300,000.00
4.6.2	Handling costs (markup i.r.t 4.6.1)	Percentage	%		R -
SUB-TOTAL					
VAT (15%)					
TOTAL (INCL VAT)					

Measurement and payment descriptions:

- The rate for Item 1.1 will include all costs required for conducting, facilitating each of the interview sessions with the executives
- The lump sum tendered for Item 1.2 will include all costs required for undertaking team and individual psychometric tests.
- The lump sum tendered for Item 1.3 will include all costs required for the development of a comprehensive and customised executive coaching programme proposal for SANRAL's approval.

- The rate for Item 1.4 must include all costs required for establishment and signing of the three-way coaching agreements/contracts with individual executives and the executive team. The rate must include for meetings between parties.
- The lump sum tendered for item 1.5 will include full compensation for all disbursements, materials, workbooks, printing, travel (including toll fees) and subsistence and all other costs associated with the initial assessment.
- The lump sum tendered for Items 2.1 will include all costs required for the development of a team charter or action plan to embed learning and track progress.
- The rate for Item 2.2 must include all costs required for conducting, facilitating each of the sessions.
- The lump sum tendered for Item 2.3 will include all costs required for the on-going support to the team as needed between sessions.
- The lump sum tendered for Item 2.4 will include full compensation for all disbursements, materials, workbooks, printing, travel (including toll fees) and subsistence and all other costs associated with the initial assessment.
- The rate for Item 3.1 will include all costs required for conducting, facilitating each of the sessions. The rate must also include the costs for appropriate individual assessment tools.
- The rate for Item 3.2 will include all costs required for the development of individual Leadership Development Plans
- The lump sum tendered for Item 3.3 will include all costs required for the on-going support to the team as needed between sessions.
- The lump sum tendered for Item 3.4 will include full compensation for all disbursements, materials, workbooks, printing, travel (including toll fees) and subsistence and all other costs associated with the initial assessment.
- The lump sum tendered for Item 4.1 will include all costs required for producing an inception report based on the findings from Phase 1.
- The rate for Item 4.2 will include all costs required for producing interim reports and meeting with the designated SANRAL project manager/HR representative.
- The lump sum tendered for Item 4.3 will include all costs required for producing a Risk Management Plan.
- The lump sum tendered for Item 4.4 will include all costs required for producing a Post Coaching Support Plan.
- The lump sum tendered for Item 4.5 will include all costs required for producing a final comprehensive report and presentations to SANRAL leadership.
- Payment under the provisional sum for Item 4.6.1 will cover any additional costs and duties not covered in the payment items above. The use of this provisional sum will be subject to prior agreement and approval from SANRAL.
- The percentage tendered will include full compensation for all additional overhead costs related to item 4.6.1.

Notes to Pricing:

All Prices must be quoted in South African Rand, inclusive of VAT

Any disbursement not specifically priced for will not be considered/accepted by SANRAL.

To facilitate like-for-like comparison bidders must submit pricing strictly in accordance with this price schedule and not utilise a different format. Deviation from this pricing schedule could result in a bid being disqualified.

Payment Schedule

Item No.	Phase	Deliverable / Cost Item	Unit	Quantity	Rate (R)	Amount Excl. VAT (R)	Payment Trigger (linked to signed deliverable)	Required Signed Deliverable / Evidence
1	Phase 1	Needs Assessment, Programme Design, and Contracting						
1.1	Phase 1	Initial Sessions	Number	13		R 0,00	Payable on completion of all 13 sessions and signed attendance/meeting records	Signed attendance register / meeting minutes approved by client
1.2	Phase 1	Psychometric tests	Lump Sum	1		R 0,00	Payable on submission of assessment summary and signed confirmation of completion	Assessment completion confirmation signed by client representative
1.3	Phase 1	Coaching programme proposal	Lump Sum	1		R 0,00	Payable on approval of coaching proposal	Signed approval of final programme proposal
1.4	Phase 1	Coaching agreements/contracts	Number	12		R 0,00	Payable when all agreements are signed and submitted	12 signed coaching agreements/contracts
1.5	Phase 1	Disbursements	Lump Sum	1		R 0,00	Payable only for approved expenses actually incurred	Signed expense approval + supporting receipts
2	Phase 2	Executive Team Coaching						
2.1	Phase 2	Development of a team charter	Lump Sum	1		R 0,00	Payable on delivery and approval of team charter	Signed team charter / acceptance note
2.2	Phase 2	Team Coaching sessions	Number	8 sessions per person		R 0,00	Payable on completion of all 8 sessions per person and signed attendance/confirmation	Signed attendance records / session completion confirmation

Item No.	Phase	Deliverable / Cost Item	Unit	Quantity	Rate (R)	Amount Excl. VAT (R)	Payment Trigger (linked to signed deliverable)	Required Signed Deliverable / Evidence
2.3	Phase 2	Support	Lump Sum	1		R 0,00	Payable on completion of support activities and sign-off	Signed support log / completion confirmation
2.4	Phase 2	Disbursements	Lump Sum	1		R 0,00	Payable only for pre-approved expenses actually incurred	Signed expense approval + supporting receipts
3	Phase 3	Individual Executive Coaching						
3.1	Phase 3	One-on-One Coaching Sessions	Number	72		R 0,00	Payable progressively against completed sessions and signed session records, or on completion as agreed	Signed session logs / completion schedule approved by client
3.2	Phase 3	Development of individual development plans	Number	12		R 0,00	Payable on submission and approval of all development plans	12 signed/accepted individual development plans

3.3	Phase 3	Support	Lump Sum	1		R 0,00	Payable on completion of support activities and sign-off	Signed support log / completion confirmation
3.4	Phase 3	Disbursements	Lump Sum	1		R 0,00	Payable only for approved expenses actually incurred	Signed expense approval + supporting receipts
4	Phase 4	Monitoring, Evaluation, Reporting and Additional Costs						
4.1	Phase 4	Inception Report	Lump Sum	1		R 0,00	Payable on submission and signed approval of inception report	Signed acceptance of inception report
4.2	Phase 4	Interim Reports	Number	4		R 0,00	Payable progressively per approved report or on completion, as agreed	Signed acceptance of each interim report
4.3	Phase 4	Risk Management Plan	Lump Sum	1		R 0,00	Payable on delivery and approval	Signed acceptance of risk management plan
4.4	Phase 4	Post Coaching Support Plan	Lump Sum	1		R 0,00	Payable on delivery and approval	Signed acceptance of post coaching support plan
4.5	Phase 4	Final Report and Presentation	Lump Sum	1		R 0,00	Payable on final submission, presentation, and sign-off	Signed final acceptance certificate / meeting minutes
4.6.1	Phase 4	Additional Costs	Provisional Sum	1	R 300 000,00	R 300 000,00	Payable only if pre-approved in writing and actually incurred	Signed pre-approval + supporting invoices/receipts
4.6.2	Phase 4	Handling costs (markup i.r.t 4.6.1)	Percentage	1		R 0,00	Payable only if agreed in writing and linked to approved additional costs	Signed approval of agreed markup percentage

SECTION 6

RETURNABLE DOCUMENTS

List of Returnable Documents

The Bidder must complete the following returnable documents:

The Bidder must complete the following returnable documents:	Completed (tick)
Form A1: SBD 1	
Form A2: Certificate of Authority for Signatory	
Form A3: Certificate of Authority for Joint Ventures (where applicable)	
Form A4: Declaration of Bidder's current status of any debt outstanding with SANRAL	
Form A5: Domestic Prominent Influential Persons (DPIP) OR Foreign Prominent Public Officials (FPPO)	
Form A6: Certificate of Fronting practices	
Form A7: Registration on National Treasury Central Supplier Database	
Form A8: Declaration of Bidder's Litigation History	
Form A9: Certificates of Tax Compliance	
Form A10: Schedule of Deviations or Qualifications by Bidder	
Form A11: SBD 4: Bidder's Disclosure	
Form A12: SBD 6.1: Bidder's BBBEE Verification certificate (Incorporated in SBD 6.1)	
Form A13: Protection of Personal Information (POPIA)	
Form A14: Certificate of Permission to Conduct Due Diligence Investigation	
Form A15: Declaration of Bidder's Past Supply Chain Management Practices	
Form A116: Registration with CIDB	
Form A17: Certificate of Single Tender Submission	
Form A18: Preference Points Claim Form in terms of the Preferential Procurement Regulations 2022 (SBD 6.1)	
Form B1: Tenderers Experience (and required attachments)	
Form B2.1: Key Resources Experience – Executive Coaching (and required attachments)	
Form B2.2: Key Resources Experience – Engineering Executive Coaching (and required attachments)	
Form B2.3: Key Resources Experience – IT Executive Coaching (and required attachments)	
Form B2.4: Key Resources Experience – Human Resources Executive Coaching (and required attachments)	
Form B2.5: Key Resources Experience – Finance Executive Coaching (and required attachments)	

The Bidder must complete the following returnable documents:	Completed (tick)
Form B2.6: Key Resources Experience – Procurement and Supply Chain Management Executive Coaching (and required attachments)	
Form B2.7: Key Resources Experience – Legal Executive Coaching (and required attachments)	
Form B3.: Tenderers Methodology	

CONTINUED VALIDITY OF RETURNABLE DOCUMENTS

The successful Respondent will be required to ensure the validity of all returnable documents, including but not limited to its valid proof of B-BBEE status emanating from this RFP.

FORM A2: CERTIFICATE OF AUTHORITY FOR SIGNATORY

Notes to Bidder:

1. The signatory for the Bidder shall confirm his/her authority thereto by attaching on the tendering company's letterhead a duly signed and dated copy of the relevant resolution of the board of directors/partners. Submit a copy of the resolution on printed and bound hard copy and flash drive.
2. In the event that the Bidder is a joint venture, a certificate is required from each member of the joint venture clearly setting out:
 - authority for signatory,
 - undertaking to formally enter into a joint venture contract should an award be made to the joint venture,
3. The resolution below is given as an example of an acceptable format for authorisation, but submission of this page with the example completed shall not be accepted as authorisation of the Bidder's signatory.
4. In the event that authorisation is for more than one project, then all projects shall be listed in the copy of the resolution of the Board of Directors/Partners.

By resolution of the board of directors/partners passed at a meeting held on

Mr/Ms.....whose signature appears below, has been duly authorised to sign all documents in connection with the tender for contract no. **NRA2025/0095 REQUEST FOR PROPOSAL (RFP): FOR THE APPOINTMENT OF A SERVICE PROVIDER TO IMPLEMENT EXECUTIVE TEAM COACHING AND INDIVIDUAL EXECUTIVE COACHING SERVICES FOR A PERIOD OF NOT LONGER THAN 18 MONTHS**

and any contract which may arise therefrom on behalf of (*enter name of Bidder in block capitals*)

SIGNED ON BEHALF OF THE COMPANY:

IN HIS/HER CAPACITY AS:

DATE:

SIGNATURE OF SIGNATORY:

WITNESSES.....

SIGNATURE

SIGNATURE

.....
NAME (print)

.....
NAME (print)

FORM A3: JOINT VENTURE AGREEMENT

Bidder Name	Contact Detail (Name, Cell phone, Email)	Share % in the JV
Total		100

Signed:.....Date:.....

Name:.....Position.....

Bidder:.....

FORM A4: DECLARATION OF BIDDER'S CURRENT STATUS OF ANY DEBT OUTSTANDING TO SANRAL

Notes to Bidder:

1. The signatory for the Bidder (as per Form A2.1) shall complete and sign this form declaring the current status of (any) debt outstanding to SANRAL.
2. In the event that the Bidder is a Joint Venture, a declaration is required from each member of the Joint Venture.

I, the undersigned, declare that:

- (i) the Bidder or any of its Directors/Members do not have any debt outstanding to SANRAL, other than what is listed below:

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

- (ii) the Bidder and/or any of its Directors/Members freely, voluntarily and without undue duress unconditionally authorises SANRAL to set off any debts agreed to which is due and payable by the Bidder or any of its Directors/Members in terms of this declaration against any moneys due to the Bidder or any of its Directors/Members.

- (iii) to the best of my knowledge the above information is true and accurate.

Signed and sworn before me at on the day of

..... 20.....

.....
SIGNATURE

The deponent having:

1. Acknowledged that he/she knows and understands the contents hereof;
2. Confirmed that he/she has not objection to the taking of the prescribed oath;
3. That he/she considered the prescribed oath as binding upon his/her conscience; and
4. The Regulations contained in the Government Gazette Notice R1258 of July 1972 and R 1648 of August 1977 having been complied with.

.....
COMMISSIONER OF OATHS

FORM A5: DOMESTIC PROMINENT INFLUENTIAL PERSONS (DPIP) OR FOREIGN PROMINENT PUBLIC OFFICIALS (FPPO)

Notes to Bidder:

1. In line with a policy on the management of Prominent Influential Persons (PIP's), the purpose of this declaration form is to ensure maintenance and monitoring of the business relationships with prominent, influential stakeholders who have domestic and/or foreign influence as far as the procurement under the management of the Employer is concerned. This is done to mitigate the Employer's perceived association, reputational, operational or legal risk, as it strives to foster and maintain fair and transparent business relations. (This policy is available on the Employer's website: www.nra.co.za)
2. It is compulsory that all prospective and existing Bidders conducting business with the Employer, who potentially meet the definition of DPIP's, FPPO's or FIN's, complete this form by supplying credible information as required and submit together with their tender document.
3. Bidders are required at the tender stage to declare any DPIP's, FPPO's or FIN's involved in their tenders, as part of their submission.
4. Further, that Bidders shall at the tender stage furnish the Employer of all information relating to namely, shareholders names, identity numbers and share certificates of the individual and/or transaction concerned using the form below, for verification purposes, including where applicable, confirmation as it relates to:
 - i. Knowledge of any offence within the meaning of Chapter 2, Section 12 and 13 of Prevention and Combating of Corrupt Practices Act No 4 of 2006; and/or
 - ii. Knowledge of any offence within the meaning of Chapter 3 of Prevention of Organised Crime Act No 121 of 1998 as it relates to any of the shareholders, directors, owners and/or individual link to the Bidder.
5. Bidders undertake that should it be discovered that the information provided in the table below is fraudulently or negligently misrepresented, then Chapter 9, Section 214 and 216 of Companies Act No 17 of 2008 shall apply to shareholders, directors, owners and/or individual link to the Bidder.
6. Should the Bidder fail to declare or supply the Employer with credible information in the prescribed form, the tender may be rendered invalid.
7. Should the Employer, in the process of conducting verification and investigation of information supplied by the Bidder find out that the information poses a reputational risk, the tender shall be rendered invalid.
8. The following definitions shall apply:
 - i. "Board" means the Board of Directors or the Accounting Authority of the Employer.
 - ii. "Business relationship" means the connection formed between the Employer and external stakeholders for commercial purposes.
 - iii. "DD" means Due Diligence.
 - iv. "Domestic Prominent Influential Person" means an individual who holds an influential position, including in an acting position for a period exceeding 6 (six) months, or has held at any time in the preceding 12 (twelve) months, in the Republic, as defined in the Financial Intelligence Centre Amendment Act No 1 of 2017.
 - v. "DPIP" means a Domestic Prominent Influential Person.
 - vi. "Family members and known close associates" means immediate family members and known close associates of a person in a foreign or domestic prominent position, as the case may be, as defined in the Financial Intelligence Centre Amendment Act No 1 of 2017.
 - vii. "Foreign Influential National" means an individual who is not a South African citizen or does not have a permanent residence permit issued in terms of the Immigration Act No 13 of 2002, who possesses personal power that induces another person to give consideration or to act on any basis other than the merits of the matter.
 - viii. "Foreign Prominent Public Official" means (as defined in the Financial Intelligence Centre Amendment Act No 1 of 2017) an individual who holds or has held at any time in the preceding 12 (twelve) months, in any foreign country a prominent public function.
 - ix. "FPPO" means a Foreign Prominent Public Official.
 - x. "Improper influence" means personal power that induces another person to give consideration or to act on any basis other than the merits of the matter.

- xi. "The Employer" means the South African National Roads Agency SOC Limited (SANRAL) with registration number 1998/009584/30.
- xii. "Senior Management" means the Executive Committee or its individual members.
9. A separate declaration is required from each DPIP, FPPO and FIN. In the event that the Bidder is a Joint Venture (JV), a separate declaration from each DPIP, FPPO and Fin from each of the Joint Venture (JV) members, is required.

Prominent Influential Persons (PIP's) Reporting Form

IDENTIFICATION PARTICULARS				
Primary Particulars	First Name	Surname	Middle Name	ID/Passport Number
Country Details	Country of Origin		Citizenship	Current Country of Residence
CURRENT STATUS AND BACKGROUND				
Current Occupation	Occupational Title		Status	
			Active	Non-active
Is the potential/business partner (mark with an "X" whichever is applicable):				
a DPIP	a FPPO	a FIN	Family member or Close Associate of a DPIP/FPPO/FIN?	
KNOWN BUSINESS INTERESTS				
No	Name of Entity	Role in Entity	Status	
1			Active	Non-active
2				
3				
4				
5				

MEDIA REPORTS / OTHER SOURCES OF INFORMATION
(Please reference all known negative or damaging media reports associated with the DPIP/FPPO/FIN)

Reporting Person/s:

Full names:		
Designation:		
Department:		
Head of Department:		
Head of Department's signature:	Date:	
Reporting Person's signature:	Date:	

DECLARATION / UNDERTAKING BY THE BIDDER

I, the undersigned,
declare that:

- i. the information furnished on this declaration form is true and correct.
- ii. I accept that, any action may be taken against me should this declaration prove to be false.

Signed:.....Date:.....

Name:.....Position.....

Bidder:.....

FORM A6: CERTIFICATE OF FRONTING PRACTICES

Fronting Practices

Window-dressing: This includes cases in which black people are appointed or introduced to an enterprise on the basis of tokenism and may be:

- Discouraged or inhibited from substantially participating in the core activities of an enterprise; and
- Discouraged or inhibited from substantially participating in the stated areas and/or levels of their participation;

Benefit Diversion: This includes initiatives implemented where the economic benefits received as a result of the B-BBEE Status of an enterprise do not flow to black people in the ratio as specified in the relevant legal documentation.

Opportunistic Intermediaries: This includes enterprises that have concluded agreements with other enterprises with a view to leveraging the opportunistic intermediary's favourable B-BBEE status in circumstances where the agreement involves:

- Significant limitations or restrictions upon the identity of the opportunistic intermediary's suppliers, Service Providers, clients or customers;
- The maintenance of their business operations in a context reasonably considered improbable having regard to resources; and
- Terms and conditions that are not negotiated at arms-length on a fair and reasonable basis.

Responsibility to Report Fronting

In order to effectively deal with the scourge of Fronting, verification agencies, and/or procurement officers and relevant decision makers are encouraged to obtain a signed declaration from the clients or entities that they verify or provide business opportunities to, which states that the client or entity understands and accepts that the verification agency, procurement officer or relevant decision maker may report Fronting practices to **the dtic**. Intentional misrepresentation by measured entities may constitute fraudulent practices, public officials and verification agencies are to report such cases to **the dtic**.

Fronting Indicators

• The black people identified by an enterprise as its shareholders, executives or management are unaware or uncertain of their role within an enterprise;
• The black people identified by an enterprise as its shareholders, executives or management have roles of responsibility that differ significantly from those of their non-black peers;
• The black people who serve in executive or management positions in an enterprise are paid significantly lower than the market norm, unless all executives or management of an enterprise are paid at a similar level;
• There is no significant indication of active participation by black people identified as top management at strategic decision making level;
• An enterprise only conducts peripheral functions and does not perform the core functions reasonably expected of other, similar, enterprises;
• An enterprise relies on a third-party to conduct most core functions normally conducted by enterprises similar to it;

•	An enterprise cannot operate independently without a third-party, because of contractual obligations or the lack of technical or operational competence;
•	The enterprise displays evidence of circumvention or attempted circumvention;
•	An enterprise buys goods or services at a significantly different rate than the market from a related person or shareholder;
•	An enterprise obtains loans, not linked to the good faith share purchases or enterprise development initiatives, from a related person at an excessive rate; and
•	An enterprise shares all premises and infrastructure with a related person, or with a shareholder with no B-BBEE status or a third-party operating in the same industry where the cost of such premises and infrastructure is disproportionate to market-related costs.

DECLARATION

I, the undersigned,
in submitting the accompanying tender on behalf of the Bidder do hereby make the following statements that I certify to be true and complete in every respect:

1. I have read and understand the contents of this certificate.
2. I accept that the Employer may report fronting practices to the Department of Trade, Industry and Competition and the B-BBEE Commissioner.
3. I accept that intentional misrepresentation by measured entities may constitute fraudulent practices that shall be reported to the Department of Trade and Industry and the B-BBEE Commissioner.

Signed:.....Date:.....

Name:.....Position.....

Bidder:.....

FORM A7: REGISTRATION ON NATIONAL TREASURY CENTRAL SUPPLIER DATABASE

The Bidder shall provide a copy supplier registration from the National Treasury Central Supplier Database (www.treasury.gov.za). Bidders who are not registered on the Central Supplier Database at tender closure will be declared non-responsive. In the case of a Joint Venture a printed copy supplier registration from must be provided for each member of the Joint Venture.

Name of Service Provider:

Central Supplier Database Supplier Number:

Supplier Commodity:

Delivery Location:

Signed:.....Date:.....

Name:.....Position.....

Bidder:.....

FORM A8: DECLARATION OF BIDDER'S LITIGATION HISTORY

Notes to Bidder:

The Bidder shall list below details of any litigation with which the Bidder (including its directors, shareholders or other senior members in previous companies) has been involved with any organ of state or state department within the last ten years. The details must include the year, the litigating parties, the subject matter of the dispute, the value of any award or estimated award if the litigation is current and in whose favour the award, if any, was made.

CLIENT	OTHER LITIGATING PARTY	DISPUTE	AWARD VALUE	DATE RESOLVED

Signed:.....Date:.....

Name:.....Position.....

Bidder:.....

FORM A9: CERTIFICATES OF TAX COMPLIANCE

The Bidder shall complete the declaration below.

I, (name)
the undersigned in my capacity as (position)
on behalf of (name of company)
herewith grant consent that SARS may disclose to the South African National Roads Agency SOC
Limited (SANRAL) our tax compliance status.

For this purpose our unique security personal identification number (PIN) is

In the event of a joint venture each member shall comply with the above requirements.

Signed:.....Date:.....

Name:.....Position.....

Bidder:.....

FORM A10: SCHEDULE OF DEVIATIONS OR QUALIFICATIONS BY BIDDER

PAGE	DESCRIPTION

Signed:.....Date:.....
Name:.....Position.....
Bidder:.....

FORM A11: BIDDER'S DISCLOSURE (SBD.4)

Notes to Bidder:

i. Definitions:

a. "State" means:

- any National or Provincial Department, National or Provincial Public Entity or Constitutional Institution within the meaning of the Public Finance Management Act, 1999 (Act No 1 of 1999);
- any Municipality of Municipal Entity;
- Provincial Legislature;
- National Assembly or the National Council of Provinces; or
- Parliament.

b. "Shareholder" means a person who owns shares in the company and is actively involved in the management of the enterprise or business and exercises control over the enterprise.

ii. In the case of a joint venture (JV), a separate declaration form is to be completed and submitted by each JV member.

iii. If the Form is omitted or blank; or if the Bidder found to have failed to declare conflict or declare false information, The tender will be declared non-responsive and should it be discovered after the award of a contract, contract maybe terminated, and Bidder will be ultimately restricted from doing business with the State.

1. PURPOSE OF THE FORM

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

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

2. Bidder's declaration

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

YES/NO

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

Full Name	Identity Number	Name of State institution

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

.....YES/NO

- 2.2.1 If so, furnish particulars:

.....
.....

- 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

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 consortium will not be construed as collusive bidding.
- 3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.
- 3.4 The terms of the accompanying bid have not been, and will not be, disclosed by the Bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
- 3.5 There have been no consultations, communications, agreements or arrangements made by the Bidder with any official of the procuring institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the Bidder was not involved in the drafting of the specifications or terms of reference for this bid.
- 3.6 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative 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

1 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.

FORM A12: TENDERER'S B-BBEE VERIFICATION CERTIFICATE (INCORPORATING SBD 6.1)

Notes to Bidder:

1. A tenderers' scorecard shall be a B-BBEE Verification Certificate issued in accordance with:
 - The Amended Generic Codes of Good Practice issued in terms of government gazette No. 42496, issued on 31 May 2019.
 - i) The scorecard shall be submitted as a certificate attached to Returnable Schedule Form A14; and
 - ii) The certificate shall:
 - Be valid at the closing date;
 - Have been issued by a verification agency accredited by the South African National Accreditation System (SANAS);
 - Be in the form of a sworn affidavit (accompanied by an audited financial statement or Management Account on the latest financial year) or a certificate issued by the Companies and Intellectual Property Commission in the case of an Exempted Micro Enterprise (EME); and
 - Have a date of issue less than 12 (twelve) months prior to the tender closing date (see Tender Data 4.15); and
 - iii) A valid BBBEE Certificates shall contain:
 - Name of enterprise as per enterprise registration documents issued by CIPC, and enterprise business address.
 - Value-Added Tax number, where applicable.
 - The B-BBEE Scorecard against which the certificate is issued, indicating all elements and scores achieved for each element. The actual score achieved must be linked to the total points as per the relevant Codes.
 - B-BBEE status with corresponding procurement recognition level.
 - The relevant Codes used to issue the B-BBEE verification certificate.
 - Have a date of issue and expiry (e.g. 9 June 2018 to 8 June 2019). Where a measured entity was subjected to a re-verification process, due to material change, the B-BBEE Verification Certificate must reflect the initial date of issue, date of re-issue and the initial date of expiry. Re-verification does not extend the lifespan of the B-BBEE Verification Certificate.
 - Financial period which was used to issue the B-BBEE Verification Certificate
 - iv) A valid Sworn Affidavit must contain the following:
 - Name/s of deponent as they appear in the identity document and the identity number.
 - 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.
 - Name of enterprise as per enterprise registration documents issued by the CIPC, where applicable, and enterprise business address.
 - Percentage black ownership, black female ownership and whether they fall within a designated group.
 - Indicate total revenue for the year under review and whether it is based on audited financial statements or management accounts.
 - Financial year-end (must be in the format dd/mm/yyyy) as per the enterprise's registration documents, which was used to determine the total revenue.
 - B-BBEE status level. An enterprise can only have one status level.
 - Date deponent signed and date of Commissioner of Oath must be the same.
 - 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.
 - v) In an event of an un-incorporated Joint Venture (JV), a valid project specific (must contain SANRAL project name and number) consolidated B-BBEE Verification Certificate in the name of the JV shall be submitted.

A notated affidavit is given below. this indicates critical information that is required., as well as formats and conventions that must be adhered to.

Please use appropriate affidavit linked to your Sector code; where applicable.

SWORN AFFIDAVIT – B-BBEE EXEMPTED MICRO ENTERPRISE - GENERAL

I, the undersigned,

Full name & Surname	
Identity number	

Hereby declare under oath as follows:

1. The contents of this statement are to the best of my knowledge a true reflection of the facts.
2. I am a Member / Director / Owner (**Select one**) of the following enterprise and am duly authorised to act on its behalf:

Select one of the designations

Enterprise Name:	
Trading Name (If Applicable):	
Registration Number:	
Vat Number (If applicable)	
Enterprise Physical Address:	
Type of Entity (CC, (Pty) Ltd, Sole Prop etc.):	
Nature of Business:	
Definition of "Black People"	As per the Broad-Based Black Economic Empowerment Act 53 of 2003 as Amended by Act No 46 of 2013 "Black People" is a generic term which means Africans, Coloureds and Indians – (a) who are citizens of the Republic of South Africa by birth or descent; or (b) who became citizens of the Republic of South Africa by naturalisation- i. before 27 April 1994; or ii. on or after 27 April 1994 and who would have been entitled to acquire citizenship by naturalization prior to that date;"
Definition of "Black Designated Groups"	"Black Designated Groups means: (a) unemployed black people not attending and not required by law to attend an educational institution and not awaiting admission to an educational institution; (b) Black people who are youth as defined in the National Youth Commission Act of 1996; (c) Black people who are persons with disabilities as defined in the Code of Good Practice on employment of people with disabilities issued under the Employment Equity Act; (d) Black people living in rural and under developed areas; (e) Black military veterans who qualifies to be called a military veteran in terms of the Military Veterans Act 18 of 2011;"

3. I hereby declare under Oath that:

- The Enterprise is % Black Owned using the flow-through principle as per Amended Code Series 100 of the Amended Codes of Good Practice issued under section 9 (1) of B-BBEE Act No 53 of 2003 as Amended by Act No 46 of 2013,
- The Enterprise is % Black Female Owned as per Amended Code Series 100 of the Amended Codes of Good Practice issued under section 9 (1) of B-BBEE Act No 53 of 2003 as Amended by Act No 46 of 2013,
- The Enterprise is % Black Designated Group Owned as per Amended Code Series 100 of the Amended Codes of Good Practice issued under section 9 (1) of B-BBEE Act No 53 of 2003 as Amended by Act No 46 of 2013,
- Black Designated Group Owned % Breakdown as per the definition stated above:

- Black Youth % = _____ %
- Black Disabled % = _____ %
- Black Unemployed % = _____ %
- Black People living in Rural areas % = _____ %
- Black Military Veterans % = _____ %

- Based on the Audited Financial Statements/Financial Statements and other information available on the latest financial year-end of (DD/MM/YYYY), the annual Total Revenue was R10,000,000.00 (Ten Million Rands) or less
- Please Confirm on the below table the B-BBEE Level Contributor, by ticking the applicable box.

100% Black Owned	Level One (135% B-BBEE procurement recognition level)	
At least 51% Black Owned	Level Two (125% B-BBEE procurement recognition level)	
Less than 51% Black Owned	Level Four (100% B-BBEE procurement recognition level)	

4. I know and understand the contents of this affidavit and I have no objection to take the prescribed oath and consider the oath binding on my conscience and on the Owners of the Enterprise which I represent in this matter.
5. The sworn affidavit will be valid for a period of 12 months from the date signed by commissioner.

Deponent Signature: _____

Date : _____

Commissioner of Oaths
Signature & stamp
Date:

Indicate
%

Take note
of date
format.
Any other
format
will
render
your
tender as
non-
responsive!

These dates
must be the
same.
Different
dates will
render your
tender as
non-
responsive!

FORM A13: PROTECTION OF PERSONAL INFORMATION

1. The following terms shall bear the same meaning as contemplated in Section 1 of the Protection of Person information act, No.4 of 2013 ("POPIA"):
consent; data subject; electronic communication; information officer; operator; person; personal information; processing; record; Regulator; responsible party; special information; as well as any terms derived from these terms.
2. SANRAL will process all information by the Respondent in terms of the requirements contemplated in Section 4(1) of the POPIA:
Accountability; Processing limitation; Purpose specification; Further processing limitation; Information quality; Openness; Security safeguards and Data subject participation.
3. The Parties acknowledge and agree that, in relation to personal information that will be processed pursuant to this RFP, the Responsible party is "SANRAL" and the Data subject is the "Respondent". SANRAL will process personal information only with the knowledge and authorisation of the Respondent and will treat personal information which comes to its knowledge as confidential and will not disclose it, unless so required by law or subject to the exceptions contained in the POPIA.
4. SANRAL reserves all the rights afforded to it by the POPIA in the processing of any of its information as contained in this RFP and the Respondent is required to comply with all prescripts as detailed in the POPIA relating to all information concerning SANRAL.
5. In responding to this bid, SANRAL acknowledges that it will obtain and have access to personal information of the Respondent. SANRAL agrees that it shall only process the information disclosed by Respondent in their response to this bid for the purpose of evaluating and subsequent award of business and in accordance with any applicable law.
6. SANRAL further agrees that in submitting any information or documentation requested in this RFP, the Respondent is consenting to the further processing of their personal information for the purpose of, but not limited to, risk assessment, assurances, contract award, contract management, auditing, legal opinions/litigations, investigations (if applicable), document storage for the legislatively required period, destruction, de-identification and publishing of personal information by SANRAL and/or its authorised appointed third parties.
7. Furthermore, SANRAL will not otherwise modify, amend or alter any personal data submitted by the Respondent or disclose or permit the disclosure of any personal data to any third party without the prior written consent from the Respondent. Similarly, SANRAL requires the Respondent to process any personal information disclosed by SANRAL in the bidding process in the same manner.
8. SANRAL shall, at all times, ensure compliance with any applicable laws put in place and maintain sufficient measures, policies and systems to manage and secure against all forms of risks to any information that may be shared or accessed pursuant to this RFP (physically, through a computer or any other form of electronic communication).
9. SANRAL shall notify the Respondent in writing of any unauthorised access to information, cybercrimes or suspected cybercrimes, in its knowledge and report such crimes or suspected crimes to the relevant authorities in accordance with applicable laws, after becoming aware of such crimes or suspected crime. The Respondent must take all necessary remedial steps to mitigate the extent of the loss or compromise of personal information and to restore the integrity of the affected personal information as quickly as is possible.
10. The Respondent may, in writing, request SANRAL to confirm and/or make available any personal information in its possession in relation to the Respondent and if such personal information has been accessed by third parties and the identity thereof in terms of the POPIA. The Respondent may further request that SANRAL correct (excluding critical/mandatory or evaluation information), delete, destroy, withdraw consent or object to the processing of any personal information relating to the Respondent in SANRAL's possession in terms of the provision of the POPIA and utilizing Form 2 of the POPIA Regulations.
11. In submitting any information or documentation requested in this RFP, the Respondent is hereby consenting to the processing of their personal information for the purpose of this RFP and further confirming that they are aware of their rights in terms of Section 5 of POPIA

Respondents are required to provide consent below:

YES		NO	
-----	--	----	--

12. Further, the Respondent declares that they have obtained all consents pertaining to other data subject's personal information included in its submission and thereby indemnifying SANRAL against any civil or criminal action, administrative fines or other penalty or loss that may arise as a result of the processing of any personal information that the Respondent submitted.
13. The Respondent declares that the personal information submitted for the purpose of this RFP is complete, accurate, not misleading, is up to date and may be updated where applicable.

Signature of Respondent's authorised representative: _____

Should a Respondent have any complaints or objections to processing of its personal information, by SANRAL, the Respondent can submit a complaint to the Information Regulator on <https://www.justice.gov.za/infoereg/>, click on contact us, click on complaints.IR@justice.gov.za

Signed:.....Date:.....

Name:.....Position.....

Bidder:.....

FORM A14: CERTIFICATE OF PERMISSION TO CONDUCT DUE DILIGENCE INVESTIGATION

Notes to tenderer

1. The tenderer shall complete the declaration below.
2. In the event of a Joint Venture (JV), each member of the JV shall comply with the above requirements.

I, _____ (name), the undersigned in my capacity as _____ (position), on behalf of _____ (name of company), herewith grant consent that SANRAL or any of their appointed Service Providers may conduct a due diligence investigation on _____ (name of company) to evaluate our ability to perform the contract as stipulated in the Standard Conditions of Tender, Clause C.3.13(b).

In addition, any information in this regard requested by SANRAL or any of their appointed Service Providers, shall be submitted within the timelines of the request.

Signed:.....Date:.....

Name:.....Position.....

Bidder:.....

FORM A15: DECLARATION OF BIDDER'S PAST SUPPLY CHAIN MANAGEMENT PRACTICES

Notes to Bidder:

1. **This declaration:**
 - a. **must form part of all tenders submitted.**
 - b. **in the case of a joint venture (JV), must be completed and submitted by each member of the JV**
2. **This form serves as a declaration to be used by institutions in ensuring that when goods and services are being procured, all reasonable steps are taken to combat the abuse and/or misused the State's procurement of the supply chain management system.**
3. **The tender of any Bidder may be disregarded if that Bidder or any of its directors have –**
 - a. **abused and/or misused the State's procurement and/or supply chain management system;**
 - b. **committed fraud, corruption, or any other improper conduct in relation to such State system; and/or**
 - c. **has been charged with fraud, corruption or any other improper conduct whether of a criminal or civil nature during the course and scope of rendering services to the state or any other party and/or entity; or**
 - e. **failed to perform on any previous contract [with the State].**
4. **In order to give effect to the above, the following questionnaire must be completed and submitted with this tender.**

4.1	Is the Bidder or any of its directors listed on the National Treasury's Database of Restricted Suppliers as companies or persons prohibited from doing business with the public sector? Companies or persons who are listed on this Database were informed in writing of this restriction by the Accounting Officer/ Authority of the institution that imposed the restriction after the <i>audi alteram partem</i> rule was applied. The Database of Restricted Suppliers now resides on the National Treasury website (www.treasury.gov.za) and can be accessed by clicking on its link at the bottom of the home page.	Yes ..	No ..
4.1.1	If Yes, furnish particulars:		
4.2	Is the Bidder or any of its directors listed on the Register for Tender Defaulters in terms of Section 29 of the Prevention and Combatting of Corrupt Activities Act (No. 12 of 2004)? The Register for Tender Defaulters can be accessed on the National Treasury website ((www.treasury.gov.za) by clicking on its link at the bottom of the home page.	Yes ..	No ..
4.2.1	If Yes, furnish particulars:		
4.3	Was the Bidder or any of its directors convicted by a court of law (including a court outside the Republic of South Africa) for fraud or corruption during the past five years?	Yes ..	No ..
4.3.1	If Yes, furnish particulars:		
4.4	Was any contract between the Bidder and any organ of State terminated during the past five years on account of failure to perform on or comply with the contract?	Yes ..	No ..
4.4.1	If Yes, furnish particulars:		

CERTIFICATION

I, the undersigned,
certify that the information furnished on this declaration form is true and correct.

I accept that, in addition to cancellation of a contract, action may be taken against me should this
declaration prove to be false.

Signature:

Name:

Position:

Date:

Name of Bidder:

FORM A16: REGISTRATION WITH CIDB

The tenderer shall provide a pdf copy of the Active Contractor's Listing off the CIDB website www.cidb.org.za. Tenderers whose CIDB registration expires within 21 days after close of tender shall attach proof of their application for re-registration (refer to tender data clause C.2.1.1). In the case of a Joint Venture, a pdf copy of the Active Contractor's Listing must be provided for each member of the Joint Venture.

Complete the following details of his registration with the Construction Industry Development Board.

Name of Contractor:

Contractor Grading Designation:

CIDB Contractor Registration Number:

Registration expiry date:

In the case of a Joint Venture, Lead Bidder must hold not less than 51% share in the JV.

	CIDB Grading	JV Shareholding %
Lead Bidder:		

FORM A17: CERTIFICATE OF SINGLE TENDER SUBMISSION

Notes to tenderer:

1. This certificate serves as a declaration by the tenderer that a single tender was submitted.
2. In the case of a Joint Venture (JV), a separate certificate is to be completed and submitted by each JV member.

DECLARATION

I, the undersigned, in submitting the accompanying tender on behalf of the tenderer do hereby make the following statements that I certify to be true and complete in every respect:

1. I have read and understand the notes to, and the contents of, this certificate.
2. I understand that the accompanying tender and any other tender shall be disqualified in the event that I, including a Joint Venture partner participate in more than 1 (one) tender.

Signed:.....Date:.....

Name:.....Position.....

Bidder:.....

FORM A12. PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2022 (SBD 6.1)

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, BIDDERS 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); and

1.2 To be completed by the organ of state

- 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. B-BBEE Status Level of Contribution.

1.4 To be completed by the organ of state:

The maximum points for this tender are allocated as follows:

	POINTS
PRICE (COMMERCIAL OFFER)	
SPECIFIC GOALS	
Total points for Price (Commercial Offer) and Specific Goals	100

1.5 Failure on the part of a Bidder 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 Bidder, 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:

80/20	or	90/10
$P_s = 80 \left(1 - \frac{P_t - P_{min}}{P_{min}} \right)$	or	$P_s = 90 \left(1 - \frac{P_t - P_{min}}{P_{min}} \right)$

Where

- P_s = Points scored for price of tender under consideration
 P_t = Price of tender under consideration
 P_{min} = Price of lowest acceptable tender

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 Bidder 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.

<i>The specific goals allocated points in terms of this tender</i>	<i>Criteria</i>	<i>Number of points allocated (90/10 system)</i>	<i>Number of points claimed (80/20 system) (To be completed by the Bidder)</i>
<i>B-BBEE level scorecard of the tendering entity.</i>	<i>B-BBEE Level 1</i>	10.00	20.00
	<i>B-BBEE Level 2</i>	9.00	18.00
	<i>B-BBEE Level 3</i>	6.00	14.00
	<i>B-BBEE Level 4</i>	5.00	12.00
	<i>B-BBEE Level 5</i>	4.00	8.00
	<i>B-BBEE Level 6</i>	3.00	6.00
	<i>B-BBEE Level 7</i>	2.00	4.00
	<i>B-BBEE Level 8</i>	1.00	2.00
	<i>Non-compliant contributor</i>	0.00	0.00

Notes to Bidders: The Bidder must indicate how they claim points for each preference point system.

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 Bidder 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:	
	
	

FORM B1: TENDERERS EXPERIENCE (AND REQUIRED ATTACHMENTS)

Notes to Bidder:

- A. Failure to submit a completed form B1 will result in 0 (zero) points for past performance on the project except in the case that it is an eligibility requirement then it will lead to disqualification.
- B. Bidder must have years of experience in issuing debt instruments in domestic and/or international capital markets

Previous client	Description of previous work/services rendered	Year work/services rendered	Contact details Name, surname and contact number

Signed:.....Date:.....

Name:.....Position.....

Bidder:.....

FORM B2.1: TENDERER'S KEY RESOURCES – EXECUTIVE COACHING

Notes to tenderer:

- Tenderer must complete this form for key resources to be evaluated.
- Failure to submit this form will result in zero (0) points for tender's key resources for this discipline.
- Comprehensive CV must be separately attached.
- Proof of qualifications, memberships and certifications must be separately attached. These must be valid at the time of tender submission.

Name and surname OF KEY RESOURCE				
qualification details				
membership details				
certification details				
Brief description of work experience	client	period of work/services rendered		Position held
		start date	end date	

FORM B2.2: TENDERER'S KEY RESOURCES – ENGINEERING EXECUTIVE COACHING

Notes to tenderer:

- Tenderer must complete this form for key resources to be evaluated.
- Failure to submit this form will result in zero (0) points for tender's key resources for this discipline.
- Comprehensive CV must be separately attached.
- Proof of qualifications, memberships and certifications must be separately attached. These must be valid at the time of tender submission.

Name and surname OF KEY RESOURCE				
qualification details				
membership details				
certification details				
Brief description of work experience	client	period of work/services rendered		Position held
		start date	end date	

FORM B2.3: TENDERER'S KEY RESOURCES – IT EXECUTIVE COACHING

Notes to tenderer:

- Tenderer must complete this form for key resources to be evaluated.
- Failure to submit this form will result in zero (0) points for tender's key resources for this discipline.
- Comprehensive CV must be separately attached.
- Proof of qualifications, memberships and certifications must be separately attached. These must be valid at the time of tender submission.

Name and surname OF KEY RESOURCE				
qualification details				
membership details				
certification details				
Brief description of work experience	client	period of work/services rendered		Position held
		start date	end date	

FORM B2.4: TENDERER'S KEY RESOURCES – – HUMAN RESOURCES EXECUTIVE COACHING

Notes to tenderer:

- Tenderer must complete this form for key resources to be evaluated.
- Failure to submit this form will result in zero (0) points for tender's key resources for this discipline.
- Comprehensive CV must be separately attached.
- Proof of qualifications, memberships and certifications must be separately attached. These must be valid at the time of tender submission.

Name and surname OF KEY RESOURCE				
qualification details				
membership details				
certification details				
Brief description of work experience	client	period of work/services rendered		Position held
		start date	end date	

Signed:.....Date:.....

Name:.....Position.....

Bidder:.....

FORM B2.5: TENDERER'S KEY RESOURCES – FINANCE EXECUTIVE COACHING**Notes to tenderer:**

- Tenderer must complete this form for key resources to be evaluated.
- Failure to submit this form will result in zero (0) points for tender's key resources for this discipline.
- Comprehensive CV must be separately attached.
- Proof of qualifications, memberships and certifications must be separately attached. These must be valid at the time of tender submission.

Name and surname OF KEY RESOURCE				
qualification details				
membership details				
certification details				
Brief description of work experience	client	period of work/services rendered		Position held
		start date	end date	

Signed:.....Date:.....

Name:.....Position.....

Bidder:.....

FORM B2.6: TENDERER'S KEY RESOURCES – PROCUREMENT AND SUPPLY CHAIN MANAGEMENT EXECUTIVE COACHING

Notes to tenderer:

- Tenderer must complete this form for key resources to be evaluated.
- Failure to submit this form will result in zero (0) points for tender's key resources for this discipline.
- Comprehensive CV must be separately attached.
- Proof of qualifications, memberships and certifications must be separately attached. These must be valid at the time of tender submission.

Name and surname OF KEY RESOURCE				
qualification details				
membership details				
certification details				
Brief description of work experience	client	period of work/services rendered		Position held
		start date	end date	

Signed:.....Date:.....

Name:.....Position.....

Bidder:.....

FORM B2.7: TENDERER'S KEY RESOURCES – LEGAL EXECUTIVE COACHING (AND REQUIRED ATTACHMENTS)

Notes to tenderer:

- Tenderer must complete this form for key resources to be evaluated.
- Failure to submit this form will result in zero (0) points for tender's key resources for this discipline.
- Comprehensive CV must be separately attached.
- Proof of qualifications, memberships and certifications must be separately attached. These must be valid at the time of tender submission.

Name and surname OF KEY RESOURCE				
qualification details				
membership details				
certification details				
Brief description of work experience	client	period of work/services rendered		Position held
		start date	end date	

Signed:.....Date:.....

Name:.....Position.....

Bidder:.....

FORM B3: TENDERERS METHODOLOGY