

PROVISION OF B-BBEE ADVISORY SERVICE

RFQ	RFQ/INS/2024/25/117
RFQ ISSUE DATE	25 FEBRUARY 2025
BRIEFING SESSION	N/A
RFQ DESCRIPTION	APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT A CULTURE SURVEY, CHANGE MANAGEMENT FACILITATION AND TRAINING FOR THE INSETA FOR A PERIOD OF EIGHTEEN (18) MONTHS
CLOSING DATE & TIME	03 MARCH 2025 at 11h00
LOCATION FOR SUBMISSIONS	rfqs@inseta.org.za

Bidders must submit responses via e-mail at: rfqs@inseta.org.za

For any queries or questions, please use the above-mentioned email address.

The INSETA requests your quotation on the services listed above. Please furnish us with all the information as requested and return your quotation on the date and time stipulated above. **Late and incomplete submissions will invalidate the quote submitted.**

SUPPLIER NAME: _____

POSTAL ADDRESS: _____

TELEPHONE NO: _____

FAX NO: _____

E MAIL ADDRESS: _____

CONTACT PERSON: _____

CELL NO: _____

SIGNATURE OF BIDDER: _____

Board Members: Ms. V. Pearson (Organised Employer), Ms. L. van der Merwe (Organised Employer), Ms. Z. Motsa (Organised Employer), Mr. K.A.A. Sungay (Organised Employer), Mr. M. Soobramoney (Organised Labour), Mr. J.J.M. Mabena (Organised Labour), Ms. S.A. Anders (Organised Labour), Mr. C.B. Botha (Organised Labour), Ms. S.T. Dinyake (Organised Labour), Ms. N.B. Jonas (Organised Labour),

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1. BACKGROUND

- 1.1 The Insurance Sector Education and Training Authority (INSETA) is a public entity listed in schedule 3A of the PFMA and was established in March 2000. The INSETA must, in accordance with any prescribed requirements to perform in accordance with the Skills Development Act (SDA), the Skills Development Levies Act (SDLA), the Public Finance Management Act (PFMA), any other relevant legislation and the Constitution.
- 1.2 The primary purpose of the survey is to assess satisfaction of employees within the INSETA and further provide recommendations based on the feedback from employees and assess post implementation of the recommendations. The survey aims to measure and identify areas for improvement in employees' workplace experiences. The survey will provide insight into how employees feel about the organization's leadership, communication and work-life balance, amongst others.
- 1.3 The INSETA has 140 employees and seeks to appoint a competent, capable, and experienced service provider to conduct an organisational climate culture survey and change management facilitation in line with the Excellence Model for a period of eighteen (18) months and motivate employees within INSETA.

2. PURPOSE AND OBJECTIVES

- 2.1 The purpose of this Organizational Climate Survey is to assess the current climate within the INSETA, identifying strengths, challenges, and opportunities for growth. The survey will gather employees' perceptions and feedback on various factors such as work environment, leadership, communication, and organizational culture. Based on the findings, this project will also support and guide the implementation of change management strategies to improve the organizational climate and ensure sustainable transformation.
- 2.2 The objective of this RFQ is to request quotations from service providers to conduct an employee Organisational Climate Survey; change management facilitation and training for the INSETA for a period of 18 months.

3. SCOPE OF WORK

The successful service provider will be expected to render the following services:

- 3.1 To develop a survey instrument for approval by INSETA Management (design, development, and implementation of the Survey)
- 3.2 Conducting a Climate survey on the following Areas:

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- Work Environment: Physical and psychological conditions affecting job satisfaction and productivity.
- Leadership and Management: Employee perceptions of leadership style, decision-making, and support.
- Communication: Effectiveness and transparency of communication across various levels of the organization.
- Employee Development: Opportunities for growth, career progression, and skill-building.
- Work-life Balance: Employee experiences with balancing work demands and personal life.
- Organizational Culture: Shared values, behaviors, and organizational norms that impact employee engagement.
- Change Readiness: Employee preparedness and willingness to adapt to organizational change.

3.3 Change Management Areas:

- Developing a change strategy that addresses organizational climate survey findings, identifying key stakeholders for change, and providing necessary training or resources.
- Creating and implementing communication plans for the holistic change management process

3.4 Research Methodology

- Delivery of a customised employee research survey aligned with industry trends.
- The service provider must own or have access to proprietary research tool/s or methodology which is internationally accepted that provides clients with comprehensive insights on employee satisfaction and perception.
- The service provider must ensure that they have adequate resources to undertake the work under stringent timeframes.
- The study should provide a comprehensive view on the key employee current views, summarising the methodology and results of the study using qualitative methods.
- Develop a composite measure of employee satisfaction and use it to determine the overall rating of the current level of satisfaction.
- Satisfaction with the INSETA should be measured across, leadership, vision, remuneration and benefits, recruitment and selection and communication
- Determine the quality of service delivery as perceived by INSETA employees.
- Identify the sources of employee complaints/dissatisfaction in regard to service delivery.
- Conduct an internal employee satisfaction survey and incorporate in the analysis of the result gathered from the internally conducted 'employee' satisfaction survey
- Survey Design: A combination of quantitative and qualitative methods, including Likert-scale questions, multiple-choice questions, and open-ended feedback to capture comprehensive data.
- Sampling: The survey will be administered to all employees or a representative sample to ensure diversity in responses.
- Data Collection: The survey will be distributed online through a secure platform, ensuring anonymity and encouraging candid responses.
- Data Analysis: Quantitative data will be analyzed using statistical tools to identify trends and key patterns, while qualitative data will be reviewed for recurring themes.

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- Change Management Approach: A structured methodology (e.g., ADKAR, Kotter's 8-Step Change Model) will be used to facilitate the adoption of the necessary changes, supported by targeted interventions and feedback mechanisms.
- Comprehensive final report including recommendations and change management implementation plan
- Power point feedback Sessions/reporting to Executives and Staff (These PowerPoint presentations become the property of INSETA)

4. DELIVERABLES

- The service provider should provide a clear project plan, with very clear activities, time frames, relevant deliverables and costing.
- Data Analysis and multi-dimensional Survey Reports
- Evaluation and Feedback -Regular feedback sessions will be held throughout the change management process to ensure the involvement of key stakeholders and alignment with organizational needs and Post-implementation surveys will be conducted to assess the effectiveness of the changes, and the impact on employee engagement and satisfaction

4.1 A review of the following elements:

- **Organisation-** To measure employee satisfaction and engagement across key organizational dimensions. This includes the employee's experience within INSETA. It covers contributors such as remuneration, benefits, recognition, and loyalty to the organisation. An additional assessment of the employee understanding of the INSETA mandate and activities.

4.2 Change Management:

- To develop a clear action plan based on survey results that outlines necessary changes and improvements.
- To create a roadmap for implementing change management initiatives that align with the findings of the survey and assist the INSETA to realise its desired destination pertaining to employee satisfaction
- To ensure effective communication and support throughout the change process.
- To foster an inclusive and adaptable organizational culture that embraces ongoing change.
- The following platforms are used by the INSETA to engage its employees (but not limited to) website and Employee Information System, social, media, email, engagement forums, and staff engagement sessions/ general meetings.
- The facilitator is expected to successfully build an organizational change management plan and maintain its integrity, culture management is crucial.
- Gather information, identify and document current team dynamics, issues, and behaviours.
- Highlight the importance of resolving current team dynamics, issues, and behaviours.
- Encourage group morale for promotion of team building amid adversity.
- Enhance appreciation of roles, goals, and group-established expectations.
- Accelerate processes of team roles and improving of a shared vision.

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- Share the importance of meeting targets, timeously.
- To ignite an increase in efficiency and emphasis on sharing knowledge and resources. Inspire communal support, team productivity, inter-departmental communication, and conflict resolution techniques.
- Recommendations to Management on key areas of improvement based on the engagement survey results and potential areas of linkage of engagement to the INSETA strategy and Excellence Model
- Recommendations on employee engagement initiatives and ideas; based on the data analysis and survey results
- Leadership -An identification of strengths and weaknesses within the work environment, leadership, communication, and organizational culture and potential gaps in Leadership and enhanced engagement efforts by Employee Development: This seeks to make Management understand if opportunities for employee development are sufficient and their enhancement of the employee's skills,abilities and knowledge.
- Daily job: An assesment of the employee's understanding on the daily deliverables and impact towards achievement of the INSETA's objectives
- Engagement: assess the employee satisfaction with the communication between the INSETA and the employees
- Agility: To assess employee perceptions about the organization's readiness for change.

5. EVALUATION

Responses will be evaluated using a predetermined set of evaluation criteria. The evaluation criteria is designed to reflect the INSETA's requirements in terms of identifying a suitable service provider and ensure the selection process is transparent and affords all the bidders a fair opportunity for evaluation and selection.

5.1. The evaluation criteria will be based on the following requirements:

- Phase 0: Administrative requirements
- Phase 1: Mandatory requirement
- Phase 2: Functionality requirement
- Phase 3: Evaluation of Specific Goals and Price

6. ADMINISTRATIVE CRITERIA

- 6.1** Proof of registration on CSD (**Central Supplier Database**)
- 6.2** Bidder must provide proof (BBBEE Certificate accredited by SANAS or Sworn Affidavit template)
- 6.3** Bidder must complete and submit SBD4, SBD6.1 and initialled GCC

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7. FUNCTIONALITY CRITERIA

7.1. The bidder submission will be functionally evaluated out of minimum **70 points**, should the bidder/s not meet the required points, they will be disqualified and will **not qualify for evaluation of BBEE & Price Preference**.

No.	CRITERIA	SUB CRITERIA	WEIGHTS
METHODOLOGY			
1.	Proposed approach, Engagement Tools and Plan	<p>Bidders are requested to submit a Project Plan which clearly articulates how the project will be delivered. This Project Plan should project deliverables, their sub activities and planned dates / duration.</p> <ul style="list-style-type: none"> a) Assessment of the engagement tool(s) and Climate survey approach. b) Completeness and quality of the proposed approach, work plan and schedule to complete the work including the preparation and launch of the program and the framework for evaluating results and creating appropriate report. c) Plan to validate and evaluate the employee engagement program <ul style="list-style-type: none"> • Detailed activity-based project plan with clear milestones covering all points above = 20 Project plan covering one or two points above = 10 • Did not submit project plan = 0 	20
2.	Project Lead	<p>CV's must show projects, values, roles played and period. Proof of qualification must be provided to obtain the points.</p> <p>Minimum of three (3) years and more of experience in Organisational Psychology and Development specifically Organisational Change Management. Evidence of working on similar projects in terms of scale and complexity</p> <ul style="list-style-type: none"> • Five or more years experience = 30 points • Three to four similar projects completed in the past three years = 20 points • One to two years experience = 10 points <p>A bachelor's degree in Bachelor's Degree in Industrial Psychology and/or any related Change Management qualification at NQF Level 7 = 10 points</p>	40

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References for completed projects

Similar projects completed in the past three years. Points will only be allocated for having rendered the required services on organisational climate and culture survey. Non-related projects will not be considered.

40

- Five or more similar projects completed in the past three years= 40 points
- Three to four similar projects completed in the past three years = 30 points
- One to two similar projects completed in the past three years =20

References must be on client letterhead, stamped and signed by the client and must include the name / description of the related /similar project.

Total

100

8. ABSENCE OF OBLIGATION & CONFIDENTIALITY

- 8.1. No legal or other obligation shall arise between the service provider and INSETA unless/until both parties have signed a formal contract or Service Level Agreement in place.
- 8.2. The Contract site is at **INSETA**.

9. CONTRACT DURATION

- 9.1. The duration of the contract will be for a period of eighteen (18) months.
- 9.2. Data will be treated with the highest confidentiality, with aggregated findings being shared at a group level to protect individual privacy.

10. WORKMEN AND SUPERVISION ON SITE

- 10.1. The service provider shall be held responsible for the conduct of his employees and the conduct of his sub-contractor’s employees for the full duration of the contract.

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11. PRICING SCHEDULE

11.1. The bidder must ensure that the price quotations are inclusive of all applicable taxes **(including VAT)**

11.2. The bidder must provide costing based on the pricing schedule table below.

NO:	DESCRIPTION (as per the scope work)	QUANTITY	PRICE (excl. VAT)	PRICE (incl. VAT)
1.	Design, development, manage and implement the Climate Survey tool	1	R	R
2.	Data Analysis and multi-dimensional Survey Report	1	R	R
3.	Results-Preliminary report	1	R	R
4.	Power point feedback Sessions to Executives and Staff (These PowerPoint presentations become the property of INSETA)	1	R	R
5.	Comprehensive final report including recommendations and change management implementation plan	1	R	R
6.	Change Management (Hourly rate)		R	R
7.	Travel costs (per kilometer)	1	R	R
SUB-TOTAL			R	
VAT (where applicable)			R	
GRAND TOTAL				R

Service providers must endeavour to structure their pricing in terms of milestone payments.

These milestones must be structured in such a way that the deliverables are achievable and measurable. These milestones will be used as payment milestones once the deliverables have been signed off by the responsible project sponsor or owner. It will be in the bidder's best interest to structure the payment milestones in such a way that regular payments can be achieved.

Note: Service providers will be responsible for all costs; e.g. design and production of survey materials, data analysis, third party payments, transportation and other disbursements for ALL activities/ meetings associated with this quote and must include this cost in the pricing for this quote.

NB A quotation must be in a company letterhead

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12. POINTS AWARDED FOR PRICE AND SPECIFIC GOALS

The **80/20** preference point system

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

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

P min Where:

P_s = Points scored for comparative price of bid under Consideration

P_t = Comparative price of bid under consideration

P_{min} = Comparative price of lowest acceptable

13. B-BBEE PREFERENTIAL POINTS WILL BE AWARDED AS FOLLOWS:

B-BBEE Status Level of contributor	Number of points 80/20 system
1	20
2	18
3	14
4	12
5	8
6	6
7	4
8	2
Non-compliant contributor	0

13.1. Bidders who qualify as EME's and QSE's in terms of the B-BBEE Act must submit a Sworn affidavit. Misrepresentation of information constitutes a criminal offence.

13.2. Bidders other than EME's or QSE's must submit their original and valid B-BBEE status level verification certificate or a certified copy thereof, substantiating their B- BBEE rating issued by SANAS.

13.3. Tertiary institutions and public entities will be required to submit their B-BBEE status level certificates in terms of the specialized scorecard contained in the B-BBEE Codes of Good Practice.

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14. Consortium

- 14.1.** A consortium is an association of two or more individuals, companies, organisations or governments (or any combination of these entities) with the objective of participating in a common activity or pooling their resources for achieving a common goal.
- 14.2.** A consortium requires that each participant retains its separate legal status and the consortium's control over each participant is generally limited to activities involving the joint endeavor, particularly the division of profits. A consortium is formed by contract, which designates the rights and obligations of each member.
- 14.3.** In a consortium, only the lead bidder's credentials both in terms of financial and technical qualifications are considered. Therefore, the interpretation and application to a RFQ/Bid process is such that the lead partner is identified and the following requirements are required as follows:

a) Lead Partner

- All administrative documents (consortium agreement between the lead partner and the partner)
- Technical requirements (which will show in the proposal and other requirements why the need for the consortium, which for all intent and purpose fulfils the requirements of the bid through combination of skills)

b) Partner

- Proof of CSD registration.
- Tax Pin.
- BBBEE Sworn-Affidavit.
- SBD 4

14.4. A joint venture

- 14.4.1.** A joint venture is a business entity created by two or more parties, generally characterized by shared ownership, returns and risks and shared governance.

14.5. Unincorporated joint venture:

- 14.5.1.** All SCM documents are filled in by the joint venture in the name of the joint venture, although the submission of administrative documents (partnership agreement between parties) will be completed in the name of the joint venture, and the following will be required from both parties, amongst others.

- a) SBD 4
- b) SBD 6
- c) Tax pin
- d) CSD registration.
- e) The JV agreement will direct which bank account of the two entities will be used.
- f) Consolidated Joint BBBEE Certificate.

14.6. Incorporated joint venture

14.6.1. This is aligned to a registered entity or company. A registered entity/ company with a consolidated BBBEE certificate and a bank account in the name of the Joint venture.

The required compliance documents must be completed by the entity/ company, the name of the joint venture, and the following will be required amongst others

- a) SBD 4
- b) SBD 6
- c) Tax pin
- d) CSD registration.
- e) The JV agreement will direct which bank account of the two entities will be used.
- f) Consolidated Joint BBBEE Certificate.

14.6.2. A person will not be awarded points for B-BBEE status level if it is indicated in the bid documents that such a bidder intends sub-contracting more than 25% of the value of the contract to any other enterprise that does not qualify for at least the points that such a bidder qualifies for, unless the intended Sub-contractor is an EME that has the capacity and the ability to execute the sub-contract.

14.6.3. A person awarded a contract may not sub-contract more than 25% of the value of the contract to any other enterprise that does not have equal or higher B-BBEE status level than the person concerned, unless the contract is sub-contracted to an EME that has the capacity and the ability to execute the sub-contract.

15. COMMUNICATION

15.1. Respondents are warned that a response will be disqualified should any attempt be made by a bidder either directly or indirectly to canvass any officer(s) or employees of INSETA in respect of BID process, between the closing date and the date of the award of the business.

All enquiries relating to this BID/RFQ should be emailed **three days before the closing date** at rfqs@inseta.org.za

16. CONDITIONS TO BE OBSERVED WHEN BIDDING

16.1. The organization does not bind itself to accept the lowest or any BID, nor shall it be responsible for or pay any expenses or losses which may be incurred by the bidder in the preparation and delivery of his BID submission. The organization also reserves the right to withdraw or cancel the BID at any stage.

16.2. No BID shall be deemed to have been accepted unless and until a formal contract / letter of award is prepared and executed.

16.3. The competition shall remain open for acceptance by the Organization for a period of **90 days** from the closing date of the BID Enquiry.

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INSETA reserves the right to:

- 16.4.** Not evaluate and award a bid that does not comply strictly with this BID document.
- 16.5.** Make a selection solely on the information received in the Bid Document and Enter into negotiations with any one or more of preferred bidder(s) based on the criteria specified in the terms of reference.
- 16.6.** Contact any bidder during the evaluation process, in order to clarify any information, without informing any other bidders. During the evaluation process, no change in the content of the BID shall be sought, offered or permitted.

17. Cost of Bidding

- 17.1.** The bidder shall bear all costs and expenses associated with preparation and submission of its BID submission and the INSETA shall under no circumstances be responsible or liable for any such costs, regardless of, without limitation, the conduct or outcome of the bidding, evaluation, and selection process.

END OF TERMS OF REFERENCE DOCUMENT

Annexed to this document for completion and return with the document:

SBD 4 (Bidders Disclosure)
SBD 6.1
General Conditions of Contract (GCC) initialed
BBBE certificate or Sworn Affidavit

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