



REQUEST FOR QUOTATION FOR GOODS AND SERVICES FOR AIR TRAFFIC AND NAVIGATION SERVICES

RFQ REFERENCE NUMBER:	ATNS/HO/RFQ151/01/06/2023/2024 Strategy Session
ISSUE DATE:	02 June 2023
CLOSING DATE:	19 June 2023
CLOSING TIME:	13h00, CAT
COMPULSORY BRIEFING SESSION:	N/A
QUOTATION VALIDITY PERIOD:	60 Days
DESCRIPTION:	APPOINTMENT OF A PROFESSIONAL SERVICE PROVIDER TO FACILITATE THE BOARD OF DIRECTORS STRATEGY SESSION (JULY 2023) AND FORMULATE A NEW CORPORATE FIVE-YEAR STRATEGY (2025/26-2029/30).
RFQ DOCUMENTS MAY BE ADDRESSED TO:	<p>Procurement Officer: Thoko Phukubye Email address: RFQs@atns.co.za</p> <p>NB: Please note our emails can only receive documents that are less 40MB, if documents are more, please send them in separate emails</p> <p>NB: All responses must be submitted on the above dedicated mailbox. No hand delivery submissions will be considered.</p>
REQUIRED RETURNABLE DOCUMENTS	<ul style="list-style-type: none"> • Central Supplier Database (CSD) Report • Duly completed and signed SBD Forms (SBD1, SBD 4, SBD 6.1) • General conditions of contracts (GCCs) -Initialled and signed. • Quotation / Pricing Schedule on the Company Letterhead



<p>REQUIRED ADMINISTRATIVE PRE-QUALIFICATION DOCUMENTS</p>	<ul style="list-style-type: none"> • Valid Tax Pin Status • Valid B-BBEE Certificate or Sworn Affidavit – Certified • Banking Details with a Bank Stamp • Quotation on the Company Letterhead • CIPC registration Documents
<p>MANDATORY DOCUMENTS: <i>NB: FAILURE TO SUBMIT ALL OF THESE DOCUMENTS WILL RESULT ON YOUR QUOTATION BEING DISQUALIFIED.</i></p>	<ul style="list-style-type: none"> • Provide three (3) proofs of Previous service relating to strategic planning and development and contactable references. References must be in the form of signed reference letters on a client's business letterhead stating the scope and description of the services rendered, contract duration, contact name, Contact number, and position of the referee. Reference letters must not be older than 3 years by the closing date of this RFQ. • Provide a company profile indicating the number of years in rendering strategy planning and development & in a public and /or corporate sector (Required: Minimum 5 years). • Provide a details execution plan outlining how the scope of work will be delivered including dedicated resources for s the project, their experience, and CVs.
<p><u>PLEASE NOTE:</u> ATNS RESERVES THE RIGHT TO APPOINT MORE THAN ONE SERVICE PROVIDERS</p>	

PROCUREMENT OFFICER:	Thoko Phukubye
TELEPHONE:	011 607 1000
E-MAIL:	<u>RFQs@atns.co.za</u>



The ATNS requests your quotations on the services listed hereunder and/or on the available RFQ forms. Please furnish all information as requested and return your proposal on the date stipulated. Late submissions will not be considered. Incomplete / missing documentations will invalidate the proposal submitted. ATNS is not obliged to accept the lowest or any submission received. ATNS reserves the rights to accept the whole or any portion of a quotation.

This RFQ will be evaluated on the basis of the 80:20 preference point system as stipulated in the ATNS' Procurement Policies and Procedures.

BIDDING STRUCTURE

Indicate the type of Bidding/Tendering Structure by marking with an 'X'

Individual Bidder	
Joint Venture	
Consortium	
With Sub-Contractors	
Other	
If Individual:	
Name of Bidder	
Registration Number	
VAT Registration Number	
Contact Person	
Telephone Number	
Fax Number	
Cell Number(s)	
E-mail Address	
Postal Address	
Physical Address	
If Joint Venture or Consortium, indicate the name/s of the partners:	
Company Name	
Registration Number	



VAT Registration Number	
Contact Person	
Telephone Number	
E-mail Address	
Fax Number	
Postal Address	
Physical Address	



1. PURPOSE OF THE BID

The acquisition of the service provider facilitate the board of directors strategy session (July 2023) and initiate at strategy formulation process for the next corporate strategy 2025/26-2029/30.

2. PART A

Key events	Rationale	Date Possible dates	Deliverables
ATNS Board of Directors Strategy Session	Appraise the board on the Strategy and 2023/24 Implementation Plans	July 2023	<ul style="list-style-type: none"> - Develop a board Strategy session facilitation plan (Based on the current strategy) - Engage organizational representatives to gather strategic inputs prior to a strategy session - Attend and facilitate the board strategy session - Produce a detailed report/discussions and outcomes, Documentation, reports, Templates, and program

PART B- The rationale is for a successful Service provider to meet the Board of Directors in the Strategy Session and then move on to continue with the Formulation of the next strategy.

Formulation of the Corporate Strategy (2025-20230):

ATNS utilizes a hybrid methodology that enables the organization to be agile: the scope of work below includes the minimum steps that should be incorporated by the bidder and obtain Exco inputs in each phase



1. Phase 1- August-September 2023 (Strategic Direction and Environmental Analysis)

Call for Evidence

(Conduct the following to determine the *Operating Landscape*)

- ✓ Analysis of the current Strategy
- ✓ Analysis of the current performance
- ✓ Conduct the Business model canvas
- ✓ GAP Analysis
- ✓ Analyse the Current SWOT and produce a revised SWOT (Internal & External Analysis)
- ✓ PESTEL Analysis
- ✓ Industry Analysis
- ✓ Air Navigation Service Provider Analysis
- ✓ Engage with Stakeholder _In collaboration with ATNS (Internal & External)

Solicit inputs and approval from Executive Management for the next Phase

2. Phase 2-August 2023- October 2023

- A) Generating Strategic Options: this enables our organization to consider the strategic fit as we respond to the Operating Landscape
- ✓ Analysis and consolidation/prioritization of Phase 1
 - ✓ Respond to the Business Canvas model
 - ✓ Identify ANTS Driving force
 - ✓ Determine Strategic Options



- B) Strategic Scenarios: assessing our Options and scenario Evaluation
- ✓ Assess and review business concepts
 - ✓ Revisit and check if Vision, Mission, and Values are still relevant
 - ✓ Review Strategic Pillars
 - ✓ Determine Strategic Outcomes/
- C) Strategic Inputs: determining Strategic requirements for the new Strategy 2030 (incorporating ongoing deliverables from Strategy 2025) and grouping **Strategic Objectives into established pillars**
- ✓ Determination of milestones per Outcome/Objectives
 - ✓ Align Objectives into Strategic Pillars and Six Integrated Capitals
 - ✓ Review and check a balanced approach to both Pillars/capitals to ascertain if these are in line with the SWOT and ATNS Purpose (alignment)
 - ✓ Define Internal activities we need to focus on to achieve Strategic Objectives
 - ✓ Match key activities, internal processes & systems that need to be in place, and foundational blocks

Solicit inputs and approval from Executive Management for the next Phase

3. Phase 3-November-December 2023

Future Strategic Profile (Development of new Strategy and Business Mode)

- ✓ Incorporate a Balance Scorecard (BSC) to measure
- ✓ Determine the weights of each strategic plan (Contribution of each corporate BSC per year, remembering that the fourth year will also count as the first while we formulate a new strategy)
- ✓ Define the KPI-
- ✓ Define Targets (5-year, annual and quarterly)
- ✓ Determine year-one implementation plans
- ✓ Define high-level TID for Strategic Objectives



The successful service provider will be expected to engage on a frequency agreed to by both parties (minimum once a month) to align and iron out any issues that may arise with the sole purpose of delivering a draft Strategy.

Annexure B

PRICE EVALUATION

- All prices must be quoted in South African Rand (ZAR).
- Bidders are requested to provide a detailed cost breakdown of all activities which are involved in executing the project as indicated in the project scope. Failure to provide this information will invalidate the RFQ response based on incompleteness.

PRICING SCHEDULE

Professional fees

1. Specify role/s on the assignment.
2. Specify the name and experience of the person to be assigned to each role.
3. Provide the charge-out rate for each person.
4. Provide an estimate of hours per role to deliver the scope of work (the information provided in this RFQ



PRICING SCHEDULE A – BOARD STRATEGY SESSION (not confirmed)

ID	KEY DELIVERABLE AS PER SCOPE OF WORK	EXPERT DESCRIPTION	EXPECTED OUTCOME/S	ESTIMATED NUMBER OF DAYS	RATE PER HOUR	TOTAL RATE
1.	Planning	Briefing/planning Meetings with Corporate Strategy / Chief executive, Board Chairperson, other stakeholders	Final Agenda/Programme			
2.	Board Strategy Session (<i>not confirmed</i>)	Possible facilitation of a vigorous participatory two (2) day Workshop with the Board members and Management.	Alignment of 2023/2024 strategic priorities to: •Long-term strategy •Shareholder expectations etc.	Two days		
3.	Board Reporting (<i>not confirmed</i>)	Produce and present Board. Strategic Planning Report with all strategy session discussions and outcomes.	Board Strategic Planning Report			
TOTAL OF PROPOSED TIME-BASED FEES EXCLUDING VAT						
15% VAT						
TOTAL PROPOSED TIME-BASED FEES INCLUDING VAT						



PRICING SCHEDULE B – STRATEGY FORMULATION SESSION

ID	KEY DELIVERABLE AS PER SCOPE OF WORK	EXPERT DESCRIPTION	EXPECTED OUTCOME/S	ESTIMATED NUMBER OF DAYS	RATE PER HOUR	TOTAL RATE
1	Planning	Briefing/planning meetings with Corporate Strategy/ Chief executive, other stakeholders	Program timelines per phase			
2	Strategy Formulation process	Facilitation of a vigorous strategy formulation process for the duration (as per the scope of work) participatory Workshop with Management within ATNS, with up to 3 breakaway sessions.	Synchronized stage gates (phases) with EXCO and Board by Q4 2023/24	160-190 Days		
4	Management Reporting	Produce and present Management with a draft Strategic Plan 2025/26-2029/30.	Management Strategic Planning Report	1 day- included in the duration above (160-190 Days)		
TOTAL OF PROPOSED TIME-BASED FEES EXCLUDING VAT						
5% VAT						
TOTAL PROPOSED TIME-BASED FEES INCLUDING VAT						



Bidders are to provide a Price Quotation as Annexure B, indicating the pricing or fees in line with the quantities, requirements or scope of work the bidders are expected to deliver (the information provided in this RFQ) on which the bidders are expected to quote. This will be a fixed price contract based on the total amount appearing in the schedule above.



NAME OF THE COMPANY.....

DESIGNATION.....

SIGNATURE.....

CSD NUMBER.....

PREFERENTIAL PROCUREMENT REFORM:

The Preferential Procurement Regulations, 2022 pertaining to the Preferential Procurement Policy Framework Act, Act No 5 of 2000.

ATNS Preferential Procurement (PP) requirements as per the ATNS Supply Chain Management Policy, states that ATNS shall deal with suppliers in accordance with the ATNS specific goals. The application of the specific goals will be per request, per tender up to the maximum points as per the applicable pricing formula, the 80/20 system.

Suppliers not meeting the requirements of the Preferential Procurement are required to clearly identify any possible teaming arrangement which could be established with South African B-BBEE compliant enterprises Any workable plan to train and promote black businesses or individuals through meaningful participation in this project will be considered favorably by the Company during the Tender evaluation process.

Partnership must be in the form of Joint Venture Agreement or Consortium Agreement between compliant B-BBEE and non-B-BBEE Organisation/or foreign supplier in order to meet the policy requirements.

All responsive tender offers shall be evaluated in terms of Price and ATNS specific goals. The 80/20 Preference Point System shall be applicable in accordance with the Preferential Procurement Framework Act (No.5) of 2000.

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THE EVALUATION OF THE RFQ:

STAGE 1	ADMINISTRATIVE PRE-QUALIFICATION REQUIREMENTS
STAGE 2	MANDATORY REQUIREMENTS AND FUNCTIONALITY EVALUATION
STAGE 3	PRICE AND ATNS SPECIFIC GOALS

The bidder must qualify for each stage to be eligible to proceed to the next stage of the evaluation.

STAGE 1: ADMINISTRATIVE PRE-QUALIFICATION REQUIREMENTS

The bidder must comply with **ALL** of the bid pre-qualification requirements in order for the bid to be accepted for evaluation.

If the Bidder failed to comply with any of the administrative pre-qualification requirements, or if ATNS is unable to verify whether the pre-qualification requirements are met, then ATNS reserves the right to-

- (a) Reject the bid and not evaluate it, or
- (b) Accept the bid for evaluation, on condition that the Bidder must submit within 7 (seven) days any supplementary information to achieve full compliance, provided that the supplementary information is administrative and not substantive in nature.

STAGE 2: MANDATORY REQUIREMENTS AND FUNCTIONALITY EVALUATION

FAILURE TO SUBMIT ALL OF THE BELOW REQUIREMENTS WILL RESULTS ON YOUR QUOTATION BEING DISQUALIFIED

Mandatory Criteria	Proof Required
Provide three (3) proofs of Previous service relating to strategic planning and development and contactable references. References must be in the form of signed reference letters on a client's business letterhead stating the scope and description of the services rendered, contract duration, contact name, Contact number, and position of the referee. Reference letters must not be older than 3 years by the closing date of this RFQ.	Yes
Provide a company profile indicating the number of years in rendering strategy planning and development & in a public and /or corporate sector (Required: Minimum 5 years)	Yes
Provide a details execution plan outlining how the scope of work will be delivered including dedicated resources for s the project, their experience, and CVs	Yes



Functionality Evaluation

Bidders will be required to score a minimum of 75 points (out of the 100 points), i.e. 70%, for Functionality in order to qualify to proceed to Stage 3 of the evaluation process. All bids that fail to achieve the minimum overall qualifying score of 75 points on functional/technical requirements will not be considered for further evaluation.

Item	Criteria	Description	Weight	Minimum Score
1	Detailed Company Profile	Providing a company profile indicating the number of years in rendering strategy planning and development, in a public and /or corporate sector. A. Company experience in strategic planning and development (i) More than 15 years and over = (20 points) (ii) More than 10 years = (15 points) (iii) More than 7 years = (10 points) (iv) More than 5 years = (5 points)	20%	15%
		B. Company's experience in strategy development and planning (i) More than 15 years and over = (20 points) (ii) More than 10 years = (15 points) (iii) More than 7 years = (10 points) (iv) More than 5 years = (5 points)	20%	15%
2	Company Track record and contactable references	References must be in a form of a signed reference letter/s on a client's business letterhead stating the scope and description of the services rendered, contract duration, with contact name, Contact number, and position of the referee. Reference letters must not be older than 3 years by the closing date of this tender. (i) More than 5 reference letters = (20 points) (ii) 4 reference letters = (10 points) (iii) 3 reference letters = (5 points) (iv) Less than 2 reference letters = (0 points)	20%	15%
3	Project Execution/methodology and resource	B. Provide proof approach and methodology in response to the scope of work:	20%	15%



		<p>(i) Proof Provided on methodology/execution approach and with clear resources = (15 points)</p> <p>(ii) Proof Provided with limited methodology/execution approach and resources = (10 points)</p> <p>(iii) Proof Provided but does not meet requirement = (0 points)</p>		
4	Capabilities	<p>Experience and qualification of key personnel (Strategy planning and development) that will be involved in executing this project supported by a minimum of 3 experienced personnel.</p> <p>(i) All 3 with >10 years' experience = (15 points)</p> <p>(ii) All 3 with 5 - 9 years experience = (10 points)</p> <p>(iii) All 3 with < 5 = (5 points)</p> <p>Bidder to submit CVs of experienced personnel</p>	20%	15%
Minimum 75% qualifications on functionality				



STAGE 3: PRICE AND ATNS SPECIFIC GOALS:

Evaluation for Price and ATNS specific goals

Quotations will be evaluated in terms of the ATNS' Procurement Policies and Procedures using the 80:20 point system. 80 points will be awarded for price and 20 points for ATNS specific goals claimed.

PRICE	80
ATNS SPECIFIC GOALS	20

B-BBEE rating certificates are applicable, and points will be allocated in terms of the ATNS specific goals as indicated in the table below. Bidders must submit valid B-BBEE Certificates, requested declarations, utility statements and any other supporting information that may be required to claim ATNS specific goals.

Financial proposals will be compared on the basis of their total amount inclusive of VAT and all other related costs. Bidders are required to submit pricing schedule as per the table below on a company

Note to tenderers: The tenderer must indicate how they claim points for each preference point system in the provided SBD 6.1 attached.

The specific goals allocated points in terms of this tender	Number of points allocated (80/20 system) (To be completed by the organ of state)	Number of points claimed (80/20 system)
51% Black Owned Suppliers (Section 2(1)(d)(i) of the PPPFA)	10	<i>(To be completed by the tenderer in SBD 6.1 attached)</i>
30% Black Woman Owned Suppliers. (Section 2(1)(d)(i) of the PPPFA)	10	<i>(To be completed by the tenderer in SBD 6.1 attached)</i>



This RFQ will be evaluated according to the above on ATNS specific goals. Failure to submit supporting documents may result to a bidder being allocated zero (0) points. Bidders are required to claim ATNS specific goals in the provided **SBD 6.1** attached.

CONTRACT TERMS

Whilst ATNS have taken every reasonable step to ensure the accuracy of this brief, the Company accepts no liability in relation to the accuracy of any representations made. Tenderer should accept that their tender response is on the basis and reliance of its own judgment and information. ATNS reserves the right to vary the scope and terms as described in this document. If any variation does take place tenderer will be advised as soon as possible in writing.

The successful tenderer will be engaged subject to acceptance of a contract containing the standard Terms and Conditions as given. The contract contains standard clauses including a retention clause for non-satisfactory completion, breach of contract and confidentiality clauses and a requirement for the tenderer to have adequate professional indemnity insurance. All Tenderers must bear in mind that if circumstances dictate, ATNS reserves its right to withdraw from any commitments that will be entered into within this statement of work.

All designs and documentation submitted by the tenderer will be treated as confidential.

ATNS reserves the right to reject, withdraw or cancel any or all Proposals/Tenders, to undertake discussions with one or more Tenderers and to accept that tender or modified tender which in its sole judgment, will be most advantageous to the Company, price and other evaluation factors having been considered.



SBD1

**PART A
INVITATION TO BID**

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE (NAME OF DEPARTMENT/ PUBLIC ENTITY)					
BID NUMBER:		CLOSING DATE:		CLOSING TIME:	
DESCRIPTION					
BID RESPONSE DOCUMENTS MAY BE DEPOSITED IN THE BID BOX SITUATED AT (STREET ADDRESS)					
Email address: RFQs@atns.co.za					
BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO			TECHNICAL ENQUIRIES MAY BE DIRECTED TO:		
CONTACT PERSON	Thoko Phukubye		CONTACT PERSON		
TELEPHONE NUMBER	011 607 1000		TELEPHONE NUMBER		
FACSIMILE NUMBER			FACSIMILE NUMBER		
E-MAIL ADDRESS	thokop@atns.co.za		E-MAIL ADDRESS		
SUPPLIER INFORMATION					
NAME OF BIDDER					
POSTAL ADDRESS					
STREET ADDRESS					
TELEPHONE NUMBER	CODE		NUMBER		
CELLPHONE NUMBER					
FACSIMILE NUMBER	CODE		NUMBER		
E-MAIL ADDRESS					
VAT REGISTRATION NUMBER					
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:		OR	CENTRAL SUPPLIER DATABASE No:	MAAA
B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE	TICK APPLICABLE BOX] <input type="checkbox"/> Yes <input type="checkbox"/> No		B-BBEE STATUS LEVEL SWORN AFFIDAVIT		[TICK APPLICABLE BOX] <input type="checkbox"/> Yes <input type="checkbox"/> No
[A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE/ SWORN AFFIDAVIT (FOR EMES & QSEs) MUST BE SUBMITTED IN ORDER TO QUALIFY FOR PREFERENCE POINTS FOR B-BBEE]					



ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES /WORKS OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES ENCLOSE PROOF]	ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES, ANSWER THE QUESTIONNAIRE BELOW]
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QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS	
IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?	<input type="checkbox"/> YES <input type="checkbox"/> NO
DOES THE ENTITY HAVE A BRANCH IN THE RSA?	<input type="checkbox"/> YES <input type="checkbox"/> NO
DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?	<input type="checkbox"/> YES <input type="checkbox"/> NO
DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA?	<input type="checkbox"/> YES <input type="checkbox"/> NO
IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION?	<input type="checkbox"/> YES <input type="checkbox"/> NO
IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN IT IS NOT A REQUIREMENT TO REGISTER FOR A TAX COMPLIANCE STATUS SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 BELOW.	



PART B TERMS AND CONDITIONS FOR BIDDING

1. BID SUBMISSION:

- 1.1. BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.
- 1.2. **ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED–(NOT TO BE RE-TYPED) OR IN THE MANNER PRESCRIBED IN THE BID DOCUMENT.**
- 1.3. THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT, 2000 AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2017, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT.
- 1.4. **THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM (SBD7).**

2. TAX COMPLIANCE REQUIREMENTS

- 2.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
- 2.2 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VERIFY THE TAXPAYER'S PROFILE AND TAX STATUS.
- 2.3 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) PIN MAY BE MADE VIA E-FILING THROUGH THE SARS WEBSITE WWW.SARS.GOV.ZA.
- 2.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID.
- 2.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER.
- 2.6 WHERE NO TCS PIN IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.
- 2.7 NO BIDS WILL BE CONSIDERED FROM PERSONS IN THE SERVICE OF THE STATE, COMPANIES WITH DIRECTORS WHO ARE PERSONS IN THE SERVICE OF THE STATE, OR CLOSE CORPORATIONS WITH MEMBERS PERSONS IN THE SERVICE OF THE STATE."

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

SIGNATURE OF BIDDER:

.....

CAPACITY UNDER WHICH THIS BID IS SIGNED:

.....

(Proof of authority must be submitted e.g. company resolution)

DATE: