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REQUEST FOR QUOTATION (RFQ)

RFQ REFERENCE NUMBER	RFP 01-11-2025	
PROJECT NAME/ DESCRIPTION OF GOODS, WORK OR SERVICES	APPOINTMENT OF A SERVICE PROVIDER A ROADMAP CONCEPT FOR A SMART LA ENFORCEMENT INTERGRATED SYSTEM	AW
	DATE	TIME
COMPULSORY BRIEFING SESSION DETAILS		N/A
RFQ CLOSING DETAILS	Date: 01 December 2025 Time: 11h00 a.m. Email: Quotation1@cbrta.co.za	
RFQ VALIDITY PERIOD	60 Working days (Commencing from the official RFQ closing date)	
ENQUIRIES	Quotation1@cbrta.co.za	

PROSPECTIVE BIDDERS MUST REGISTER ON NATIONAL TREASURY'S CENTRAL SUPPLIER DATABASE PRIOR TO SUBMITTING BIDS.

SECTION A: SBD 1

PART A: INVITATION TO BID

SUPPLIER INFORMATION	I					
NAME OF BIDDER						
POSTAL ADDRESS						
STREET ADDRESS						
TELEPHONE NUMBER	CODE			NUMBER		
CELLPHONE NUMBER						
FACSIMILE NUMBER	CODE			NUMBER		
E-MAIL ADDRESS					1	-
VAT REGISTRATION NUMBER						
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:		OR	CENTRAL SUPPLIER DATABASE No:	MAAA	
B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE	TICK APPLI	CABLE BOX]		E STATUS LEVEL RN AFFIDAVIT	[TICK APPLIC	CABLE BOX]
[A B-BBEE STATUS LE SUBMITTED IN ORDER					R EMES & QSEs)	MUST BE
ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES /WORKS OFFERED?	∐Yes [IF YES ENCLO	□No SE PROOF]	BASED THE GO	OU A FOREIGN SUPPLIER FOR DODS /SERVICES S OFFERED?	☐ Yes [IF YES, ANSV QUESTIONN BELOW]	
QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS						
IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?				ES NO		
DOES THE ENTITY HAVE A BRANCH IN THE RSA?					ES 🗌 NO	
DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?					☐ YE	ES 🗌 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 REGIS STATUS SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND BELOW.	

PART B:TERMS AND CONDITIONS FOR BIDDING

1. BID SUBMISSION:

- 1.1. BIDS MUST BE SUBMITTED BY THE STIPULATED TIME TO THE CORRECT EMAIL 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, 2022, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT.

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 NMBER (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:	
DATE:	

3 SCOPE OF WORK

- 5.1 Bidders must quote on developing a comprehensive Five-Year Smart Law Enforcement Technology Roadmap for the Cross-Border Road Transport Agency (C-BRTA), aimed at transforming its current manual enforcement regime into a modern, technology-enabled system.
- 5.2 This will involve conducting a detailed situational analysis of the Agency's existing enforcement systems, processes, infrastructure, and capacity.
- 5.3 The service provider must identify institutional, operational, legal, and technological gaps and assess the readiness of the Agency to adopt digital solutions.
- 5.4 A critical part of the work will include benchmarking global and regional best practices in smart law enforcement technologies and identifying relevant case studies that inform C-BRTA's context.
- 5.5 The service provider will recommend appropriate smart technologies for phased implementation, including devices for real-time data capture, mobile enforcement applications, digital platforms, and integrated compliance monitoring systems.
- 5.6 These recommendations must be structured into a year-by-year implementation roadmap that includes key milestones, resource requirements, institutional reforms, training needs, and performance indicators.
- 5.7 An implementation framework must also be developed to outline budget estimates, procurement guidelines, timelines, and governance structures to support successful rollout.
- 5.8 The roadmap should incorporate feedback from key stakeholders and be informed by a risk assessment with proposed mitigation strategies. A change management and capacity-building plan will be required to prepare the organisation for digital transition and ensure sustainable adoption of smart Law enforcement tools.
- 5.9 The final deliverables will include a comprehensive, professionally formatted roadmap document, supporting technical reports, and a presentation to C-BRTA's executive management team.
- 5.10 Requirements of the Smart Law Enforcement Technology Roadmap) is as follows:

In the context of the Five-Year Smart Law Enforcement Technology Roadmap for the C-BRTA, it refers to a detailed plan that guides the agency through the process of adopting and integrating digital technology into its law enforcement operations. It includes timelines, recommended technologies, implementation strategies, capacity-building plans, and measurable outcomes, ensuring that each phase of the transformation is well-coordinated and aligned with the agency's strategic objectives.

6 EXPECTED OUTCOMES

4.1 The Agency will successfully shift from traditional, paper-based, and manual enforcement approaches to a modern, technology-enabled system that leverages advanced digital tools. This transformation will result in the establishment of a smart enforcement ecosystem capable of real-time data collection, automated violation detection, and intelligent decision-making.

- 4.2 With the adoption of smart technologies, routine Law enforcement processes such as vehicle checks, citation issuance, and reporting will be automated. This will reduce turnaround times, eliminate redundancies, and significantly decrease administrative burden, allowing enforcement officers to focus on strategic interventions.
- 4.3 Smart tools such license plate recognition and Al-powered analytics will provide real-time visibility into cross-border road transport operations. This will enable the Agency to identify high-risk operators, non-compliant behaviours, and violations with greater accuracy and precision, leading to more effective enforcement actions and higher overall compliance levels.
- 4.4 The predictive capabilities of smart systems will allow for early detection of safety risks and proactive mitigation strategies. Improved enforcement of safety regulations, along with better-informed planning, will contribute to a measurable reduction in accidents, injuries, and fatalities on cross-border routes.
- 4.5 The roadmap will support the integration of C-BRTA's systems with those of strategic partners including RTMC, SAPS, SANRAL, and SADC Member States. This will enable real-time data sharing, joint Law enforcement operations, and harmonized reporting, thereby improving coordination and regional Law enforcement impact.
- 4.6 Technology-driven Law enforcement will allow for smarter deployment of personnel and assets based on data insights and risk profiles. This will result in better prioritization of enforcement activities, reduced operational costs, and improved return on investment in enforcement programmes.
- 4.7 With access to integrated data dashboards, analytics, and reporting tools, management and Law enforcement units will make informed decisions based on accurate, timely, and comprehensive data. This will enhance strategic planning, performance monitoring, and policy development.
- 4.8 Transparent, consistent, and fair enforcement processes, enabled by automation and digital evidence, will foster public confidence in the Agency's operations. Operators and stakeholders will benefit from clear, predictable enforcement procedures and reduced opportunities for human error or bias.
- 4.9 By successfully implementing this roadmap, C-BRTA will be positioned as a leader in smart law enforcement within the region. The Agency's experience and systems can serve as a benchmark and potential model for other regulatory bodies across the continent, supporting regional harmonisation and cooperation in transport safety and compliance.

7. DURATION

The duration of the project is four (4) months from the date of appointment. The project must be completed within this time limit, inclusive of stakeholder consultations, workshops, draft submissions, reviews, and final sign-off.

8. INTELLECTUAL PROPERTY

All materials, data, reports, and intellectual property developed under this project shall become the exclusive property of the C-BRTA. The service provider may not reproduce, publish, or distribute any part of the work without written approval from the Agency.

9. PROJECT MANAGEMENT

- The C-BRTA will designate a Project Manager who will serve as the main point of contact for the duration
 of the project.
- The service provider is expected to attend weekly progress meetings (virtual or in-person) and submit monthly progress reports.
- All deliverables must be submitted in both editable formats (Word, Excel, PowerPoint) and final publishable formats (PDF).

10. REQUIREMENTS

- Service providers must demonstrate proven experience in developing strategic technology roadmaps, particularly within the transport, law enforcement, or public sector environments.
- Service providers must also provide a portfolio of previous similar projects, include profiles of key
 personnel with relevant qualifications, and submit a detailed methodology and project plan aligned with
 the scope of work.

11. EVALUATION CRITERIA

Evaluation Criteria	Maximum score
1. Company track record	30
Bidders must provide reference letters from clients as evidence of experience in	
designing and implementing smart enforcement systems for the control/warroom.	
NB: The Reference Letter(s) must be on the letterhead of the previously serviced	
client. It should reflect at least the name of the client, description of the service(s)	
conducted, duration of project, contactable reference name and contact details and	
signed by the appropriate delegate (A reference letter that does not include any of	
the above criteria will not be considered).	
 Non-submission/ irrelevant reference letters = 0 points 	

- 1-2 Letters attached = 5 points
- 3-4 Letters attached = 10 points
- 5-6 Letters attached = 20 points
- 7+ Letters attached = 30 points

2. Resource experience

30

The competence, qualifications and certification of key resources that will implement, support, and maintain the system, emphasis must be on the skills and experience in technical areas comparable to the project. Team Leader must have at least ten (10) years' experience in designing and implementing smart enforcement systems or related technology roadmaps and associated processes.

Technical areas	20+	16-19	10-15	0-9
	years	years	years	years
Project	20	15	10	0
Implementation	points	points	points	points
Lead				
Support and	10	7	5	0
Maintenance	points	points	points	points
Lead				

Provide CV detailing number of years of experience in installation, support and maintenance.

3. Methodology

40

The proposal must clearly articulate:

- The approach to current system analysis = 5 points
- The approach to stakeholder engagement = 5 points

The framework to develop the following:

- Roadmap = 5 points
- including planning = 3 points
- consultation = 3 points
- benchmarking = 2 points
- modelling tools to be used = 2 points

The method for ensuring the following:

- Practical = 3 points
- Scalable = 3 points
- Sustainable recommandations= 4 points

An approach for:

- continuous improvement = 3 points
- adaptability beyond Year = 2 points

a. PRICING

Service providers are expected to complete the following table as part of the proposal:

NO	DESCRIPTION	QUANTITY	RATE PER HOUR/ UNIT RATE	PRICE IN RSA CURRENCY (INCLUDING VAT)
1.	Procument of a service provider to develop a	1		R
	comprehensive five-year Smart Law			
	Enforcement Technology Roadmap for the			
	Cross-Border Road Transport Agency (C-BRTA).			
TOTA	L COST INCLUDING VAT			R

SECTION B: TERMS OF REFERENCE

SECTION D: STANDARD BIDDING DOCUMENTS

BIDDER'S DISCLOSURE

SBD4

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

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

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			
2.3.1	If so, furnish particulars:			

3 DECLARATION

- 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.
- 3.5 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
- 3.6 There have been no consultations, communications, agreements or arrangements made by the bidder with any official of the procuring institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.

3.7 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive

13 | Page

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

SBD 6.1

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

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

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

1. GENERAL CONDITIONS

- 1.1 The following preference point systems are applicable to invitations to tender:
 - the 80/20 system for requirements with a Rand value of up to R50 000 000 (all applicable taxes included); and
 - the 90/10 system for requirements with a Rand value above R50 000 000 (all applicable taxes included).
- 1.2 The applicable preference point system for this tender is the 80/20 preference point system.
- 1.3 Points for this tender (even in the case of a tender for income-generating contracts) shall be awarded for:
 - (a) Price; and
 - (b) Specific Goals.
- 1.4 The maximum points for this tender are allocated as follows:

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

1.5 Points for specific goals for this tender will be allocated on the basis B-BBEE Status Level as shown in Table 1 below.

- 1.6 In order to claim points for specific goals, bidders must submit B-BBBEE Certificate and/or sworn affidavit, as the case may be.
- 1.7 Failure on the part of a tenderer to submit proof or documentation required in terms of this tender to claim points for specific goals with the tender, will be interpreted to mean that preference points for specific goals are not claimed.
- 1.8 The organ of state reserves the right to require of a tenderer, either before a tender is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

2. **DEFINITIONS**

- (a) "tender" means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation;
- (b) "price" means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;
- (c) "rand value" means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
- (d) "tender for income-generating contracts" means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions; and
- (e) "the Act" means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000).

3. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES

3.1. POINTS AWARDED FOR PRICE

3.1.1 THE 80/20 OR 90/10 PREFERENCE POINT SYSTEMS

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

80/20 or 90/10

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

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration
Pmin = Price of lowest acceptable tender

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

3.2.1. POINTS AWARDED FOR PRICE

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

80/20 or 90/10
$$Ps = 80 (1 + \frac{Pt - P}{max}) \qquad \text{or} \qquad Ps = 90 (1 + \frac{Pt - P max}{Pmax})$$

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmax = Price of highest acceptable tender

4. POINTS AWARDED FOR SPECIFIC GOALS

- 4.1. In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender. For the purposes of this tender the tenderer will be allocated points based on the goals stated in table 1 below as may be supported by proof/ documentation stated in the conditions of this tender:
- 4.2. In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the tender documents, stipulate in the case of—
 - (a) an invitation for tender for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or
 - (b) any other invitation for tender, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system,

then the organ of state must indicate the points allocated for specific goals for both the 90/10 and 80/20 preference point system.

Table 1: Specific goals for the tender and points claimed are indicated per the table below.

Note to tenderers: The tenderer must indicate how they claim points for each preference point system. Thus, tenderers are required to indicate number of points in line with their B-BBBEE Status Level and Ownership

No	The specific goals allocated points in terms of this tender	Number of points allocated (80/20 system)	Means of verification	Number of points claimed (80/20 system) (To be completed by the tenderer)
A	BBBEE Level 1 - 4	10	BBBEE or Sworn affidavit submitted with the bid	
В	Women owned Enterprises	5	Central Supplier Database	
С	Enterprises owned by Disable people	5	Medical report	
D	Total point claimed	D= A	A + B + C	

5. SUBMISSIONS BY CONSORTIUMS AND JOINT VENTURES

- 5.1 If a submission is made by a consortium or Joint Venture, the points claimed for ownership must be detailed separately on an attachment showing the following:
 - The percentage (%) of the contract allocated to each JV member or consortium member. This should also be included in an agreement to be made available on request by C-BRTA
 - The percentage ownership by race category of each JV member or consortium member in each of the specific goals relevant to this bid.
 - The total points claimed will be the sum of the percentage contract allocation for each partner multiplied by the percentage weighting for the race category,

6. **DECLARATION WITH REGARD TO COMPANY/FIRM**

0.1.	Name of company/firm	
6.2.	Company registration number:	
6.3.	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]	

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

SIGNATURE(S) OF TENDERE	
· /	

SLIDNAME AND NAME