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Tel: 012 748 3949
2nd Floor Building 3, Summit Place Business Park
221 Garsfontein Road, Menlyn, Pretoria

INVITATION TO QUOTE – APPOINTMENT OF A PROFESSIONAL SERVICE PROVIDER TO DEVELOP A FUNDING, RESOURCE MOBILISATION AND REVENUE ENHANCEMENT STRATEGY FOR THE NATIONAL HERITAGE COUNCIL (NHC) FOR A PERIOD OF THREE (3) MONTHS

RFQ NO: **RFQ/NHC/2026/27/008**

DESCRIPTION: **FUNDING, RESOURCE MOBILISATION AND REVENUE ENHANCEMENT STRATEGY FOR THE NATIONAL HERITAGE COUNCIL (NHC) FOR A PERIOD OF THREE (3) MONTHS**

ISSUED: **19/06/2026**

CLOSING DATE: **29/06/2026**

CLOSING TIME: **11:00AM**

VALIDITY PERIOD: **30 DAYS FROM DATE OF CLOSURE**

PUBLIC VIEWING SESSION FOR INTERESTED PARTIES

Date:	Not Applicable / Indicate details if applicable
Time:	N/A
Venue:	N/A
Compulsory:	N/A

RFQ DOCUMENTS MUST BE SUBMITTED ELECTRONICALLY TO THE FOLLOWING EMAIL BEFORE THE CLOSING DATE AND TIME
procurement@nhc.org.za

ENQUIRIES: Any clarification required by interested parties regarding the meaning or interpretation of the document or any aspect concerning the submission is to be requested **in writing** from:
Supply Chain Management: Acquisition Management National Heritage Council Email: procurement@nhc.org.za

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1. INVITATION TO SUBMIT A QUOTATION

The National Heritage Council (NHC) hereby invites interested and eligible Suppliers, to submit a quotation for the procurement of the above-mentioned as per attached requirements.

1.1. THE FOLLOWING PARTICULATS MUST BE FURBISHED (Failure to do so may result in your offer being disqualified)

SUPPLIER INFORMATION					
NAME OF SUPPLIER					
POSTAL ADDRESS					
STREET ADDRESS					
TELEPHONE NUMBER	CODE		NUMBER		
CELLPHONE NUMBER					
FACSIMILE NUMBER	CODE		NUMBER		
E-MAIL ADDRESS					
VAT REGISTRATION NUMBER					
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:		**OR**	CENTRAL SUPPLIER DATABASE No:	MAAA
ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES OFFERED?	☐Yes ☐No [IF YES ENCLOSE PROOF]		*ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES OFFERED?*	☐Yes ☐No [IF YES, ANSWER THE 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					

SUPPLIER INFORMATION
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).

1.2. Submission

a) Suppliers must ensure that quotations are submitted timeously to the correct email address as indicated on the cover page of the bid document.

b) All quotations must be submitted on the official forms (Not to be retyped).

c) Bid received after the closing date and time or submitted to the wrong email address will not be considered.

1.3. Non-commitment

a) The National Heritage Council (NHC) is not bound to accept any of the quotations submitted.

b) NHC reserves the right to withdraw or amend these terms of reference by notice in wiring to parties who have received the terms of reference prior to the closing date.

1.4. Validity Period

a) The offer of the Supplier must be valid for 30 days from the closing date of the bid.

2. BACKGROUND

The National Heritage Council (NHC) of South Africa is a public entity that is responsible for the preservation, promotion and protection of the country's heritage. The important areas that the NHC focusses on are policy development for the sector to meet its transformation goals, public awareness and education, knowledge production in heritage subjects that were previously neglected, as well as making funding available to projects that place heritage as a socio-economic resource.

The NHC is a Schedule 3A public entity in terms of the Public Finance Management Act 1 of 1999 as amended by Act 29 of 1999, that came into existence through an amendment of the Cultural Laws Second Amendment Act, no 69 of 2001, and was officially constituted through the National Heritage Council Act, Act 11 of 1999).

The NHC identified the need for the procurement of above-mentioned goods and/or services.

The procurement will be done in line with the 80/20 preference point system as determined in the Preferential Procurement Policy Framework Act, No 5 of 2000 and its Regulations.

3. TERMS AND CONDITIONS

The items listed in the attached table were identified for the procurement of applicable goods and/or services. The following terms and conditions are applicable:

3.1 NHC's conditions of purchase shall apply. The NHC reserves the right to accept or reject any changes to the requirements.

3.2 The validity period of the quotation must be clearly stated on the quotation.

3.3 The expected delivery period must be clearly stated on the quotation. Where the project runs over the specified period, suppliers must include an estimated detailed project plan with timeframes, objectives and achievable milestones.

3.4 Suppliers must ensure compliance with their tax obligations and submit the Tax Status Pin code with the bid proposal.

3.5 Quotation prices must be valid for 30 days from the date of closure of this RFQ.

3.6 Quotations must be included on the company letterhead that include the contact details and quote number and must be duly signed.

3.7 NHC will not be liable for a cost(s) incurred by Suppliers to prepare and submit a quotation.

3.8 The NHC reserves the right to accept or reject any quote and to annul the quotation process at any time prior to the award of the contract, without thereby incurring any liability to the affected supplier(s).

3.9 NHC reserves the right to cancel the RFQ at any time.

3.10 Prices quoted shall be in South African Rand and inclusive of VAT as well as any associated costs such as delivery, insurance, taxes, etc. for the stipulated period as indicated in the attached requirements. Quotations that were not costed for the entire scope of the project and the period will not be considered.

3.11 No price adjustment or amendment will be considered by the NHC after closure of the RFQ. This is a fixed price request for quotation unless otherwise specified in the specifications or terms of reference.

3.12 Where the NHC determines that it will be in the best interest of the project to appoint multiple suppliers, the NHC reserves the right to award the RFQ to multiple suppliers by indicting on the purchase order, the items applicable.

3.13 Goods or services shall be supplied / rendered upon receipt of an official purchase order from the NHC. No services must be rendered or goods delivered before an official NHC purchase order or service level agreement (SLA) signed.

3.14 The NHC reserve the right to do due diligence on the quotations.

3.15 The NHC reserves the right to benchmark prices quoted.

3.16 NHC shall pay within 30 days after receipt of an invoice.

3.17 All invoices must be submitted to SCM via the email to finance@nhc.org.za in the format as prescribed by the South Africa Revenue Services (SARS). The checklist for compliance of the invoice can be found following the following link: Tax-Invoice-Checklist-Version-2-29032016.pdf.

3.18 Late and / or incomplete submissions will not be accepted.

4. INTELLECTUAL PROPERTY AND COPYRIGHT

All intellectual property rights, including but not limited to design, layout, content and imagery created or developed as part of this project, shall vest in the National Heritage Council (NHC). The appointed service provider shall not reproduce, distribute or use any part of the deliverables for any other purpose without the prior written consent from the NHC.

The service provider shall provide the NHC with:

4.1 A digitised version of the final product suitable for web and email distribution.

4.2 All open / edible files used in the creation of the booklet (e.g. InDesign, Illustrator, Photoshop).

4.3 Written confirmation that no third-party rights are infringed and that all stock images used are properly licensed for public use.

5. EVALUATION OF BID

The evaluation of the bid proposals will be done in three (3) phases as mentioned on term of reference below.

6. BID AWARD

Subject to Section 2(1)(f) of the Preferential Procurement Policy Framework Act, 2000, the RFQ will be awarded to the Supplier(s) who scores the highest points.

The successful Supplier will be required to sign an award letter and SBD 73. Contract for (Income-Generating Contracts).

7. GENERAL CONDITIONS OF CONTRACT

The General Conditions of Contract (GCC) will form part of this RFQ and may not be amended. A copy of the GCC may be obtained from National Treasury at Microsoft Word - General Conditions of Contract_PracNote9 of 2007-08__19-2-2008_.doc.

Annexure A: SBD 4

SUPPLIER'S DISCLOSURE

1. PURPOSE OF THE FORM

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

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

2. SUPPLIER'S DECLARATION

2.1. Is the Supplier, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest[1] 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 / stakeholders / members / partners or any person having a controlling interest in the enterprise, in the table below.

Full Name	Identity Number	Name of State Institution

2.2. Do you, or any person connected with the Supplier, have a relationship with any person who is employed by the procuring institution? **YES/NO**

[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 source and decisions of the enterprise.

2.2.1. If so, furnish particulars:

……

……

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

2.3.1. If so, furnish particulars

……

……

3. DECLARATION

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

3.1. I have read and I understand the contents of this disclosure;

3.2. I understand that the accompanying bid will be disqualified if this disclosure in found not to be true and complete in every respect;

3.3. The Supplier 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[2] 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 Supplier, 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 Supplier with any official of the procuring institution in relations to tis 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 Supplier was not involved in the drafting of the specifications or terms of reference for this bid.

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



3.7. 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 CERTIFIY 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 INSTRUCTIONS 03 OF 2021/2022 ON PREVENTING AND COMBATING ABUSE IN THE SUPPLY CHAIN MANAGEMENT SYSTEM SHOULD THIS DECLARATION PROVE TO BE FALSE.

…… Signature:	…… Date:
…… Position:	…… Name of Supplier:

Annexure B: SBD 6.1

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

This preference form must form part of all the 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

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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

1.2 **To be completed by the organ of state**

(*delete whichever is not applicable for this tender*).

a) The applicable preference point system for this tender is the 90/10 preference point system.

b) The applicable preference point system for this tender is the 80/20 preference point system.

c) The 80/20 preference point system will be applicable in this tender. The lowest/ highest acceptable tender will be used to determine the accurate system once tenders are received.

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

(a) Price; and

(b) Specific Goals.

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

The maximum points for this tender are allocated as follows:

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

1.5 Failure on the part of a tenderer to submit proof or documentation required in terms of

this tender to claim points for specific goals with the tender, will be interpreted to mean that preference points for specific goals are not claimed.

1.6 The organ of state reserves the right to require of a tenderer, either before a tender is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

2. DEFINITIONS

2.1. **"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;

2.2. **"price"** means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;

2.3. **"rand value"** means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;

2.4. **"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

2.5. **"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**

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

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**

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

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmax = Price of highest acceptable tender

4. POINTS AWARDED FOR SPECIFIC GOALS

4.1. In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender. For the purposes of this tender the tenderer will be allocated points based on the goals stated in table 1 below as may be supported by proof/ documentation stated in the conditions of this tender:

4.2. In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the tender documents, stipulate in the case of—

(a) an invitation for tender for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or

(b) any other invitation for tender, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system,

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

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

(Note to organs of state: Where either the 90/10 or 80/20 preference point system is applicable, corresponding points must also be indicated as such.

Note to tenderers: The tenderer must indicate how they claim points for each preference point system.)

The specific goals allocated points in terms of this tender	**Number of points allocated (80/20 system) (To be completed by the organ of state)**	**Number of points claimed (80/20 system) (To be completed by the tenderer)**
B-BBEE Compliance Based on Section 10 of the B-BBEE Act (Act 53 of 2003 as amended by Act 46 of 2013) Level 1 = 8 pts Level 2 = 7 pts Level 3 = 6 pts Level 4 = 5 pts Level 5 = 4 pts Level 6 = 3 pts Level 7 = 2 pts Level 8 = 1 pt Non-compliant contributor = 0	8	
The promotion of SMME's	4	
The promotion of woman owned enterprises based on the percentage owned	2	
The promotion of enterprises located in rural areas based on the percentage owned	5	
The promotion of co-operatives based on the percentage owned	1	

DECLARATION WITH REGARD TO COMPANY/FIRM

4.3. Name of company/firm…….

4.4. Company registration number: ……...

4.5. TYPE OF COMPANY/ FIRM

- ☐ Partnership/Joint Venture / Consortium
- ☐ One-person business/sole propriety
- ☐ Close corporation
- ☐ Public Company
- ☐ Personal Liability Company



- ☐ (Pty) Limited
- ☐ Non-Profit Company
- ☐ State Owned Company

[TICK APPLICABLE BOX]

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

i) The information furnished is true and correct;

ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;

iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 4.2, the contractor may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct;

iv) If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have –

(a) disqualify the person from the tendering process;

(b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;

(c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;

(d) recommend that the tenderer or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been applied; and

(e) forward the matter for criminal prosecution, if deemed necessary.

.....

SIGNATURE(S) OF TENDERER(S)

SURNAME AND NAME: .....

DATE: .....

ADDRESS: .....

.....

POPIA: SUPPLIER NOTICE AND CONSENT FORM

I confirm that I am duly authorised to sign this consent form.

Full Name (Print)	
Capacity	
Signature	
Name of Company (If Applicable)	
Date	

(Hereinafter referred to as the "**Data Subject**")

A company / organisation duly incorporated under the laws of the Republic of South Africa, having its main place of business at:

_____,

with Registration number _____.

Preparatory Statement

Whereas the "**Data Subject"** is in agreement with the contents of this Notice and Consent Form and grants NHC permission to process certain confidential / personal information, for purposes of _____

_____

whereas the "Data Subject" is considering making an offer (the "Offer") to NHC on a solicited Bid/RFQ/RFP/RFI, subject to conducting due diligence, as a result of which certain confidential / personal information of the Data Subject may be disclosed to NHC.

The Data Subject hereby gives consent to the following:

Where the supplier is a juristic person, this consent applies to the personal information of its representative's directors, or employees whose data may be processed in the course of the procurement process

1. Purposes

NHC will process, including collect, personal information (as set out in point 2 below) for the following purposes:

1.1. Strategic sourcing

1.2. Procurement

1.3. Contract management

1.4. Supplier management

1.5. Invoice management

1.6. Debt recovery

1.7. Fraud prevention

1.8. Supplier discovery

The provision of personal information is voluntary. However, if personal information is not provided, NHC might not be able to perform the above-mentioned purposes.

2. Legal basis for the processing

Personal information is processed on the basis that:

i) processing information is necessary for pursuing the NHC's legitimate interests (according to section 11(1) of the Protection of Personal Information Act, No 4 of 2013 (POPIA), which lies in achieving the purposes as set out in point 1 above,

ii) processing is necessary to carry out actions for the conclusion or performance of "supply chain management functions" for which you are party (according to section 11(1)(b) of POPIA) or

iii) processing complies with an obligation imposed by law on NHC (according to section 11(1)(c) of POPIA.

NHC process the following personal information (for specific natural or juristic person and can be used to identify you or that person):

2.1. Master data

a) Name

b) Addresses

c) Contact numbers

d) Email address

e) Other contact details of the supplier

f) Supplier primary contact person's name and contact information

g) Job position and role / qualifications

h) Partner roles of the suppliers needed for invoicing and ordering

i) Identification / company registration number

j) BBBEE status

k) Central Supplier Database number

2.2. Accounting and payment information

a) VAT and Income tax numbers

b) Tax clearance pin

c) Bank details

d) Bank account type and number

e) Name of the account holder

f) Attachment of confirmation documents

g) Terms of payment

h) Accounting correspondence

2.3. Supplier classification

a) Category

b) Vender portfolio

c) Product categories

d) Main product category

e) Additional product categories

f) Vendor category

2.4. Declared conflict or potential conflict of interest

2.5. Information on goods and/or services offered by supplier

a) Quantity and quality of offered goods and/or services

b) Other commercial terms of the offer

2.6. Contract information

a) Commercial terms of the contract

b) Legal terms of the contract

c) Any other contractual documentation

d) Information about contract performance and instances of non-performance

3. Retention periods

Personal information will only be kept for as long as the NHC reasonably consider necessary for achieving the purposes set out in point 1 above and as is permissible under applicable laws. NHC will, in any case, retain personal information for as long as there are statutory retention obligations or potential legal claims are not yet time barred.

4. Law enforcement

NHC may disclose personal information if required:

a) By a subpoena or court order

b) To comply with any law

c) To protect the safety of any individual or the public

d) To prevent violation of supplier relation terms.

5. Regulators

NHC may disclose personal information as required by law or governmental audit.

6. Sharing

NHC may share personal information with:

a) other divisions or public entities within the South African Government as the South African Weather Service (SAWS) is a Section 3(a) public entity under the Ministry of Environmental Affairs and is governed by a Board, so as to provide joint content and services like registration, for transactions and customer support, to help detect and prevent potentially illegal acts and violations of our policies, and to guide decisions about our products, services.

b) an affiliate, in which case we will seek to require the affiliates to honour this privacy notice.

c) our goods or services providers under contract who help provide certain goods or services or help with parts of our business operations, including fraud prevention, bill collection, marketing technology services (our contracts dictate that these goods or services providers only use information in connection with the goods or services they supply or services they perform for the SAWS and not for their own benefit).

d) credit bureaus to report account information, as permitted by law

e) banking partners as required by credit card association rules for inclusion on their list of terminated merchants (in the event that you utilize the services to receive payments and you meet their criteria)

f) other third parties who provide us with relevant services, where appropriate.

7. Supplier rights

Under applicable law, you have, among others, the rights (under the conditions set out in applicable law):

i) To check whether and what kind of personal data we hold about you and to request access to and the right to rectify the information collected

ii) In certain circumstances, to object to the processing of personal information, in the prescribed manner, on reasonable grounds relating to your particular situation, unless legislation provides for such processing or to object for the purposes of direct marketing; or

iii) For complaints or queries, you may contact the Information Regulator:

Address: 33 Hoofd Street, Forum III, 3rd Floor, Braampark, Braamfontein, Johannesburg

Email: inforeg@justice.gov.za

Website: https://www.justice.gov.za/inforeg

8. Your obligations

You may only send us your own personal information or the information of another data subject where you have their permission to do so.

9. Security

We take the security of personal information very seriously and always do our best to comply with applicable data protection laws. Our website is hosted in a secure server environment that uses a firewall and other advanced security measures to prevent interference or access from outside intruders. We authorize access to personal information only for those employees who require it to fulfil their job responsibilities. We implement disaster recovery procedures where appropriate.

10. Data Storage

We will try to keep the personal information we collect as accurate, complete, and up to date as is necessary for the purposes defined in this notice. Please note that to better protect you and safeguard your personal information, please inform us of any required corrections to your personal information.

11. Limitation

We are not responsible for, give no warranties, nor make any representations in respect of the privacy policies/notices or practices of any third parties.

12. Enquiries

Any queries or concerns arising from this notice and consent from or the way in which NHC handle personal information, please contact the National Heritage Council as follows:



NATIONAL HERITAGE COUNCIL
2nd floor, Building 3, 221 Summit Place Office Park
Menlyn, Pretoria
+27 12 748-3910
Email: enquiries@nhc.org.za

ADHERENCE TO THE NATIONAL HERITAGE COUNCIL'S CODE OF ETHICS

1. INTRODUCTION

The National Heritage Council (NHC) is committed to maintaining the highest standards of ethics and integrity in all its operations. The Code of Conduct outlines the expectations and requirements for all suppliers, contractors and service providers (collectively referred to as "Suppliers") who wish to do business with the NHC.

2. COMPLIANCE WITH LAWS AND REGULATIONS

Suppliers must comply with all applicable laws, regulations and standards, including but not limited to:

2.1. Section 195 and Section 217 of the Constitution of the Republic of South Africa

2.2. The Prevention and Combating of Corrupt Activities Act, 2004 (PRECCA)

2.3. The Public Financial Management Act, 1999 (PFMA)

2.4. The Protection of Personal Information Act, 2013 (POPIA)

2.5. Treasury Regulations as issued in terms of the PFMA

2.6. Any other legislative requirements conducting crime in public procurement.

3. ETHICAL BUSINESS PRACTICES

Suppliers are expected to conduct their business in an ethical manner and act with integrity. This includes:

3.1 Anti-Corruption and Bribery

Suppliers must not engage in any form of bribery, corruption, or unethical practices. Offering, giving, receiving or soliciting any form of bride or kickback is strictly prohibited.

3.2 Fraud Prevention

Suppliers must not engage in fraudulent activities, including misrepresentation of facts, falsification of documents or any other form of deceit.

3.3 Fair Competition

Suppliers must compete fairly and not engage in anti-corruptive practices.

4. CONFLICT OF INTEREST

Suppliers must avoid any conflict of interest that could impair their ability to act impartially and in the best interest of the NHC. Any potential conflicts of interest must be disclosed to the NHC immediately.

5. GIFTS AND HOSPITALITY

Suppliers must not offer or accept gifts, hospitality or other benefits that could influence or appear to influence business decisions.

Acceptable tokens of appreciation must be of nominal value and in line with customary business practices.

6. CONFIDENTIALITY AND DATA PROTECTION

Suppliers must protect the confidentiality of all information received from the NHC and must not disclose any confidential information to third parties without prior written consent. Suppliers must also comply with all applicable data protection laws and regulations.

7. LABOUR PRACTICES

Suppliers must uphold the highest standards of human rights and labour practices, including:

7.1. Non-Discrimination

Suppliers must not discriminate against any employee or applicant based on race, gender, age, disability, religion or any other protected characteristic.

7.2. Fair Treatment

Suppliers must treat all employees with respect and dignity and must not engage in a ny form of harassment or abuse.

7.3. Child Labour

Suppliers must not use child labour and must comply with all applicable child labour laws.

8. HEALTH AND SAFETY

Suppliers must provide a safe and healthy working environment for their employees and comply with all applicable health and safety laws and regulations.

9. ENVIRONMENTAL RESPONSIBILITY

Suppliers must comply with all applicable environmental laws and regulations and strive to minimise their environmental impact.

10. REPORTING AND WHITLEBLOWING

Suppliers must report any suspected violations of this Code of Conduct or any unethical behaviour to the NHC. The NHC is committed to ensure the confidentiality of reports received.

11. ENFORCEMENT AND COMPLIANCE

Failure to comply with the Code of Conduct may result in the termination of the supplier's contract and other legal actions. The NHC reserves the right to audit and monitor compliance with the Code of Conduct.

Non-compliance with this Code of Conduct may result in:

11.1 Immediate termination of the supplier's contract;

11.2 Disqualification from future procurement opportunities with the NHC; and or blacklisting of the supplier and its directors with the relevant authority;

11.3 Reporting to relevant regulatory or law enforcement authorities;

11.4 Civil or criminal proceedings where applicable.

I, the undersigned, hereby agree to the conditions as stipulated in the Code of Conduct and are committed to oblige with the terms and conditions as specified in the Code of Conduct. I confirm that I have read and understand the terms and conditions as set out in the Code of Conduct and have the Power of Attorney to sign this document on behalf of the supplier.

Full Name and Surname (Print):	
Designation / Role in company:	
Supplier Name:	
Signature:	
Date:	

SUPPLIER EVALUATION CHECKLIST

Supplier Name:	
Contact Person:	
Contact Details:	
Date:	

Suppliers are required to tick the applicable box that is applicable to their environment. Failure to complete this checklist may request in the quotation to be regarded as a non-responsive quotation. This is required for verification on contribution to SDGs.

1. COMPLIANCE WITH SUSTAINABLE DEVELOPMENT GOALS (SDGs)

1.1. SDG Alignment

The supplier's operations align with the following SDGs (check all that apply):

1.1.1. ☐ SDG 1: No Poverty
1.1.2. ☐ SDG 2: Zero Hunger
1.1.3. ☐ SDG 3: Good Health and Well-being
1.1.4. ☐ SDG 4: Quality Education
1.1.5. ☐ SDG 5: Gender Equality
1.1.6. ☐ SDG 6: Clean Water and Sanitation
1.1.7. ☐ SDG 7: Affordable and Clean Energy
1.1.8. ☐ SDG 8: Decent Work and Economic Growth
1.1.9. ☐ SDG 9: Industry, Innovation and Infrastructure
1.1.10. ☐ SDG 10: Reduced Inequalities
1.1.11. ☐ SDG 11: Sustainable Cities and Communities
1.1.12. ☐ SDG 12: Responsible Consumption and Production
1.1.13. ☐ SDG 13: Climate Action
1.1.14. ☐ SDG 14: Life Below Water
1.1.15. ☐ SDG 15: Life On Land
1.1.16. ☐ SDG 16: Peace, Justice and Strong Institutions
1.1.17. ☐ SDG 17: Partnerships for the Goals

1.2. Sustainability Practices

1.2.1. ☒ The supplier has implemented sustainability practices in their operations.
1.2.2. ☐ The supplier regularly monitors and reports on their sustainability performance.

2. STRATEGIC GOALS

2.1. Small, Medium, Macro Enterprise (SMME) Status

2.1.1. ☐ The supplier qualifies as an SMME:

Micro enterprises	Annual turnover of R 500k per annum
Very small enterprises	Annual turnover between R 500k and R 2,5 million per annum
Small enterprises	Annual turnover between R 2,5 million and R 10 million per annum
Medium enterprises	Annual turnover between R 10 million and R 20 million per annum

2.1.2. ☐ The supplier is registered with the relevant SMME authorities.

2.2. HDI Status

2.2.1. ☐ The supplier qualifies as an HDI.

2.3. **HDI Categories** (check all that apply):

2.3.1. ☐ Black
2.3.2. ☐ Coloured
2.3.3. ☐ Indian
2.3.4. ☐ Women
2.3.5. ☐ Youth
2.3.6. ☐ Persons with Disabilities
2.3.7. ☐ Rural
2.3.8. ☐ Unemployed
2.3.9. ☐ Township

2.4. Support for SMMEs and HDIs

2.4.1. ☐ The supplier actively supports and collaborates with other SMMEs and HDIs.

2.4.2. The supplier participates in initiatives aimed at promoting SMMEs and HDIs as per the following categories (check if applicable):

a) ☐ Black
b) ☐ Coloured
c) ☐ Indian
d) ☐ Women
e) ☐ Youth
f) ☐ Persons with Disabilities
g) ☐ Rural
h) ☐ Unemployed
i) ☐ Township

DECLARATION

I, the undersigned, hereby declare that the information provided in this checklist is accurate and complete to the best of my knowledge.

Full Name and Surname (Print) of Representative:	
Signature:	
Date:	

www.nhc.org.za
Tel: 012 748 3949
2nd Floor Building 3, Summit Place Business Park
221 Garsfontein Road, Menlyn, Pretoria

TERMS OF REFERENCE (TOR) FOR THE APPOINTMENT OF A PROFESSIONAL SERVICE PROVIDER TO DEVELOP A FUNDING, RESOURCE MOBILISATION AND REVENUE ENHANCEMENT STRATEGY FOR THE NATIONAL HERITAGE COUNCIL (NHC) FOR A PERIOD OF THREE (3) MONTHS.

Medium-Term Expenditure Framework (MTEF): 2026/27 – 2028/29

1. BACKGROUND

The National Heritage Council of South Africa (NHC) is a Schedule 3A public entity established in terms of the National Heritage Council Act No. 11 of 1999 and operates under the Department of Sport, Arts and Culture (DSAC).

The NHC is mandated to preserve, protect, promote, and coordinate heritage in South Africa.

The NHC continues to experience increasing demand for:

- Heritage conservation support;
- Community heritage initiatives;
- Research and digitisation;
- Indigenous Knowledge Systems preservation;
- Public education and awareness;
- Heritage partnerships and stakeholder engagement.

Despite increasing demand, the organisation remains largely dependent on annual transfers from National Treasury through DSAC. Ongoing fiscal constraints and budget reductions have significantly affected the NHC's ability to fully implement strategic programmes and support the broader heritage sector.

This funding gap highlights the urgent need for:

- Diversified revenue streams;
- Innovative funding mechanisms;
- Strategic partnerships;
- Heritage commercialisation opportunities; and
- Sustainable resource mobilisation interventions.

The NHC therefore seeks to appoint a suitably qualified and experienced professional service provider to develop a comprehensive Funding, Resource Mobilisation and Revenue Enhancement Strategy for the Medium-Term Expenditure Framework (MTEF) period 2026/27 – 2028/29.

The assignment must align with:

- The Constitution of the Republic of South Africa, 1996;
- National Heritage Council Act No. 11 of 1999;
- Public Finance Management Act (PFMA);

- National Treasury Regulations;
- National Development Plan (NDP) 2030;
- Medium-Term Strategic Framework (MTSF);
- Department of Sport, Arts and Culture (DSAC) priorities; and
- The NHC Strategic Plan and Annual Performance Plan (APP).

2. PURPOSE OF THE ASSIGNMENT

The purpose of this assignment is to develop a comprehensive Funding, Resource Mobilisation and Revenue Enhancement Strategy that will:

- Diversify NHC funding sources;
- Strengthen institutional sustainability;
- Enhance fundraising and donor mobilisation;
- Identify commercially viable heritage opportunities;
- Improve partnership and investment frameworks;
- Develop innovative financing mechanisms for heritage; and
- Support long-term implementation of the NHC mandate.

The appointed service provider will be required to:

2.1 Conduct a comprehensive institutional and financial assessment of the NHC funding model.

2.2 Develop a Funding and Revenue Enhancement Strategy for the 2026/27 – 2028/29 MTEF period.

2.3 Identify and assess:

- Revenue generation opportunities;
- Heritage commercialisation opportunities;
- Partnership and investment models;
- Donor funding opportunities;
- Grant funding mechanisms;
- Public-private partnership opportunities;
- Heritage tourism revenue opportunities; and
- Heritage investment instruments.

2.4 Develop a practical implementation plan with:

- Revenue targets;
- Funding pipeline;
- Institutional responsibilities;
- Timelines;
- Risk mitigation measures; and
- Monitoring and evaluation framework.

2.5 Develop a stakeholder engagement and partnership mobilisation framework.

2.6 Develop a sustainable fundraising and donor management framework.

2.7 Recommend governance, legal, compliance, and policy requirements necessary to support implementation.

2.8 Develop a business case and feasibility assessment for identified commercial initiatives.

2.9 Benchmark international and local best practice models applicable to the heritage sector.

3. SCOPE OF WORK

All deliverables must be aligned with practical, measurable, and implementable outcomes and verified during stakeholder consultations and review processes.

The successful bidder shall undertake, but not be limited to, the following activities:

3.1 Institutional Assessment

- Review the current NHC funding structure;
- Analyse current revenue streams and expenditure trends;
- Assess organisational sustainability challenges; and
- Evaluate institutional readiness for commercialisation and fundraising.

3.2 Strategic Review and Benchmarking

- Benchmark local and international heritage funding models;
- Assess innovative financing models applicable to heritage institutions; and
- Analyse successful heritage commercialisation initiatives.

3.3 Funding and Revenue Strategy Development

Develop a comprehensive strategy covering:

- Grant funding;
- Donor funding;
- Sponsorships;
- Corporate Social Investment (CSI);
- Public-Private Partnerships (PPPs);
- Heritage levy options;
- Heritage bonds;
- Endowment funds;
- Membership programmes;
- Retail and merchandising;
- Digitisation and digital content monetisation;
- Heritage tourism;
- Crowdfunding;

- Adopt-a-Monument programmes;
- Revenue-generating heritage events; and
- Heritage Indaba commercialisation opportunities.

3.4 Stakeholder Consultation

Facilitate consultations with:

- NHC Board and Management;
- DSAC;
- National Treasury;
- Heritage institutions;
- Provincial heritage authorities;
- Municipalities;
- Private sector stakeholders;
- Development partners;
- Tourism bodies; and
- Donors and investors.

3.5 Financial Modelling

Develop:

- Revenue projections;
- Funding pipeline forecasts;
- Sustainability scenarios;
- Investment requirements;
- Cost-benefit analysis; and
- Risk analysis.

3.6 Implementation Framework

Develop:

- Implementation roadmap;
- Change management framework;
- Institutional capacity requirements;
- Governance arrangements;
- Monitoring and Evaluation (M&E) framework; and
- Key Performance Indicators (KPIs).

4. DELIVERABLES, TIMELINE AND PAYMENT

Deliverable	Description	Timeline
Inception Report	Methodology, workplan, stakeholder engagement plan and	Within 2 weeks of appointment
Situational Analysis Report	Institutional assessment and benchmarking findings	Within 4 weeks
Draft Strategy	Draft Funding and Revenue Enhancement Strategy	Within 8 weeks
Stakeholder Consultation Report	Summary of engagements and inputs	Within 10 weeks
Final Strategy Document	Final revised strategy incorporating comments	Within 12 weeks
Implementation Plan	Detailed implementation roadmap and funding pipeline	Within 12 weeks
Presentation	Presentation to Board/Management/Committees	As required

Payment shall be linked to approved deliverables as follows:

Deliverable	Percentage	Timeline
Approved Inception Report and Situational Analysis Report	25%	1st Month
Draft Strategy	25%	2nd Month
Final Strategy and Implementation Plan and final presentation and close out report	50%	3rd Month

Payment will be made within 30 days of receipt of a valid invoice and approval of deliverables by the NHC.

The consultant's professional fees must align with National Treasury guidelines applicable to public entities.

5. TENDER EVALUATION

5.1 Evaluation stages

Tender evaluation will proceed in two stages: (i) pre-compliance, to ensure all mandatory requirements are met; (ii) functionality, to assess the technical and operational suitability of the proposal; and (iii) pricing, to determine cost-effectiveness. Final consideration will be given to alignment with the specific goal of the procurement.

The evaluation process shall be conducted in line with the Preferential Procurement Policy Framework Act (PPPFA), Preferential Procurement Regulations, National Treasury Guidelines, and the NHC Supply Chain Management Policy.

Stage 1 - Pre-compliance (Compulsory Requirements)

1. Company Track Record

- **Appointment Letters:** a minimum of three (3) formal appointment letters issued on the client's official letterhead, signed and dated, specifically for developing revenue enhancement, fundraising, or public finance sustainability strategies.
- **Signed Written Reference Letters:** 3 Corresponding reference letters matching the appointment letters.
- **Contactable References:** Both the appointment or reference letters **must** explicitly feature a valid telephone number and email address for the referee.

2. Project Leader / Partner

The Project Leader's profile requires verified qualifications and active professional standing. You must attach:

- **Curriculum Vitae (CV):** A detailed CV that clearly reflects a minimum of **5 years of post-registration experience** and explicitly names and describes at least **3 completed Revenue Enhancement projects** (for verification purposes).
- **Certified Qualification Certificate:** A certified copy of an appropriate **Postgraduate Degree** (e.g., Honours, Master's, or PostGrad Diploma) in *Accounting, Public Finance, or Financial Management*.
- **Professional Body Certificate:** Proof of active, valid registration/membership with **SAICA** (e.g., CA(SA)), **ACCA**, or an equivalent recognized financial professional council.



3. Project Team Members

You must submit separate profiles for each of the four required specialist roles. Each specialist profile **must** include a CV and certified proof of qualifications/registrations as detailed below:

A. Financial / Investment / Revenue Enhancement Specialist *(10 Points Max)*

- **CV:** Demonstrating a minimum of 3 years of experience in revenue enhancement, fundraising, or public sector financial sustainability.
- **Certified Qualification:** An appropriate **Degree** in *Accounting, Public Finance, or Financial Management*.
- **Professional Body Certificate:** Active professional membership with **SAICA**, **ACCA**, or similar recognized financial bodies.

B. Public Sector Governance Specialist

- **CV:** Demonstrating a minimum of 3 years of experience in public sector governance, public revenue, or fundraising.
- **Certified Qualification:** Minimum of a **National Diploma** in *Public Administration, Development Studies, Public Management*, or equivalent.

C. Heritage Sector Specialist

- **CV:** Detailing explicit experience in heritage programme coordination, stakeholder engagement, public sector fundraising, or donor mobilization.
- **Certified Qualification:** A **Degree** in *Heritage Management, Cultural Heritage, Museum Studies, Tourism, History, Archaeology, or Public Administration*.

D. Research & Stakeholder Engagement Specialist

- **CV:** Demonstrating a minimum of 3 years of experience in research, policy analysis, stakeholder engagement, and relationship management.
- **Certified Qualification:** A **Degree** in *Heritage Management, Social Sciences, Public Administration, Development Studies, Anthropology, Tourism, or Cultural Studies*.

4. Methodology

- **Skills Transfer Plan:** A dedicated, standalone narrative or structured plan within your proposal detailing exactly how your team intends to transfer knowledge, systems, or strategic methodologies to the public sector client's internal staff during the project

Failure to submit mandatory documents or demonstrate the required capability may result in disqualification.

Stage 2 – Functionality

Only Bidders who score 70% or more on stage 2 would be evaluated further and therefore eligible for further evaluation on pricing and specific goal.

TERMS OF REFERENCE (TOR) FOR THE APPOINTMENT OF A PROFESSIONAL SERVICE PROVIDER TO DEVELOP A FUNDING, RESOURCE MOBILISATION AND REVENUE ENHANCEMENT STRATEGY FOR THE NATIONAL HERITAGE COUNCIL (NHC) FOR A PERIOD OF THREE (3) MONTHS.

NO.	FUNCTIONALITY	POINTS ALLOCATION	SCORE
1.	**A company with proven experience on the Development of the revenue enhancement strategy in a public sector.** **The experience should demonstrate one of the following:** ○ The Revenue enhancement; ○ Fundraising and donor mobilisation; ○ Public sector financial sustainability; ○ Heritage, arts, culture, tourism, or development sectors; ○ Strategic planning and institutional development.		
	One (1) Appointment Letter on letterhead and signed Reference Letter. Either appointment letters or signed reference letters submitted must include valid contact details (valid email addresses and/or telephone numbers) for the referees. Submissions without contactable references will not be considered.	10	**30**
	Two (2) Appointment Letter on letterhead and signed Reference Letters. Either appointment letters or signed reference letters submitted must include valid contact details (valid email addresses and/or telephone numbers) for the referees. Submissions without contactable references will not be considered.	15	
	Three (3) Appointment Letter on letterhead and signed Reference Letter. Either appointment letters or signed reference letters submitted must include valid contact details (valid email addresses and/or telephone numbers) for the referees. Submissions without contactable references will not be considered..	30	
2.	**Project Leader or Partner attach certified qualifications and certificates (Attach CVs, professional body certificate and qualification)** **Qualifications:** An appropriate Postgraduate in: Accounting/Public Finance /Financial Management. (10 points) **Professional Body:** Professional membership with the South African Institute of Chartered Accountants (SAICA), ACCA or similar bodies in the financial environment. (10 points) **Experience:** Must have at least 5 years post registration experience and must have		**30**



NO.	FUNCTIONALITY	POINTS ALLOCATION	SCORE
	minimum completed 3 projects in Revenue Enhancement (projects should be indicated on the CV and it will be subject to verification). (10 points)		
3.	**Project Member Experience (Attach CVs, professional body certificate and qualification)**		25
	<u>Financial/investment or Revenue Enhancement Specialist</u> **Professional Body:** Professional membership with the South African Institute of Chartered Accountants (SAICA), ACCA or similar bodies in the financial environment. (2.5 points). **Qualifications:** An appropriate Degree in Accounting/Public Finance /Financial Management. (5 points). **Experience:** Must have minimum 3 years' experience in revenue enhancement, Fundraising and donor mobilization; Public sector financial sustainability or relevant detailed on the CV. (2.5 points). **<u>Public Sector Governance Specialist</u>** **Qualifications:** An appropriate National Diploma in Public Administration, Development Studies, Public Management or any relevant qualification. (2.5 points) **Experience:** Must have minimum 3 years' experience in public sector governance related experience, revenue, Fundraising and donor mobilization; Public sector financial sustainability detailed on the. (2.5 points) **<u>Heritage Sector Specialist</u>** **Qualifications:** Degree in Heritage Management, Cultural Heritage, Museum Studies, Tourism, History, Archaeology, Public Administration or any relevant studies (2.5 points) **Experience:** Must have experience in Heritage programme coordination Stakeholder engagement revenue, Fundraising and donor mobilization; Public sector financial sustainability detailed on the CV (2.5 points)	25	

TERMS OF REFERENCE (TOR) FOR THE APPOINTMENT OF A PROFESSIONAL SERVICE PROVIDER TO DEVELOP A FUNDING, RESOURCE MOBILISATION AND REVENUE ENHANCEMENT STRATEGY FOR THE NATIONAL HERITAGE COUNCIL (NHC) FOR A PERIOD OF THREE (3) MONTHS.

NO.	FUNCTIONALITY	POINTS ALLOCATION	SCORE
	Research and stakeholder engagement specialist **Qualifications:** An appropriate Degree in: Heritage Management, Social Sciences, Public Administration, Development Studies, Anthropology, Tourism , Cultural Studies or any relevant studies (2.5 points) **Experience:** Must have minimum 3 years' experience research and policy analysis Stakeholder engagement and relationship management CV. (2.5 points)		
	Skills Transfer plan	15	**15**
	TOTAL		**100**

Only Bidders who score 70% or more on stage 2 would be evaluated further and therefore eligible for further evaluation on pricing and specific goal

Stage 3: Price and Specific Goals

Only bidders meeting all compulsory requirements will proceed to the third phase of evaluation based on price and specific goals in accordance with the applicable Preferential Procurement Regulations.

Evaluation on Price 80/20 and BBBEE status

Only service providers that complied with the requirements as stipulated in this document, will be considered for evaluation on price and the strategic goals as prescribed in the Preferential Procurement Policy Framework Act and its regulations. The 80/20 principle will be used in the evaluation where 80 points will be allocated to price and the 20 points be allocated towards the following strategic goals:

<table>
<tr><th>No</th><th>The specific goals allocated points in terms of this request for procurement</th><th>Number of points allocated as per the 80/20 principle</th></tr>
<tr><td>5.1.1</td><td>The promotion of entities that are B-BBEE compliant

<table><tr><th>B-BBEE Level of Contribution</th><th>Points allocated</th></tr><tr><td>B-BBEE level 1</td><td>8pts</td></tr><tr><td>B-BBEE level 2</td><td>7pts</td></tr><tr><td>B-BBEE level 3</td><td>6pts</td></tr><tr><td>B-BBEE level 4</td><td>5pts</td></tr><tr><td>B-BBEE level 5</td><td>4pts</td></tr><tr><td>B-BBEE level 6</td><td>3pts</td></tr><tr><td>B-BBEE level 7</td><td>2pts</td></tr><tr><td>B-BBEE level 8</td><td>1pts</td></tr><tr><td>B-BBEE level 9 / Non-compliant</td><td>0</td></tr></table>
Points must be distributed among all levels of contribution from high to low e.g. level 1 receives the highest points.

Where BBBEE is selected, a second specific goal must be identified</td><td>8</td></tr>
<tr><td>5.1.2</td><td>The promotion of SMME’s</td><td>4</td></tr>
<tr><td>5.1.3</td><td>The promotion of woman owned enterprises based on the percentage owned</td><td>2</td></tr>
<tr><td>5.1.4</td><td>The promotion of youth owned enterprises based on the percentage owned</td><td>0</td></tr>
<tr><td>5.1.5</td><td>The promotion of people with disabilities based on the percentage owned</td><td>0</td></tr>
<tr><td>5.1.6</td><td>The promotion of enterprises located in rural areas based on the percentage owned</td><td>5</td></tr>
<tr><td>5.1.7</td><td>The promotion of enterprises located in township based on the percentage owned</td><td>0</td></tr>
</table>

No	The specific goals allocated points in terms of this request for procurement	Number of points allocated as per the 80/20 principle
5.1.8	The promotion of co-operatives based on the percentage owned	1
Total achievable points		**20**

5.2 Technical Expertise

Demonstrated expertise in:

- Financial modelling;
- Resource mobilisation;
- PPP frameworks;
- Investment and fundraising strategies;
- Public finance management;
- Heritage commercialisation;
- Stakeholder engagement; and
- Monitoring and evaluation.

5.3 Team Composition

The proposed team should include:

- Project Lead/Strategy Specialist;
- Financial/Investment Specialist;
- Public Sector Governance Specialist;
- Heritage Sector Specialist; and
- Research and Stakeholder Engagement Specialist.

6. METHODOLOGY

Bidders must submit a detailed methodology outlining:

- Understanding of the assignment;
- Approach and methodology;
- Stakeholder consultation approach;
- Data collection methods;
- Strategy development framework;
- Project management arrangements;
- Risk assessment and contingency planning;
- Quality assurance mechanisms; and
- Knowledge transfer approach.

7. DURATION OF THE ASSIGNMENT

The project duration shall be approximately three (3) months from date of appointment.

8. REPORTING, GOVERNANCE & SUPERVISION

The appointed service provider will report directly to:

- Chief Executive Officer (CEO); or
- Designated Executive/Project Steering Committee appointed by the NHC.

The consultant will work closely with the NHC Strategy & Planning Unit and other designated officials.

The project shall be overseen by a Project Steering Committee comprising representatives from:

- NHC Executive Management;
- Finance;
- Strategy and Research;
- Supply Chain Management; and
- Relevant programme representatives.

The Steering Committee shall:

- Review project progress;
- Provide strategic guidance;
- Approve deliverables; and
- Facilitate stakeholder coordination.

All deliverables shall be subject to review and approval by the NHC.

9. KNOWLEDGE TRANSFER

The appointed service provider shall ensure knowledge transfer to designated NHC officials through:

- Workshops;
- Capacity-building sessions;
- Practical implementation guidance; and
- Transfer of financial modelling tools and templates.

A post-project debrief session shall be conducted with the Strategy & Planning Unit to strengthen internal institutional capacity.

10. COMPLIANCE REQUIREMENTS

The service provider must comply with:



- PFMA;
- National Treasury Regulations;
- PPPFA;
- POPIA;
- Cost Containment Measures;
- NHC policies and governance requirements; and
- Applicable heritage and cultural legislation.

Consultants may only be appointed where the required expertise is not available internally and deliverables must be clearly defined and performance monitored

11. TRANSPORT AND LOGISTICS

The service provider shall be responsible for their own transport, accommodation, communication, and logistical arrangements unless otherwise agreed in writing by the NHC.

All travel and stakeholder consultation costs must be included in the financial proposal.

12. RISK MANAGEMENT AND CONTINGENCY PLANNING

The service provider must identify and manage project risks, including:

- Stakeholder participation risks;
- Data limitations;
- Funding sustainability risks;
- Regulatory and compliance risks;
- Technology or communication disruptions; and
- Implementation feasibility risks.

A risk register and contingency plan shall form part of the implementation framework.

13. INTELLECTUAL PROPERTY

All information, reports, strategies, documents, and outputs produced under this assignment shall remain the exclusive property of the NHC.

The appointed service provider may not reproduce, distribute, or publish any information relating to this assignment without prior written approval from the NHC.

14. CONFIDENTIALITY AND POPIA COMPLIANCE

The appointed service provider shall:

- Treat all information as strictly confidential;
- Sign a confidentiality agreement if required;
- Not disclose information to third parties without written approval from the NHC; and
- Comply fully with the Protection of Personal Information Act (POPIA).

All confidential information obtained during the assignment must be returned or securely destroyed upon completion of the project.

15. PENALTIES FOR NON-PERFORMANCE

The NHC reserves the right to:

- Withhold payment for unsatisfactory deliverables;
- Request revisions at no additional cost;
- Terminate the contract for non-performance; and
- Apply penalties for unreasonable delays attributable to the service provider.

16. SUBMISSION REQUIREMENTS

Interested bidders must submit:

1. Technical Proposal;
2. Financial Proposal; and
3. Supporting documentation.

Submissions must clearly indicate:

"APPOINTMENT OF A PROFESSIONAL SERVICE PROVIDER TO DEVELOP A FUNDING, RESOURCE MOBILISATION AND REVENUE ENHANCEMENT STRATEGY FOR THE NHC (2026/27 – 2028/29 MTEF)"

17. RESERVATION OF RIGHTS

The NHC reserves the right to:

- Not appoint any bidder;
- Request additional information;
- Negotiate with preferred bidders; and
- Cancel the process at any stage.

18. ENQUIRIES

For technical enquiries, please contact:

Name and Surname:	Lungile Zwane
Email:	l.zwane@nhc.org.za
All enquiries must be copied to	procurement@nhc.org.za