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# TERMS OF REFERENCE FOR APPOINTMENT OF A TRAVEL AGENT TO RENDER TRAVEL AND ACCOMMODATION SERVICE FOR A PERIOD OF 24 MONTHS

### 1. GENERAL INFORMATION

1.1. This Bid document outlines the requirements for the provision of travel management service to all officials of Independent Police Investigative Directorate (IPID). The IPID is a National Government Department which has offices situated throughout the country. Subsequently necessitate continuous travelling in support of the mandated core functions, therefore, the Department requires a service provider who will make all travelling arrangements on its behalf.

1.2. The annual travel estimate of the Department can be broken down as follows:

Air (Domestic):

R 2 500 000

Air (International)

R 100 000

Accommodation:

R 5 000 000

Car Rental:

R 350 000

- 1.3. The bid evaluation committee will evaluate the service offered by the travel agency, and not the service / prices offered by secondary suppliers such as airlines, car rental and accommodation suppliers.
- 1.4. The Travel Policy of the Department will be provided to the successful bidder. The successful bidder will be expected to adhere to the local, regional and international subsistence travel policy stipulations.
- 1.5. The Department reserves the right to make use of the services of any other agency should the selected contractor fail to provide the required service at any time during the contract period.
- 1.6 The successful bidder will be expected to enter into a Service Level Agreement (SLA). Bidders are requested to attach their proposed draft SLA. The draft will not be used for evaluation purposes and will have no legal standing until it is discussed, amended where necessary and signed by both parties.

1.7. The Department will conduct a minimum of one site visit to an existing operation of the short-listed bidders. The purpose of the site visit will be to evaluate the service delivery and commitments made by the bidder in the Bid document.

### 2. CONTRACT OBJECTIVE, ASSUMPTIONS AND RISKS

### 2.1 Objectives

2.1.1 The Department requires the services of one (1) travel agency for both domestic and international travel arrangement. The service to be provided must be of world class standard and must be able to deliver on sometimes tight deadlines.

### 2.2 ASSUMPTIONS

The general success of this contract is based on the following assumptions:

(a) That there is a need for the service;

(b) The successful service provider has the knowledge and expertise required for corporate travel management service and

(c) IPID will provide the contracted service provider with the approved travel policy.

### 2.3 SPECIFIC RISKS

(a) Non – performance- the potential that the service provider will not be able to deliver on the said objective;

(b) Lack of capacity that the service provider does not have sufficient capacity required to provide efficient and effective travel management services and;

(c) Delays- that the service providers may sometimes not meet tight travelling schedules of IPID.

### 3. SCOPE OF WORK

### 3.1 AREA WHERE THE SERVICE IS REQUIRED

IPID requires the service provider to be able to provide the travel management services nationally and internationally.

### 3.2 MAIN ACTIVITY

The appointed service provider will be required to arrange travel and accommodation on request by IPID. Each request must be dealt with in such a manner, to ensure compliance with National Treasury Directives and the approved IPID travel policy. The service provider must take the required measures to ensure that IPID does receive the best price within the minimum standard. It is noted that the appointed service provider will be responsible for the settlement of all accounts in relation to travel and accommodation services provided. The service provider

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must supply IPID with monthly statement, accompanied by the individual invoices that related to the invoices on the statement for the month. The supporting documents relating to the invoices on the monthly statement must accompany the invoices. The travel and accommodation arrangements will only be for persons travelling for official purposes and in the interest of IPID.

### 4. SPECIAL CONDITIONS

Annexure 17

4.1	Bidders should mark their Annexure 1	eir responses as follows. IATA (International Air Travel Associate) License	
	Annexure 2	Branch List/Network	
	Annexure 3	24 hours Service	
	Annexure 4	List of Preferred Suppliers	
	Annexure 5	Procedures relating to cancellations of transactions, unused tickets and no-shows	
	Аппехиге 6	Assistance offered at the Airport	
	Annexure 7	Emergency Services	
	Annexure 8	Cost savings and benchmarking	
	Annexure 9	Complaint handling procedure	
	Annexure 10	Quality control and processes	
	Annexure 11	Example of invoice	
	Annexure 12	Refund process	
	Annexure 13	Security measures	
	Annexure 14	Account Management	
	Annexure 15	Examples of Management Reports	
	Annexure 16	Service Fees	

Action plan - changes in supplier commissions

### 5. CRITICAL CRITERIA/FUNCTIONALITY

PLEASE ANSWER YES/NO TO THE QUESTIONS LISTED BELOW BY PLACING A MARK IN THE RELEVANT TICK BOX. ONLY PROVIDE ADDITIONAL INFORMATION WHEN SPECIFICALLY REQUESTED TO DO SO. ALL SUCH ADDITIONAL INFORMATION MUST BE ATTACHED AS ANNEXURES, NUMBERED AS INDICATED

Paragraphs 4.1 to 4.3 are critical elements of the requirements. If bidders fail to provide the required documents or information as required, their bid will not be considered for further evaluation.

### **5.1 CERTIFICATES**

The successful bidder must have an IATA licence and the authority to issue air tickets on their premises. Certified copies of the license must be attached as Annexure 1.

a)	Do you have an IATA (International Air Travel Associate) licence?	Yes No
b)	Is a certified copy attached?	Yes No
c)	Do you have the authority to issue tickets on your premises and / or any other places?	Yes No
d)	Do you have any additional certificates or licences applicable in this sector (attach a certified copy)	Yes No

### 5.2. BRANCH NETWORK

Attach a detailed branch list, including physical addresses and telephone numbers and contact names as Annexure 2.

### 5.3. TWENTY-FOUR HOUR SERVICE

Provide extensive details of exactly what you are able to offer on a 24-hour basis and attach as Annexure 3. Personnel from the travel agency must be available on a 24-hour basis, so that as and when required, unexpected changes to a travel plan or accommodation can be made without extra after hours charges. This service may not be outsourced to another service provider.

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	a)	service?	Yes No
	b)	Do you have emergency facilities and an after hour contact number?	Yes No
5.4 R	ESERV	ATIONS AND TICKETING	
5.4.1	emerge not be	vel documentation may be released prio ency cases and it must be made by an au- liable for any cost incurred by the trave ures are not adhered to.	ithorised official The Department will
	a)	Do you acknowledge that you will b liable for the payment of an unauthorised bookings?	
5.4.2.	timefra	ervations should be completed and co- imes. In case of emergency the reservation of receipt of request.	nfirmed within the mutually agreed ons may need to be completed within
a	1)	Do you agree to complete all bookings in the requested time frame?	Yes No
đ	))	Are you able to issue a voucher to a place of booking in a case where a booking is made after hours	Yes No
		confirmation of the reservation details sho tely after a reservation has been made.	ould be provided to the Department
8	a)	Do you commit to provide immed written confirmation of all reservations the booker and Supply Chain Managem office in Pretoria?	to Yes No
		Will you also submit an SMS to the trave to indicate to him/ her time of departure	eller Yes No
į.	o)	Do you agree to indicate the grading respect of accommodation on confirmation?	the Yes No

c)	Do you agree to clearly stipulate on the confirmation what services are the IPID	
	entitled to during accommodation bookings	

- 5.4.4. Travel agent shall promptly issue and deliver accurately sms's showing the accurate status of traveller's booking arrangements and shall keep abreast of carrier schedule changes, as well as other alterations and new conditions affecting travel and make appropriate adjustments for any change (s) in flight, train, bus schedules prior to or during the traveller's official trip, tickets, and billing shall be modified or issues to reflect these changes.
- 5.4.5 The employees of the Travel Agents must always be reachable by phone at any time of the day for emergency purposes.
- 5.4.6 The official travel requirements of IPID employees shall be accorded the highest priority which is timely and effective processing.
- 5.4.7 On exceptional cases official travel including new staff, participants in meetings, interviews and staff from other provinces must be organized on short notice, there by placing a premium on efficient and rapid communication in handling all travel related matters.

#### 6. OPERATING PROCEDURES

- (a) When making bookings for travel and accommodation, preference must be given to the instructions of the officials who made the bookings in respect of the following:
  - (i) Date, routes, preferred airlines, passenger class, preferred seating and estimated costs for air travel.
  - (ii) Hotel facilities, location, availability of parking facilities, distance from airports, public transport, etc. for accommodation.
- (b) Alternative arrangements must timely be suggested if confirming seating or accommodation arrangements are impossible or if it can be proven that with deviations to original arrangements, financial savings can be realised.

### LIST OF PREFERED SERVICE PROVIDERS

The Department is aware that most travel agencies have preferred suppliers. List all preferred partners including B-BBEE and SMME status in Annexure 4. Indicate if your relationship with these suppliers will add any value to the Department B-BBEE compliance.

### 8. LIST OF SERVICES

- 8.1. The successful bidder must be able to arrange the following:
  - Domestic and International air tickets, including tickets on Low Cost carriers, bus transport.
  - Graded Hotel accommodation, including graded Guest Houses and small hotels
  - Car rental
  - Conferences venues
  - BEE and SMME companies

Please indicate if you can provide the following services:

a)	Book domestic and international air tickets?	Yes No
b)	Are you able to make bookings for car rental, bus transport and low cost carriers	Yes No
c)	Are you able to make reservations with graded hotels, guest houses and lodges?	Yes No
d)	Are you able to make arrangements for conference venues?	Yes No

### 9. CANCELLATIONS

- 9.1 Due to the nature of the Department's business, changes and cancellations often occur.
  - How do you handle changes made before ticket and other travel documentation have been issued?
  - What procedures do you follow with unused and lost tickets?
  - Do you have a procedure in place to handle no-shows for flights, car rental, accommodation and conference venue reservations?
  - Provide with the percentage of charge for no show-up for flight, car rental and accommodation.
- 9.2. Attach your response as Annexure 5.

### 10. ASSISTANCE IN CASE OF CHANGES

10.1 The Department often needs assistance in case of changing arrangement at the airport with, for example, the changing of air tickets, availability of rental cars and changing accommodation.

Please indicate what assistance you are able to offer. Attach your response as Annexure 6.

a)	Are you able to assist in a case of a delay in flight?	Yes No
b)	Are you able to assist without cost in a case whereby an official could not catch the flight due to unforeseen circumstances beyond control?	Yes No

### 11. EMERGENCY SERVICES

a)	Should it happen that there is no transport after hours will you be able to assist?	Yes No
b)	In case an extension for accommodation is needed will you be able to assist?	Yes No

11.1 Please explain your approach to emergency services as Annexure 7.

### 12. COST SAVINGS

12.1. Cost Savings is important to the Department.

12.2 The appointed travel agency must demonstrate systems which they will be using to ensure that the service rendered is efficiently, effectively and economically.

a)	Can you assist the Department in our	
	endeavour to achieve cost saving	Yes No
	targets by negotiating the most cost	
	effective rates?	<u></u>

12.3. Please explain your approach to cost savings and benchmarking as Annexure 8.

### 13. COMPLAINTS HANDLING

13.1 The Department requires the successful bidder to provide a plan on how to address the complaints arising from their services.

a)	Do you have a system in place to handle and address such complaints?	Yes No

13.2 Provide a copy of the detailed procedure to be attached as Annexure 9.

### 14. QUALITY CONTROL

How do you ensure quality control in the booking process? Explain both electronic and manual processes, to be attached as Annexure 10.

#### 15. ACCOUNT MANAGEMENT

- 15.1. Copies of approved order forms that were placed with the service provider must be attached to all invoices. Invoices received without the attached order form and supporting documentation will not be paid until such supporting documentation has been provided. The travel agency will be held liable for any interest incurred due to incomplete, incorrect and late delivery of invoices.
- 15.2 Copies of supplier invoices, including all supporting documentation (e.g. restaurant bills, parking receipts etc.) should be attached to the invoices. Order numbers must be reflected on the travel agency's invoice.

The invoices must reflect the following details:

a)	The name of the individual traveller
b)	The date on which the service was utilised
c)	Invoice number
d)	Total cost of the service provided
e)	VAT breakdown
f)	Details of the service provided, for example routing and ticket number, bed and breakfast, one-day car rental etc.

g)	The Department's order number
h)	The name of the consultant
i)	All duplicate invoices must be certified when submitted

15.3. All bookings must be charged on a bill back system.

	Do you commit to processing bookings on a bill back system?	Yes No
- 1		

- 15.4. In order to avoid interest payments, the reconciled statement must be submitted to the Department on a monthly basis.
- 15.5. Provide details of your refund handling process and attach details as Annexure 12.
- 15.6. What security measures are in place to prevent financial irregularities? Attach details as Annexure 13.
- 15.7. The successful bidder must be able to assist the Department in negotiating discounts on standard tariffs or reduced tariffs with all available hotel groups, private hotels or guesthouses and with all available airlines in conjunction with the Department.
- 15.8 Provide detail of what you are able to offer and attach information as Annexure 14.

### 16 GENERAL REQUIREMENTS

The following general requirements exist:

### 16.1 MANAGEMENT REPORTING

16.2 The Department requires a monthly reporting on its travel expenditure. The report must contain the following information:

a)	AIR	TRAVEL
	•	Date of travel/ticket
:	•	Order number

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- · Status of travel i.e. utilized, cancelled or pending
- · Date of utilisation of ticket
- · Passenger's particulars
- · Airline/s utilised
- Cost relating to airport taxes or excess luggage
- · Cost of air ticket
- Total amount spent per airline used for the specific month
- Total amount saved for the specific month
- Flight numbers
- Routings
- Invoice number
- Class of travel
- · Free miles accumulated
- Airline loyalty linkages

b)

### HOTEL ACCOMODATION

- Date of service provided
- Order number
- · Travellers particulars
- Accommodation (Hotel name)
- Hotel grading
- City where required
- · Total of days
- Invoice number
- · Cost of service provided
- Total amount spent for the specific month

c) | CAR RENTAL

The information in this category relates to vehicle rentals, travels by train or bus or any supplementary services provided or arranged. The information required is the following:

- · Date service provided
- Traveller's particulars
- Service provider
- · Cost of service provided
- Total amount spent for the specific month
- · Total amount saved for the specific month
- · City where required
- Group
- Invoice number
- Routing
- Accident reports

### 16.3. Provide examples of all available reports and include it as Annexure 15.

### 17. OTHER REQUIREMENTS:

### 17.1 REFUNDS:

The Travel Management company shall process for refund on all returned airline tickets for official travel within one month.

### 17.2 TARIFF DISCCOUNTS/ADJUSTMENTS:

Notices of imminent tariff adjustments, especially in respect of air travels must be made available and distributed within IPID via e-mail. The travel management company will be responsible for ensuring continuous negotiations to ensure lower tariffs or higher discounts.

### 17.3 SAVINGS TARGET

The Travel Management Company must demonstrate by way of history with its current clients, savings targets they will achieve for IPID.

### 17.4 SERVICE STANDARDS

The travel agent shall provide polite responsive and efficient service at all times to fulfil the IPID requirements. As a service objective, telephone calls should be answered promptly. When it is necessary to place calls on hold, they should not be kept on hold but rather call – back should be made within one hour.

### 17.5 SUPPLIER RELATIONS

Travel agent shall not favour any particular carriers when making reservations.

### 17.6 PERFOMANCE EVALUATION AND REVIEW

- 17.6.1 The Travel Agent shall meet periodically with IPID to discuss issues of mutual concern to review the Travel Agent performance and to discuss improvements which the Travel Agent or IPID should make in order to achieve more effective travel management and greater savings.
- 17.6.2 IPID shall arrange meetings quarterly to discuss travel updates and other travel matters.
- 17.6.3 The Travel Agent shall make IPID aware immediately of major industry changes, which have a broad impact on its travel policy or procedures.
- 17.6.4 The Travel Agent shall establish and operate to monitor on a regular and continual basis the quality of travel services provided. These procedures shall include a self-inspection system covering all the services to be performed under the contract and shall include a method for monitoring, identifying, and correcting deficiencies in the quality of service.

IPID reserves the right to conduct its own quality control surveys among frequent travellers.

IPID reserves the right to terminate the contract at any time in the event the Travel Agent's is liquidated.

### 18. SUPPORT SERVICES

In respect of support services IPID requirements are as follows:

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#### 18.1 DELIVERY SERVICES

All invoices will be timeously delivered to the head of Administration with respect to provincial office or designated official in SCM

### 18.2 COMPETENCY AND EXPERTISE REQUIREMENTS

- 18.2.1 The Travel Management Agency shall assign adequate personnel to service satisfactorily the volume of work and to fulfil its obligations under the contract with IPID. The Travel Management Agency shall assign the relevant personnel according to their competency and technical know- how and reliability.
- 18.2.2 The Travel Management Agency shall assign a representative experienced in providing corporate travel services to oversee the travel management services provided to IPID and ensure full compliance with all requirements of the contract with IPID.
- 18.2.3 The Travel Management Company's employees shall perform their functions in highly efficient and professional manner.
- 18.2.4 The Travel Management Company shall have adequate capacity to handle IPID's travel requirements professionally.

### 19.MINIMUM REQUIREMENTS

The following minimum requirements are a must:

#### 19.1 Accommodation:

The maximum of level four grading according to Tourism Grading Council of South Africa will be accepted.

- 19.2. Accommodation tariffs must be in line with National Treasury Directorate
- 19.3 Accredited IATA/ASATA/BSP/ Travel Management Company (attach proof)
- 19.4 Maintains a good track record in serving national as well as international organizations, embassies and multinational corporations, (list of corporate clients—should be provided—a maximum of 3)
- 19.5 Employs competent and experience travel consultants
- 19.6 Financially stable- annual report or audited financial statement to be provided.

At least of the two financial years presented by an independent auditor

19.7 Maintains facilities of Central Reservations Systems, basic office equipment, and telecommunication equipment

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- 19.8 Capable of deploying motorized messenger(s)
- 19.9 The bidder must be able to offer tickets from different airlines

### 20. CONTRACT CANCELLATION THROUGH NON-COMPLIANCE WITH CONDITIONS

- 20.1. The contract will be terminated in terms of the stipulations of the National Treasury General Conditions of the contract, in particular in respect of any failure to comply with any of the conditions of the contract, or where there has been unsatisfactory service (s) rendered.
- 20.2. Notwithstanding the provision of 20.1, or any other periods of time that may be contained in the contract, it is specific condition hereof that the Department shall have the right to terminate the contract by giving one month written notice should there be a need to cancel the contract where services are no longer required.

#### 21. INSURANCE

The travel agent must organise insurance for the minimum but not limited to other risk associated with travelling.

- > Emergency Medical and related expenses
- > Loss of life, bodily harm
- > Rental car collision damage
- > Luggage loss
- > Unforeseen/inconvenience circumstances

#### 22. PRICING

- 22.1. Service fees indicated in Annexure 16 will be used to determine price.
- 22.2 Indicate what the implications will be for the Department if changes are made to the structure of commissions paid by suppliers to travel agencies attach information as Annexure 17.

#### 23. COMPANY PROFILE

- 23.1. A comprehensive company profile of the bidder shall be attached as an addendum to the response. The profile shall contain at least the following information:
  - Company size and structure
  - A list of current and previous clients (listing contact name, address, contact number, fax number and e-mail address). The Department reserves the right to contact or visit any of the persons on the list in order to obtain more information regarding the quality of services provided by the bidder, together with a description of the services rendered to the client.

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### 24. EVALUATION OF TENDERS

Tenders will be evaluated as follows:

- 24.1 Phase 1: Mandatory requirements
- 24.2 Phase 2: Functionality
- 24.3 Phase 3: Preference Point System 90/10 point system
- 24.4 Phase 4: Presentation and site inspection
- 24.1 In **phase 1** Bidder must comply with the following specifications when preparing the tender documents.:
  - Original Tax Clearance Certificate
  - BBBEE certificate ( The bidder will not be disqualified upon failing to submit the certificate but will forfeit the preferential points)
  - · CIPC certificate
  - · Copies of ID's of company directors
  - SBD forms
  - Proof of registration with IATA/ASATA/BSP
  - Audited financial statements presented by an independent auditor for past 2 years

Please note that the above requirements are mandatory and must accompany the proposal. Non-compliance with the above will lead to a disqualification. The bid will not be evaluated further.

24.2 In **phase 2** of evaluation the following elements will be evaluated. A minimum of 70 points is required. Bids that do not meet this threshold will automatically be disqualified from further evaluation.

ITEM	DESCRIPTION	Sub weight	Weight
1	Experience of travel management company (Provide details in a profile format of experience of the company, client base, adherence to the development of travel industry)		20
	Over ten(10) years uninterrupted relevant travel management experience	20	
	Above seven (7) years to ten(10) years uninterrupted relevant travel management experience	15	
	Above five (5) years to seven (7) years uninterrupted relevant travel management experience	10	
	One (1) to five (5) years uninterrupted relevant travel management	5	

<u></u>	experience		
	Less than 1 year uninterrupted relevant travel management experience.	0	
2	Experience of the consultants in handling regional and international bookings (Provide details of experience of consultants and provide CV's)		15
	Over seven (7) years travel management experience	15	
: 	Minimum five (5) years to seven (7) years travel management experience	10	
	Minimum three (3) years to five (5) years travel management experience	5	
	Zero to three (3) years travel management experience	2	10
3	Dedicated consultants who will be handling the bookings.		10
	Above 5 dedicated consultants	10	
	5 dedicated consultants	5	
	No dedicated consultants	0	
4	Contactable References for the company related to travel management, duration and nature of travel arrangements provided (Provide reference letters not older than 3 years) and the department will also conduct its own reference check with the selected service provider.		10
	More than 5 relevant contactable references	10	
	4-5 relevant contactable references	8	
1	3-4 relevant contactable references	6	
	2-3 relevant contactable references	4	
	Less than 2 relevant contactable references	2	
5	Customer service plan including the services being offered and other	3	15
ļ	value add –services  Demonstrate the ability to provide a comprehensive air travel and accommodation service and your in depth knowledge of the industry	3	
	Substantiate why it would benefit IPID to use the travel management company as opposed to going to airlines and hotels directly	3	
	Provide details of the travel options the bidder gives to the client	3	
	Demonstrate how the bidder will assist IPID to save costs	3	
6	Availability of 24 hours services		15
1	Financial status (Please provide the latest Audited financial		15

statements of as presented by an independent auditor	)
a) > 10 million turnover	15
b) >5 million turnover	9
c) >3million turnover	7
d) >1 million turnover	5
D 500 000 to make a	3
e) > R500.000 turnover	100

24.3. Phase 3: Only the qualifying bids will be evaluated in terms of the 90/10 preference point system, where a maximum of 90 points are allocated for price and a maximum of 10 points are allocated in respect of the level of B-BBEE contribution of the bidder.

Points for price & functionality, converted to:

90 points

Preference claim for B-BBEE:

10 points

· Final points:

100 points

> The points obtained will then be converted to 90% of the total points as follows:

$$Ps = 90 \left[ 1 - \frac{Pt - P\min}{P\min} \right]$$

### **Evaluation on Price and B-BBEE Contribution Level**

PRI	CE AND B-BBEE SCORE	100	
1.	PRICE  The bid price offered must be vat inclusive and other related	90	
2.	B-BBEE SCORE	10	
TO	TAL	100	

B-BBEE Status Level of Contributor	Number of points (90/10 system)
1	10
2	9
3	8
4	5
5	4
6	3

7	2	
8	1	
Non-compliant	0	
contributor		

Calculation of total points scored for price and B-BBEE status level of contribution. The points scored for price must be added to the points scored for B-BBEE status level of contribution to obtain the bidder's total points scored out of 100.

24.4 Phase 4: Service providers will be required to do a presentation on invitation by the department. IPID will also conduct site inspection on recommended service providers.

The bidder who scores the highest points will be recommended for the bid.

**ANNEXURE 16** 

### **SERVICE FEES**

## UNDER MENTIONED FEES WILL BE USED TO DETERMINE PRICE

List service fees including VAT.

SERVICE PROVIDED	FEE /COST PER TRANSACTION /INVOICE	COMMENT
RESERVATIONS		
Reservation of domestic air ticket		
Reservation of international ticket		
Reservation of accommodation		
Reservation of rental car		
Reservation of Bus Transport		<u> </u>
Conference bookings		
CANCELLATIONS		
Cancellation of air tickets		
Cancellation of car rental bookings		
Cancellation of accommodation		
Cancellation of conference bookings		

<u></u>	
OTHE	R SERVICES
Month	ly Reports
After I	fours service
	Are the aforementioned service fees
	fixed for the duration of the contract? Yes No
	If fees are not fixed for the duration of the contract period, indicate when they will increase and by what percentage
Prosi	pective Bidders will be requested to do a presentation to the IPID.

Enquiries (For More Information Please Contact):

Ms Zuziwe Cele

Ms Mathabathe Sebei

Telephone numbers

Telephone numbers

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E-mail address:

E-mail address

zcele@ipid.gov.za

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Recommended Hot recommended Travel and Accommodation

Specification in the with

MR P SETSHEDI

CHAIRPERSON: BID SPECIFICATION COMMITTEELL 09/09/2015.

Approved Not approved

MRTRGAMANYANE ACTING EXECUTIVE DIRECTOR

DATE: