



**NORTH WEST
GAMBLING BOARD**

REQUEST FOR APPLICATIONS

in relation to

BINGO LICENCES

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DEFINITIONS

In this request for applications, including the appendices and annexures thereto, unless the content indicates otherwise:

| | |
|---------------------------------|--|
| “Act” | means the North West Gambling Act, 2001 (Act No. 2 of 2001), as amended. |
| “Applicant” | means a person who has lodged an application for a Bingo Operator licence, pursuant to this RFA, as contemplated in section 24 of the Act; and shall include all owners, members, partners and shareholders, where applicable. |
| “Bingo Operation” | means the premises upon which the game of Bingo is played under a Bingo Operator licence. |
| “Bingo Operator” | means the holder of a Bingo Operator licence as referred to in section 52 of the Act. |
| “Board” | means the North West Gambling Board, established in terms of section 3 of the Act. |
| “BBBEE” | means Broad Based Black Economic Empowerment, as defined in the Broad Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003). |
| “Disadvantaged area” | means an area which has been deprived of the basic necessities, and amenities or advantages of life such as housing, recreational facilities or educational facilities or medical care facilities. |
| “Employee” | means any person employed at the Bingo Operation, who manages or is directly involved in gambling activities in the Bingo premises; |
| “Limited payout Machine” | means a gambling machine outside of a casino in respect of the playing of which the stakes and prizes are limited, as prescribed by the Regulations or National Regulations. |
| “Licenced premises” | means the place or premises specified in a licence on which the activities authorised thereby may be conducted in terms of this Act. |
| “Local authority” | means any Local Government body contemplated in chapter 7 of the constitution. |
| “Local PDI” | means a natural Black person who is a resident within the North West Province or a juristic person in whom the majority ownership, employment and beneficiation is held or accrues to are resident in the North natural persons who West Province. |

| | |
|--------------------------------|---|
| “Market Power” | means the power of a firm to control prices, to exclude competition or to behave to an appreciable extent independently of its competitors, customers or suppliers. |
| “Minor” | means a person under the age of 18 years. |
| “National Act” | means the National Gambling Act, 2004 (Act No. 7 of 2004), as amended. |
| “National Regulations” | means the National Regulations promulgated under the National Gambling Act. |
| “Person” | shall include a natural as well as a juristic person. |
| “Player or patron” | means any participant in a gambling game and includes a punter in any betting transaction. |
| “Premises” | means any site, place or location, regardless of whether it is or form part of any temporary or permanent structure, building, vessel, vehicle or aircraft as approved by the Board. |
| “Province” | means the North West Province. |
| “Regulation” | means a Regulation which was made in terms of section 84 of the Act. |
| “Resident” | means a natural person who is ordinarily a resident of the country in terms of the Income Tax Act, 1962 (Act No. 58 of 1962) as amended, and who is ordinarily a resident of the North West Province and has a fixed or permanent residential address in the province; provided that such person was physically residing in the province for a period or periods exceeding twenty four (24) months prior to the lodgement of the application in terms of this RFA and remains such for the life of any licence issued in respect of this RFA; |
| “RFA” | means the Request For Application, for Bingo Operator licences, as per this document; |
| “Rules” | means a rules made by the Board in terms of section 85 of the Act; |
| “Successful applicants” | means applicants who have met the licensing criteria in terms of this RFA and to whom the Board has awarded a licence. |

1. BACKGROUND

1.1 Introduction

Gambling was introduced in the North West Province in terms of the National Gambling Act, the North West Gambling Act, Regulations and Rules, with a view to achieve the following objectives:

- a) to enhance economic growth and development in the Province through the stimulation of the tourism sector, the creation of tourism infrastructure and the creation of employment opportunities within, *inter alia*, the tourism sector;
- b) to uplift, advance and economically empower historically disadvantaged communities;
- c) to generate additional revenue for the Province;
- d) to promote economic activities in the Province; and
- e) to provide entertainment, sport and recreational facilities to members of the public.

Following from the above, the Province regards gambling as a means towards an end, and not an end in itself. In this regard, gambling is seen as an important vehicle to achieve economic growth and development within the Province.

1.2 Objectives of licensing Bingo Operators

Following from the above objectives, the Board realises that Bingo Operations, on their own, will not fully accomplish the above stated objectives set for the introduction of legal gambling in the Province.

Bingo Operations are seen as supplementary to casinos in achieving the above objectives.

The Board therefore, realises that, introducing additional Bingo licences in the Province will amongst others, assist in achieving the following objectives:

- a) to diversify and expand the existing gambling activities and provide additional alternative forms of leisure and entertainment to all areas in the province, in particular to the townships and rural communities;
- b) to open the sector and create opportunities for direct participation of Local Previously Disadvantaged Individuals and Small, Medium and Micro size entrepreneurs, in the gambling industry;
- c) to provide the much needed job opportunities in the previously disadvantaged areas;
- d) contribute to the eradication of incidences of illegal gambling in the province; and
- e) promote the ideals of BBBEE, with a view to increasing the participation of women and designated groups in the sector.

The Board also realises the potential negative impact that Bingo Operations may have within the Province. The Board will therefore regulate this section of the gambling industry to ensure that:

- a) the demand for gambling is absorbed, without over-stimulating the latent demand thereof;
- b) persons under 18 years of age are prohibited from participating in gambling activities;
- c) the maximum stake and prize per play for playing a game of Bingo shall be as determined in the Bingo licence in terms of Regulation 123; and
- d) gambling taxes and levies are regularly paid.

1.3 Purpose of the Request for Applications in relation to Bingo licences (RFA)

The purpose of this RFA is to furnish interested parties and all prospective applicants for Bingo Operator licences with a clear indication of the regulatory requirements, the underlying principles applicable to the licensing of Bingo Operators, the process and criteria applicable to the licensing of such applicants.

The RFA will also provide an opportunity for the Board to invite applications and/or adjust allocation of licences in respect of Bingo licences.

Simultaneously, the RFA will provide all applicants with clear guidelines on the information required by the Board to evaluate all applications for Bingo licences.

Note: This RFA should be read together with the RFA for the Limited Payout Machines, where applicable.

2. PRINCIPLES APPLICABLE TO BINGO OPERATIONS

In licensing Bingo Operators within the Province, the Board adopted the following principles:

2.1 Bingo Operators

In terms of the Act, a Bingo licence shall authorise the playing in or on the licensed premises specified in the licence, of the game of Bingo, provided that the maximum charge per play for playing a game of Bingo shall be of an amount, prescribed by the Board, in terms of Regulation 123.

The Board does not intend to prohibit applicants from conducting other forms of legal business on the licensed premises, provided that no access to the designated gambling area will be allowed to persons under the age of 18 years and that all legislative requirements are met.

Any type or style of Bingo may be offered to the public, subject to the approval of the Board.

2.2 Corporate structure

A Bingo Operator licence must be operated by a company or corporation registered in the Republic of South Africa, and must have at least sixty percent (60%) shareholding by Local Previously Disadvantaged Individuals (PDI's), of which 35% shall be held by Black women, with full exercisable voting rights and economic interest.

A Local PDI shall be a citizen of the Republic of South Africa and shall reside in the North West Province.

The Board would view the acquisition of equity in the Bingo market by local PDI's on loan capital, or payment by way of suspension or postponement of payment of dividends as a form of repayment for such equity, in a serious light.

Repayment of loan capital by way of utilisation of dividends should not exceed a period of three (3) years and the deduction from the dividends should not exceed fifty percent (50%) of the declared dividends due to the BBBEE partners in any given time, unless reasons for deviation can be advanced for consideration and approval by the Board.

Where a Management Company is appointed to manage the affairs of the entity holding a Licence to operate a Bingo licence, the costs and management fees of that Management Company, as well as the extent and level of participation of BBBEE partners in the company should be clearly specified in the bid proposal.

The costs and management fees of the Management Company should not exceed ten percent (10%) of the monthly Gross Gambling Revenue.

The Board will consider the promotion of Broad Based Black Economic Empowerment in the Bingo market as vital to any application. Objectives in respect of the following areas will have to be clearly and precisely articulated in the application:

- a) promotion of economic transformation in order to contribute to meaningful participation of local black people in the provincial economy;
- b) improvement of the extent to which local previously disadvantaged communities, employees, co-operatives, other collective enterprises, women and youth own and manage existing and new enterprises and increasing the scope of access to economic opportunities, infrastructure and requisite skills;
- c) promotion of investment programmes which will create broad based and meaningful participation of local black people in the economy in order to achieve sustainable development and general prosperity;
- d) promotion and support of access to finance to promote local black economic empowerment, and
- e) the level of general contribution towards broad based black economic empowerment in terms of the relevant codes of good practice.

The applicant must further be mindful of the requirements to promote Broad Based Black Economic Empowerment (BBBEE) relating to Direct Empowerment (Ownership and Management Control), Skills Development, and Indirect Empowerment (Enterprise and Supplier Development, and Socio-Economic Development), thereby putting in place measures and plans to achieve and maintain set BBBEE Targets, unless specifically exempted in terms of the BBBEE Act and Codes of Good Practice.

The offices of a Bingo Operator, at which the administrative, accounting as well as monitoring and control functions will be conducted, must be based within the Province.

2.3 Financial interest of other gambling Licensees in a Bingo Operator

In terms of the Act, persons holding casino, route operator, manufacturing, maintenance and supplier or site licences may acquire a financial interest in the holder of a Bingo Operator licence. The Board will, however, monitor such interests, to ensure that section 27 of the Act, is complied with.

2.4 Number of Bingo licences and Geographic distribution throughout the Province

The Board acknowledges that, previously disadvantaged areas, in particular rural communities and the townships, which are experiencing growing settlements, are underserved with regard to alternative forms of leisure and entertainment through the provision of gambling facilities and activities.

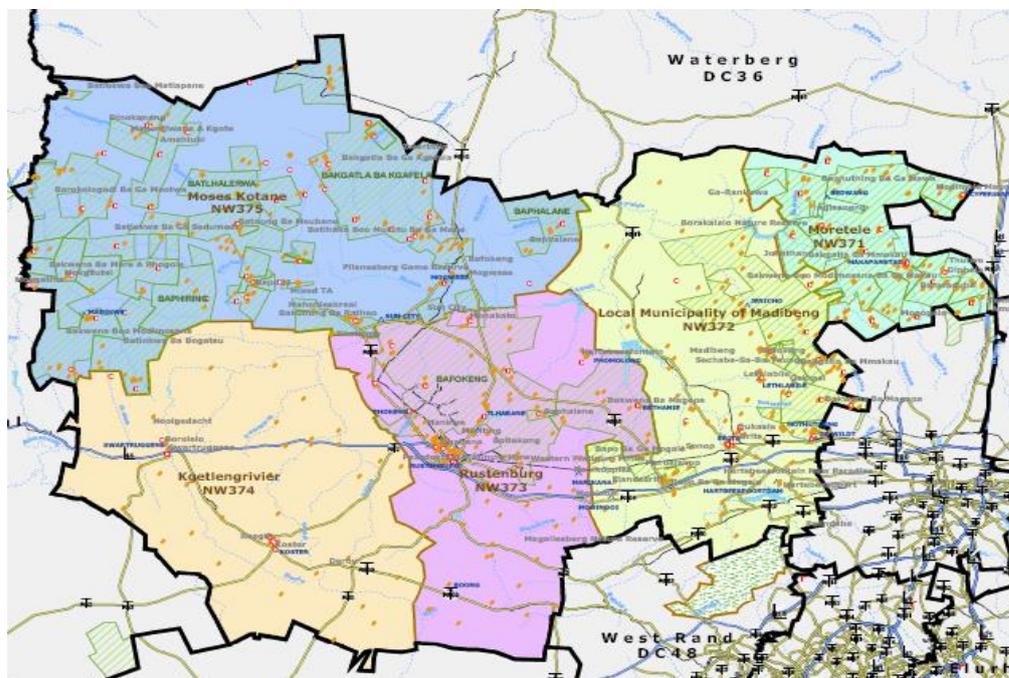
The Board therefore prefers that Bingo Operations be established in such areas where inadequate entertainment facilities presently exist and would require strong motivation of any application where the intended Bingo Operation will be situated within the same town or city with a casino.

We believe that licensing additional Bingo Operators will create an opportunity to address this situation, therefor, ten (10) Bingo licences will be issued and allocated per District Municipality as follows:

| District | Bingo Operations |
|---------------------|-------------------------|
| Bojanala Platinum | 02 |
| Ngaka Modiri Molema | 00 |
| Dr Kenneth Kaunda | 02 |
| Dr Ruth Mompati | 00 |
| TOTAL | 04 |

The allocation of Bingo Operator licences is informed by the provincial demographics as follows:

Bojanala District Municipality



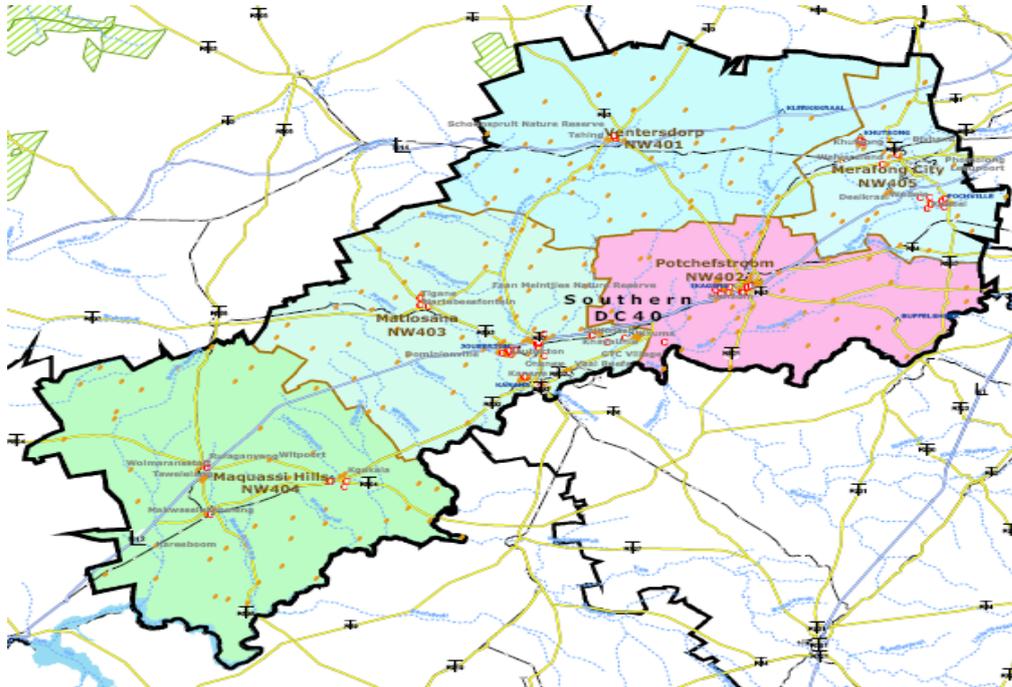
| | |
|--------------------------------|------------|
| Urbanisation Rate | 31.6% |
| Total Population | 1,320,339 |
| Population Growth | 0.4% |
| GDP | 40,280,148 |
| Economically Active Population | 624,350 |
| % of people living in poverty | 32.2% |
| Poverty Gap (R million) | 756 |

The abovementioned statistics were taken into consideration, when Bingo Operations were allocated to the Bojanala District to minimize the possible adverse effect of Bingo as another form of gambling may have on communities.

The level of poverty in the Bojanala Platinum District municipality is the lowest in the province, the population growth is the highest in the province and the highest number of economically active population is located in this district. Therefore it was logical to allocate the majority of Bingo Operations to this district.

Bojanala Platinum District will be allocated one (1) Bingo Operator licence.

Dr Kenneth Kaunda District Municipality



| | |
|--------------------------------|------------|
| Urbanisation Rate | 92.6% |
| Total Population | 870,915 |
| Population Growth | -0.1% |
| GDP | 17,597,847 |
| Economically Active Population | 539,513 |
| % of people living in poverty | 46.2% |
| Poverty Gap (R million) | 638 |

The abovementioned statistics were taken into consideration, when Bingo Operations were allocated to the Dr Kenneth Kaunda District to minimize the possible adverse effect of Bingo as another form of gambling may have on communities.

The level of poverty in the Dr Kenneth Kaunda District municipality is the second lowest in the province, the population growth is the second highest in the province and the second highest number of economically active population is located in this district. Therefore it was logical to allocate the second highest number of Bingo Operations to this district.

Dr Kenneth Kaunda District will be allocated a total of **two (2)** Bingo Operator licences.

Ngaka Modiri Molema District Municipality



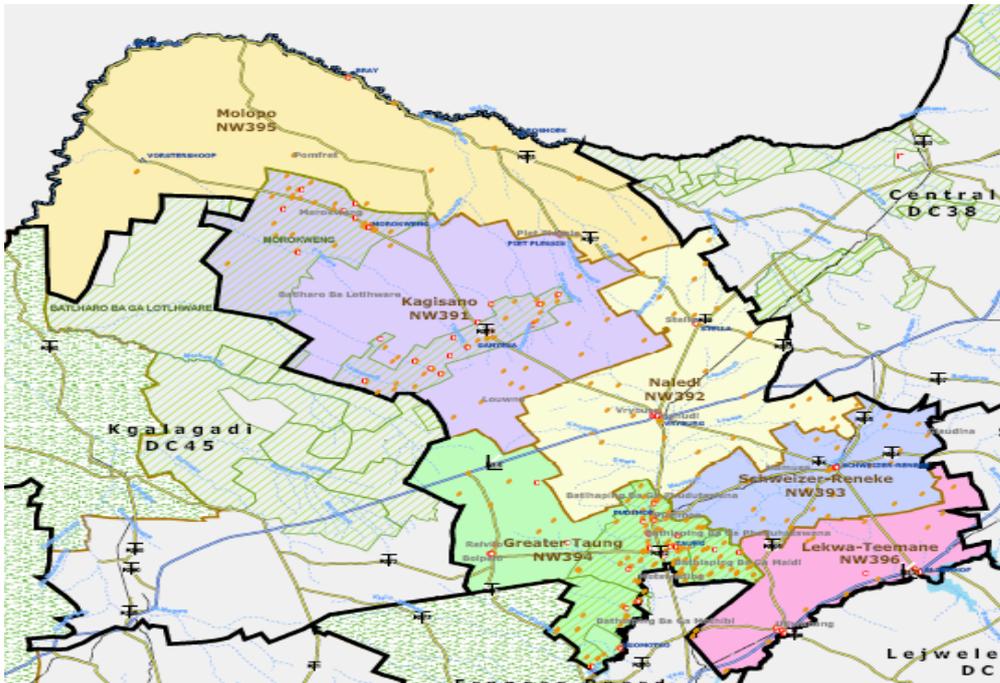
| | |
|--------------------------------|------------|
| Urbanisation Rate | 23.3% |
| Total Population | 8,37,481 |
| Population Growth | 0.3% |
| GDP | 10,713,962 |
| Economically Active Population | 377,094 |
| % of people living in poverty | 63.7% |
| Poverty Gap (R million) | 1,071 |

The abovementioned statistics were taken into consideration, when Bingo Operations were allocated to the Ngaka Modiri Molema District to minimize the possible adverse effect of Bingo as another form of gambling may have on communities.

The level of poverty in the Ngaka Modiri Molema District municipality is the third lowest in the province, the population growth is the third highest in the province and the second highest number of economically active population is located in this district. Therefore it was logical to allocate the third largest number of Bingo Operations to this district.

Ngaka Modiri Molema District will be allocated a total of **one (1)** Bingo Operator licences.

Dr Ruth Mompoti District Municipality



| | |
|--------------------------------|-----------|
| Urbanisation Rate | 32.5% |
| Total Population | 446,544 |
| Population Growth | -0.4% |
| GDP | 3,887,326 |
| Economically Active Population | 163,620 |
| % of people living in poverty | 64.8% |
| Poverty Gap (R million) | 566 |

The abovementioned statistics were taken into consideration, when Bingo Operations were allocated to the Ruth Mompoti District to minimize the possible adverse effect of Bingo as another form of gambling may have on communities.

The level of poverty in the Dr Ruth Mompoti District municipality is the lowest in the province, the population growth is the lowest in the province and the lowest number of economically active population is located in this district. Therefore it was logical to allocate the smallest number of Bingo Operations to this district.

Dr Ruth Mompoti District Municipality will be allocated a total of **one (1)** Bingo Operator licence.

2.5 Operating hours

The hours of operation will be subject to approval by the Board and may form part of the condition of the licence.

2.6 Minimum number of seats per Bingo Operation

The number of seats per Bingo Operation shall be a minimum of 50 seats and a maximum of 150 seats.

An applicant for a Bingo licence which provides for a number of seats in excess of 150, but limited to 300 seats must furnish motivation to the Board why such a number of seats would be appropriate for licensing in a particular area within a specific district municipality.

2.7 Bingo equipment

The game of Bingo shall be played using cards, and such devices or equipment as may be approved by the Board from time to time. Bingo cards shall contain information, as stated under the relevant provisions of the rules.

All gambling equipment shall be supplied and maintained by licenced manufactures, suppliers and distributors.

2.8 Stakes

The maximum amount, including participation fee, which may be charged to participate in a game of Bingo, shall be subject to approval by the Board.

2.9 Return to Player

The Return to Player in any game of Bingo shall not be less than 70 % (seventy percent) of the total amount staked by players on that game, as prescribed by Regulations 124.

2.10 Display of prizes

All winning combinations, together with the corresponding prizes must be clearly displayed or be easily accessible by the player.

2.11 Credit extension

A holder of a Bingo Operator licence, shall not, extend credit in any form whatsoever to any patron.

2.12 Randomness of games

All games offered for play, shall be purely random (see SANS technical specifications 1718) and a Bingo Operator shall not use any random number selecting device, unless such device has been certified according to the SANS technical standard 1718, and approved by the Board. Any number selecting device shall be designed, manufactured and used in such a way that the randomness of the numbers selected, will be ensured at all times.

2.13 Game Records

In terms of the North West Gambling Rule 13.03 (7), read together with Rule 13.14, the holder of a Bingo Operator licence shall have a computer system, approved by the Board and linked to the control desk, on which shall be recorded, simultaneously with the playing of each game, all information relevant to each game of Bingo.

The Board is mindful of the fact that there are several approaches to the monitoring and control of Bingo gambling devices, therefore prescribe the following minimum requirements for such devices, as follows:

- a) that the computer system will comply with the minimum specifications of the Board and that testing and certification of such a system by the NRCS in terms of SANS shall be required, and
- b) that a electronic link facility for linking the Bingo computer system with the offices of the Board be installed, at the cost of the operator.

The computer system required by the Board shall be designed and operated to perform and report functions relating, but not limited, to the following:

- (i) the date;
- (ii) the time of commencement of each game;
- (iii) the set and serial number of the first card sold;
- (iv) the set and serial number of the last card sold;
- (v) the total number of cards sold;
- (vi) the set and serial number of all unsold or damaged cards;
- (vii) the amount of the face-value of the cards;
- (viii) the amount accumulated in the jackpot, if any, after the sale of the cards;
- (ix) the numbers selected up to each of the prizes awarded;
- (x) the serial number of the card or cards winning each of the prizes;
- (xi) the amount of each prize;
- (xii) any incident which may have an effect on the result of the game; and
- (xiii) the time of closure of the game.

The information recorded in terms of the above, shall be stored in electronic format in terms of Rule 13.14 (3) for a minimum period of six (6) months after completion of each game, in such a manner that it shall be incapable of being changed after being recorded and shall be accessible to the Board.

2.14 Accounting Records

Holders of Bingo Operator licences shall in such manner as the Board may approve or require keep accurate, complete, legible and permanent records and returns, as prescribed in Chapter 31 of the Regulations.

2.15 Payment of levies

It will be the responsibility of the Bingo Operator to pay levies, calculated on gross gambling revenue in accordance with the prescribed formula, to the Board within the specified time frame, as indicated in Regulation 134.

2.16 Social Responsibility or Community Development Projects

The Board acknowledges the lack of infrastructure and the need for social or community development projects in the Province and therefore, expects Bingo Operators to make available at least one percent (1%) of their gross gambling revenue (GGR) to specific projects, in line with Government Medium Term Strategic Framework objectives and priorities within the Province in this regard.

The licence bid must clearly indicate how the Bingo Operator will contribute, participate or be involved in the said social responsibility or community development projects.

2.17 Registration of employees

The registration of all employees will take place in accordance with the provisions of the Act, and the Regulations.

2.18 Bingo and Limited Payout Machine Operations

The Board acknowledges that Bingo Operations may co-exist with Limited Pay-out Machines.

It is therefore, acceptable for a Bingo Operator to apply for a Limited Payout Machine site licence, as provided in terms of the Act, read with the Regulations. Bingo Operators are however limited to hold interest in not more than five (5) Limited Payout Machine Operations of either a Type A or a Type B.

It should, however, be noted that this RFA does not constitute a notice inviting applications for Limited Payout Machines Site licences. However, applications for Bingo operations intended to include Limited Payout Machines should specifically provide such detail as may in the future be required in terms of the relevant type of site, as per the relevant RFA.

The aforementioned restrictions in respect of Bingo Operation intended to include Limited Payout Machines, should be considered in the light of the following requirements:

- a) In respect of Bingo Operations intended to include Limited Payout Machines, the Board acknowledges that the operation of Bingo itself shall serve as the primary business.

- b) In respect of Bingo Operations intended to include Limited Payout Machines, the applicant would be expected to satisfy all requirements in respect of Limited Payout Machines as provided in the relevant RFA.
- c) No type C Limited Payout Machine Operations will be permitted in respect of Bingo Operations.

2.19 Guarantees

The Bingo Operator must provide the Board with guarantees amounting to 50% of three months proposed Gross Gaming Revenue (GGR), within three (3) months after granting of the licence and before commencement of the Bingo operations, to cover its liabilities in relation to gambling levies in case of failure to activate the licence, as well as providing cover for debts flowing from its operations, including future payouts.

2.20 Gambling Related Training

The Bingo Operator must ensure that training related to the following areas of operation is provided for the operation and general upkeep of the Bingo operation to all its designated employees; provided that an employee shall not be regarded as designated, unless he or she is a holder of a certificate of approval, issued by the Board:

- Regulatory training, including training on compliance to all laws applicable to the Bingo Operator (eg. liquor, health and safety, etc.);
- Gambling related training (especially on how to operate and play the Bingo); and
- Basic business management skills training; in accordance with the Licence Bids of Bingo Operator.

Training should be provided in an appropriate official language understood by all the employees by an accredited training provider, which will ensure that trainees receive certificates that can be used elsewhere and that will further empower the trainees. Training should be monitored by the Bingo Operator to ensure that the employees are applying their knowledge and record of such should be made available to the Board upon request.

2.21 Prohibition of gambling by certain persons

A person under the age of eighteen (18) years shall not apply for Bingo licence, or enter any licenced premises, unless a specific area has been demarcated for betting purposes. In such cases, a licensee or employee of such licensee may not permit any person who is under the age of eighteen (18) years to enter or remain in the designated area.

No Bingo Operator shall accept a bet from the following persons:

- (a) a person under the age of eighteen (18) years;
- (b) a person whose name is included on the list of excluded persons; and
- (c) a person who by way of voice or data telephone transmission if the placing of such bet by such person will constitute a crime by such person in the jurisdiction from which the bet is so placed.

2.22 Display of a licences

The licence issued by the Board to a Bingo Operator must be prominently displayed at the entrance of the premises at all times.

2.23 Advertising

Advertising of Bingo Operations is allowed on condition that, all advertising complies with the provisions of the National Gambling Act and National Gambling Regulations, as well as the Act and Regulations of the North West Gambling Board.

3. CRITERIA FOR EVALUATION OF BINGO LICENCE APPLICATIONS

Background

The licence bid is a comprehensive document, which must address all aspects of the applicant's proposed project, including BBBEE.

The requirements regarding the contents of the licence bid together with supporting schedules to be completed are set out below.

The precise information required in each section will clearly depend upon the nature of the project and as such, is largely left to the discretion of the applicant. Supplementary sections may be included in the proposal, where appropriate.

The information provided should be as specific, measurable and wherever possible, there should also be a time-frame attached to the information provided.

Applicants must bear in mind that, undertakings made in their licence bid will be subject to performance audits once the licence has been awarded

Licensees are subject to ongoing monitoring by the Board to ensure compliance with all applicable legislation, maintenance of standards and compliance with the conditions of Licence.

The licence bid shall contain background information regarding the proposed Bingo operation that includes: the name of the company or other corporate entity registered or recognised in terms of South African law (hereafter referred to as "company"), details of incorporation including physical address, main objectives of the company and short history.

3.1 General Suitability criteria

The licence bid shall contain full ownership details of the applicant, including:

- (a) shareholding or similar structures, with corresponding details;
- (b) associated companies and businesses, with corresponding details;
- (c) details of the ownership stake and profit entitlement in the company by local PDIs who are resident in the Province;
- (d) Business History Disclosure; and
- (e) Personal History Disclosure Forms for all persons who hold a direct or indirect financial interest of 5% or more, in the Bingo Operation.

3.2 Additional Considerations for Evaluation

The table below illustrates the critical areas for evaluating bids and the score allocated to each area.

| NO | EVALUATION CONSIDERATION | RATING/SCORE |
|-------------|--|--------------|
| 1 | Management competence | 20 |
| 2 | Viability and financing of the operation | 20 |
| 3 | Broad Based Black Economic Empowerment commitments | 20 |
| 4 | Measures to create sustainable employment opportunities | 15 |
| 5 | Socio-Economic Development | 10 |
| 6 | Employment Practices and Human Resources Development Plans | 10 |
| 7 | Security Measures | 5 |
| TOTAL SCORE | | 100 |

The broad assessment criteria to be applied by the Board in awarding the licences are as follows:

3.2.1 Management competence (20)

- (a) Skills and experience of the CEO/MD in the gambling industry or business management, including evidence of having successfully executed a similar operation.
- (b) Skills and experience of top management in the gambling industry, including evidence of having successfully and profitably managed a gambling operation.
- (c) Skills and experience of the key personnel/technical team in the gambling industry, in particular the Bingo market.
- (d) Total number of key personnel with skills and knowledge of the gambling industry.
- (e) Details, including an organizational chart of top management of the applicant.

3.2.2 Viability and financing of the operation (20)

The licence bid shall contain full details of the financing and funding of developments and operations of the applicant, including, but not limited to the following:

- (a) capital adequacy – details and amount of capital resources to invest in the province and be able to establish and operationalize the Bingo licence.
- (b) the solvency and liquidity of the entity applying for the Bingo licence.
- (c) clear reflection of the projections on profitability of the organization (Gross Gambling Revenue and operating profits) and adequacy of revenue to meet the organisation's operational costs, while ensuring the organisation has sufficient surplus to fund debt repayment and/or growth.
- (d) demonstrated ability to service debt, including if interest payments can be serviced and the debt (capital amount) repaid.
- (e) demonstrated projections reflecting adequacy of operating cash inflows to cover operating outflows.

Additional information required:

- (i) Sufficient details to enable the Board to verify the control structure and control mechanisms applicable to the applicant, also specifying the situation and arrangements in case of failure of the business.
- (ii) Names of applicants should provide the following:
 - signed shareholder's agreements including empowerment shareholders.
 - full details of all circumstances and / or agreements affecting the control of the applicant by either the shareholders or the directors, or both.
 - details regarding how directors are to be appointed, by whom, who appoints the chairperson and whether the chairperson has a casting vote.
 - with regard to consortium members (essentially the empowerment grouping), details of any arrangements by which the voting rights differ from those for ordinary voting shares (e.g. voting (O) and non-voting (N) shares, preference share arrangements, voting pools and conversion rights attaching to shares).
- (iii) details of financial strength considerations, including:
 - the three most recent Audited Financial Statements ("AFS") for the applicant and all companies holding more than an effective 5% interest in the applicant, and an interim report if this position is more recent than the most recent AFS);
 - the most recent audited AFS and full names; addresses and identity numbers of all directors for all companies with an effective interest of between 1% and 5% in the applicant.

- for all dormant companies, an auditor's confirmation of dormancy or a confirmation that the company is not subject to any undisclosed or contingent liabilities.

(iv) details of access to capital, including:

- the nature, terms and conditions of all debt financing and details of all other financial commitments, including letters of commitment from financiers for the full debt requirements.
- names of contactable representatives of all financiers of the applicant, financially responsible consortium members and empowerment vehicles.
- the proposed capital structure of the applicant.
- whether any of the project capital expenditure is based on cash flow from the gambling operations and detailed secondary sources of funding if the primary cash flow fails.
- a schedule of the specific ultimate sources of all funding for the project.
- comprehensive details of commitments for intended funding or funding of previously disadvantaged individual shareholder's contribution to equity, including sources, terms and conditions relating to it.
- Whether any part other than financially responsible consortium members has committed a deposit, line of credit or any other form of guarantee for the financing of the project and details of the terms and conditions of the guarantees, particularly in relation to the control of the applicant.

(v) details of financial viability consideration, including:

- financial projections on total bets and expenditure relating to the applicant, covering a period of five (5) years.
- a written report to support the financial information included in the proposal. In particular, all critical assumptions (revenue, expenditure, working capital) shall be clearly documented and cross-referenced to where they apply. Significant potential risks and uncertainties shall be specified.
- the statement of financial position, statement of financial performance, cash flow statement and statement of changes in net assets shall be presented in accordance with the applicable accounting standards. Such accounting standards must be indicated.
- All forms and sources of financing, not disclosed on the balance sheet, shall be fully disclosed by way of notes setting out details and amounts of all relating assets and obligations relating to such financing. Full details of all material guarantees or securities provided to or by the applicant shall be provided by way of notes.
- all fees, taxes and levies payable, which applicants need to take into account when preparing their proposals.

- details of projected total bets, participation and/or involvement in specific projects identified in this regard.

3.2.3 Broad Based Black Economic Empowerment Commitments (20)

The Board will consider the promotion of BBBEE and in particular, Local PDI's in the Bingo market of vital importance to any application.

Objectives in respect of the following areas will have to be quantified and clearly articulated in the application:

- (i) promotion of socio-economic transformation in order to contribute to meaningful participation of local PDI's in the economy;
- (ii) improvement of the extent to which local previously disadvantaged communities, employees, co-operatives, other collective enterprises, women and youth own and manage existing and new enterprises and increasing the scope of access to economic opportunities, infrastructure and requisite skills;
- (iii) promotion of investment programmes which will create meaningful participation of local PDI's in the economy in order to achieve sustainable development and general prosperity;
- (iv) promotion and support of access to finance to advance local PDI's in economic empowerment, and
- (v) the level of general contribution towards Local PDI's in terms of the relevant codes of good practice.
- (vi) strategies for the promotion of BBBEE regarding enterprise development and details on the sourcing of products and services within the Province, as well as preferential procurement

3.2.4 Measures to create sustainable employment opportunities (15)

The Licence bid shall contain full employment opportunities, including:

- (a) the strategy for creating sustainable employment opportunities.
- (b) how it will be ensured that the maximum number of job opportunities is provided to residents of the Province.
- (c) details of all directors and strategies for the promotion of BBBEE regarding equity and management control.
- (d) a proposed organisational chart, with all management positions and staff in respect of all areas of operations.
- (e) experience in managing and operating a bingo business, or access to such expertise, and how this experience and expertise will be applied to the project.
- (f) strategies to ensure that Black women and youth represent between forty percent (40%) to fifty (50%) of the beneficiaries of the skills development programmes, with a view to empowering and advancing their careers into senior management positions in the enterprise.
- (g) the number of temporary jobs, during the construction phase or other projects, where applicable.
- (h) Commitment to utilise local black owned enterprises.

3.2.5 Socio - Economic Development (10)

The focus by the applicant on projects must be at the location where their proposed operations are and clearly indicate how it will contribute, participate or be involved in the said social responsibility or community development projects.

It should be noted that applicants are expected to contribute a minimum of one (1%) percent of their gross gambling revenue to specific projects, in line with Government Medium Term Strategic Framework objectives and priorities within the Province.

The application shall contain full details regarding proposed socio-economic development initiatives and projects, including:

- (a) strategies to carry out initiatives that contribute towards social and economic infrastructure or Sector Specific Initiatives that promote access to the economy for black people, in particular local communities;
- (b) Strategies to increase the participation of Black women, unemployed youth and people living in rural areas in community development project; and
- (c) participation in the National Responsible Gambling Programme.

3.2.6 EMPLOYMENT PRACTICES AND HUMAN RESOURCE DEVELOPMENT PLANS (10)

- (a) Policies of the applicant indicating that it will comply with fair labour practices and Health and Safety legislation.
- (b) Projected staff composition, clearly indicating provision for race, gender, people with disabilities and staffing levels in respect of employees.
- (c) Describe the extent to which provision will be made for training and development of employees at all levels, including senior personnel at executive and non-executive level to empower and develop them to manage the business venture.

3.2.7 Safety and Security Measures (5)

The applicant must clearly stipulate plans and measures to ensure the following:

- (a) measures not to promote, advertise or operate their business in a way that will promote minors to participate in gambling or access their premises or to protect children and other vulnerable persons from being harmed or exploited by gambling.
- (b) measures to ensure that the approved premises are kept healthy and safe for punters and staff.
- (c) measures to prevent gambling from being a source of crime or disorder or being associated with crime or disorder or being used to support crime.

4. APPLICATION AND LICENSING PROCESS

4.1 General overview

The application process will be a continuous one, implying that a Bingo Operator may in accordance with the prescribed timelines hereto annexed, lodge an application with the Board for a Bingo Operator licence, subject to limitations prescribed in this RFA.

The Bingo licensing process consists of the following steps:

- 4.1.1 Issuing of RFA.
- 4.1.2 Submission of applications to the Board.
- 4.1.3 Public inspection and objection period as provided for in the Act.
- 4.1.4 Evaluation, investigations, hearings and/or enquiries.
- 4.1.5 Decision by the Board to refuse or grant a Bingo Operator licence.
- 4.1.6 Issuing of a licence.

4.2 Clarification of the RFA and Application Form

Applicants may seek clarification of the requirements of this RFA, during office hours (08:00 to 16:30).

All requests for clarification must be in writing, and may be sent by facsimile.

If requests for clarification are raised which, in the opinion of the Board, are relevant to all other prospective applicants, the Board will provide written clarification and publish same in the website of the Board (www.nwgb.co.za).

Clarification may be directed to:

The Chief Executive Officer
131 University Drive
Mmabatho
2735
North West Province
South Africa

OR

Private Bag X34
Mmabatho
2735

Facsimile: 018 384 2290

Email: ceo@nwgb.co.za

4.3 Lodging of Applications

Applicants must lodge twelve (12) copies of the detailed application and two (2) copies of the application for public inspection, at the offices of the Board. The copies submitted should be separately bound. The detailed copy, should contain all information required, while the second submission should only contain the information for public inspection (i.e. excluding the information which the applicant deems confidential), as envisaged in the Act, and should be marked *"For public inspection only"*.

Applicants must tender original proof of purchase of the RFA upon submission of applications, as failure to do so will render the application invalid.

The application must be in English, prepared in black and white, standard A4 format, and be lodged with:

The Chief Executive Officer
131 University Drive
Mmabatho
2735
North West Province
South Africa

OR

Private Bag X34
Mmabatho
2735

Facsimile: 018 384 2290

Email: ceo@nwgb.co.za

If, in the opinion of the Board, an applicant fails to provide adequate information sought by this request, or by a subsequent request by the Board, such failure will be taken into account by the Board during the evaluation process.

4.4 Application and Investigation fees

Each application for a Bingo Operator licence must be accompanied by a non-refundable application fee of R200.00 per seat with a maximum of R30 000.00.

In an instance where an application is for more than 150 seats to the maximum of 300 seats as provided for in terms of Regulation 130, a special motivation shall be presented to the Board in a separate document, but together with the application.

In terms of Regulation 131, any person who submits an application to the Board, shall be liable for and pay to the Board, all reasonable direct expenses incurred by the Board, if any, to conduct the investigations referred to in the Act and Regulations.

An initial deposit of R300 000.00 shall be paid to the Board as contemplated in Regulation 131 of the Regulations, upon submission of the application.

Should it be deemed necessary, the Board may require additional investigation fees during the investigation of an application and before taking final action.

4.5 Public Hearing

The Board shall, before deciding whether or not to grant the licence, hold public hearings, in the manner determined by the Board. Applicants may be required to present an application, explain and provide answers to questions raised by the Board or any objections by the public during the said hearings.

It is compulsory for all shareholders of the applicant and the objecting entity to attend the public hearings.

4.6 Information required by the Board

The following minimum information is required for purposes of lodging an application for a Bingo Operator licence:

| | DETAILED APPLICATION | PART 1 |
|-----------|---|---------------|
| a) | Bid proposal | |
| i) | Consolidated and costed Business plan in response to this RFA | Annexure 1 |
| ii) | Project model and plans (Interior and exterior) | Annexure 2 |
| iii) | Land and zoning rights | Annexure 3 |
| iv) | Property ownership and/or lease agreements | Annexure 4 |
| v) | Shareholding and Corporate structure | Annexure 5 |
| vi) | Shareholders agreements | Annexure 6 |
| vii) | Business Entity Disclosure Form | Annexure 7 |
| viii) | Copies of prescribed notices | Annexure 8 |
| ix) | Confirmation of payment of prescribed fees | Annexure 9 |
| x) | Bingo Operation Location Plan | Annexure 10 |
| xi) | Floor plan as per Rule 13.05 | Annexure 11 |
| xii) | Financial statements (latest audited) | Annexure 12 |
| xiii) | Copies of Liquor and other relevant Licences (proof of application) | Appendix 13 |
| xiv) | Original Tax Clearance Certificate | Annexure 14 |
| xv) | Valid business registration (CIPRO) | Annexure 15 |
| xvi) | Third Party agreements (if applicable) | Annexure 16 |
| b) | Personal History Disclosures | Annexure 17 |
| | | |
| | APPLICATION FOR PUBLIC INSPECTION | PART 2 |
| a) | Business Entity Disclosure Form | Annexure 1 |
| b) | Copies of prescribed notices | Annexure 2 |
| c) | Bingo Operation Location Plan | Annexure 3 |
| d) | Floor plan as per Rule 13.05 | Annexure 4 |
| e) | Copies of Liquor and other relevant licences | Annexure 5 |
| f) | Land and zoning rights | Annexure 6 |
| g) | Property ownership and/or lease agreements | Annexure 7 |
| h) | Shareholding structure | Annexure 8 |
| i) | Copies of prescribed notices | Annexure 9 |
| j) | Original Tax Clearance Certificate | Annexure 10 |
| k) | Third Party agreements (if applicable) | Annexure 11 |

In providing the information required by the Board in the above appendices and Annexures, applicants should note the following:

- a) the Board assumes that applicants are in possession of copies of the Act, Regulations and Rules and, that they have familiarised themselves with each of the provisions contained therein;
- b) failure to provide all the information required by the Board, could result in a delay in the processing of an application;
- c) the Board may deny an application for a Bingo licence, if any of the information contained in an application for a Bingo Operator licence was false in any material respect, or was subject to omission with the intention to mislead the Board; and
- d) the Board may also suspend and/or revoke a licence subsequent to the issuing thereof, should it at a later stage be found that any of the information contained in an application for a Bingo Operator licence was false in any material respect, or was subject to omission with the intention to mislead the Board.

4.7 Criteria applicable to the evaluation of applications

The following criteria will be applicable during the evaluation of applications for Bingo Operator licences:

- a) Relevant, adequate and credible application.
- b) the applicant is not disqualified to hold a licence in terms of the Act and National Gambling Act 2004 (Act No. 7 of 2004).
- c) the applicant has appropriate knowledge or experience, or is able to acquire such knowledge and experience, to operate a Bingo Operation.
- d) the applicant meets the requirements determined in this request.
- e) suitability of source of funding.
- f) financial strength of the applicant.
- g) financial sustainability of the Bingo Operation.
- h) shareholding and corporate structure.
- i) economic and community benefits derived from the Bingo operation.
- j) level of local participation.
- k) entrepreneurial opportunities created by the Bingo operation.
- l) fiscal benefits to the Province.
- m) proximity to other gambling venues, within the Province.
- n) promotional activities and measures to introduce Bingo to the public.
- o) the extent to which the Bingo Operation is situated in the vicinity of a place of worship, a school or residential area.
- p) the availability of sufficient parking on the property where the Bingo Operation is situated, or street, or both.
- q) gambling areas must not be visible to the general public, from the outside of the Bingo Operation.
- r) adequate security should exist at the Bingo Operation.
- s) the interior decoration should be of an acceptable standard.
- t) the Bingo Operation must conform to Health and Safety Regulations.
- u) the layout of the Bingo Operation must prevent any access by persons under the age of 18 years to gambling areas; and
- v) operating hours.

Additional Considerations for Evaluations

- a) In addition to the above criteria the Board will in selecting the preferred bidder consider any other additional information and commitments made by the applicant in support of the application in determining the best bid.
- b) The Board shall in evaluating the applications for a Bingo Operator licence not be limited to the above criteria and shall take into consideration all factors that may make the bid exceptional in comparison to all other applicants in determining the best bids.
- c) Regardless of the number of the licences to be issued in terms of this RFA, the Board shall have the discretion to limit the number of licences if it deems appropriate to do so on the basis of the quality of the bids submitted and make a determination on proximity of the Bingo Operation to other licensed Gambling Operations.

4.8 Issuing of licence

Should the Board decide to grant a licence to an applicant, an annual licence fee will be payable by the applicant, in terms of Regulation 132, as follows; R200.00 per licensed seat for every year or part of a year ending on 31 March. The number of seats used for purposes of this calculation will be the maximum number of seats intended for use for Bingo Operation. No licence will be issued to an applicant, until such time as all fees are paid to the Board.

Prospective Bingo applicants should also note that the following matters will be considered prior to issuing a licence and authorising the commencement of the operation of the Bingo Operation:

- a) internal controls;
- b) specifications of computer system;
- c) the terms and conditions contained in contracts between prospective Bingo Operators and other Licensees or parties (if applicable);
- d) signage, and advertising may be permitted subject to the provisions of the Act and the National Act.
- e) the entrance to the gambling areas, should clearly state that persons under the age of 18 years are not allowed;
- f) requirements of Bingo Operation as stated under the provisions of Rule 13 of the North West Gambling Rules; and
- g) verification of the Bingo Operations layout, in terms of the floor plan as submitted in the detailed application form.

5. Information Required by the Board

5.1 General

Applications must be submitted on the prescribed forms, including Business Entity Disclosure and Personal History Disclosure forms that may be downloaded from the North West Gambling Board's website at: www.nwgb.co.za.

The Board may request additional information from applicants, as and when required.

In providing the information required by the Board in the above mentioned forms, applicants should note the following:

- (a) the Board assumes that applicants are in possession of copies of the National Act and National Regulations, the Act, Regulations and Rules of the North West Gambling Board and that, they have familiarized themselves with each of the relevant provisions contained therein.
- (b) failure to provide all the information required by the Board, could result in a delay in the processing of an application.
- (c) the Board may deny a licence, if any of the information contained in an application for a licence was false in any material respect, or was subject to omission with the intention to mislead the Board.
- (d) the Board may also suspend and/or revoke a licence subsequent to the issuing thereof, should it at a later stage be found that any of the information contained in an application for a licence was false in any material respect, or was subject to omission with the intention to mislead the Board.

5.2. Required Contents of the Proposal/Bid

In addition to the general requirements, an application for a Bingo licence must contain the following:

5.2.1 Introduction

5.2.2 Executive Summary

The Executive Summary in the proposal should provide a synopsis of the key aspects and benefits of the applicant's proposed business operation.

The Key aspects of the proposed project should be clearly described, taking into account amongst others the evaluation criteria, including the following information where applicable:

- (a) details of the project team.;
- (b) related managerial experience.
- (c) summary of business plan.

- (d) financial and funding model or strategy, including a summary of the sourcing, level and nature of financing and the ability to meet financial obligations.
- (e) details of any contract entered into between the applicant and an agency/Site, if any.
- (f) a summary of the estimated financial returns to the applicant from the operation.
- (i) a summary of the key socio-economic benefits of the project to the citizens of the North West Province.
- (j) a summary of the estimated revenue to the provincial government in respect of gambling taxes.

5.2.3 Detailed proposal

The detailed proposal shall be a comprehensive document, which shall address all aspects of the applicant's proposed business and must deal specifically with the following matters:

- (a) plans on promotion of Broad Based Black Economic Empowerment;
- (b) economic and social benefits of the project to the Province and its citizens;
- (c) plans on job creation; and
- (d) plans on promotion of Small, Micro and Medium Enterprises.

The applicant may, in a separate document, include any supplementary information that the applicant wishes to provide to the Board and such information shall be dealt with as deemed appropriate.

5.2.4 Detailed Application

The following minimum information is required for lodging an application for a Bingo licence:

- (a) the licence Bid (Proposal) including the following compulsory information or documents:
 - (i) Consolidated and costed business plan in response to this Policy;
 - (ii) Shareholding Structure;
 - (iii) Corporate structure;
 - (iv) Confirmation of payment of prescribed fees;
 - (v) Financial Statements (latest audited);
 - (vi) Original Tax Clearance Certificate;
 - (vii) Valid Business Registration (CIPS);
 - (viii) Third Party Agreements (if applicable);
 - (ix) Copies of other licences;
 - (x) Viability calculations of Bingo; and
 - (xi) Business Entity Disclosure form.

(b) Personal History Disclosure Forms.

5.2.5 Application for Public Inspection

(a) An applicant shall indicate those copies of its documents that are not for public viewing by marking them "confidential".

(b) The contents of the file for public viewing should be the same as in paragraph 5.2.2 above.

6. GENERAL TERMS AND CONDITIONS

6.1 General Disclaimer

The information contained in this RFA is subject to clarification and alteration. Certain statements contained in this RFA reflect various assumptions and expectations by the Board. These assumptions or expectations may, or may not, prove to be valid. Furthermore, this RFA does not purport to contain all the information that an applicant may require in deciding whether or how to participate in the licensing of Bingo Operators.

In view of the above, the following principles are applicable:

- a) each applicant must make his own independent assessment and investigation of the issues required to be dealt with in his application, and should not rely on the adequacy or accuracy of any information in this RFA; and
- b) the Board makes no representation and gives no warranty, and the Board and its respective officers, employees, agents, consultants and professional advisors, will not be liable in any way as to the contents, validity, accuracy and completeness of, or any errors or omissions in the information or statements contained in this RFA, or in any subsequent material or communication.

Any additional information provided to the applicants by the Board or any of its officers, employees, agents, consultants or professional advisors, in connection with this RFA, will also be governed by the provisions of this RFA.

6.2 Right to cancel this RFA

The Board reserves the right to cancel or amend this RFA.

6.3 Confidentiality

In terms of the provisions of section 32(3) of the Act, an applicant may in the application concerned, identify any document or information included in the application, which in the opinion of the applicant is confidential or should for any reason not be disclosed to the public and show cause why the Board may determine why such document or information should not be open to public inspection.

Applicants are therefore, required to submit a list containing all information deemed confidential, as well as the reasons why such information should not be disclosed, in terms of clause 3.3 herein.

In terms of the Act, the Board may, further, determine that any document or information relating to the financial capacity of any person participating in an application, to the names of prospective employees or the business plans of an applicant, shall not be open to public inspection, provided such document or information can be separated from the remainder of the application and is marked confidential.

6.4 Variations

The Board may, at its discretion, vary, supplement or update any of the contents of this request. It may also vary procedures, time-tables, requirements and any other aspect of, or in connection with the evaluation process, without being obliged to give any reason for doing so.

The Board reserves the right to approve amendments to an applicant's application, subsequent to receipt thereof. In terms of the provisions of Regulations 4(4), an application may, with the approval of the Board, be amended in any respect at any time prior to final action thereon by the Board. Furthermore, any amendment to an application shall have the effect of establishing the date of such amendment as the new date of submission of such application with respect to the time requirements for action on such application.

The Board may, subject to informing all applicants, also consider further, other or alternative factors in its decision to grant/deny a licence. The Board is unable to guarantee confidentiality if ordered by a competent court to disclose such information.

6.5 Compensation

The Board will not, under any circumstances, be liable to compensate an applicant or any other party for any costs, expenses or losses incurred or suffered by that applicant or party, in evaluating or acting upon this request, in supplying any information to supplement, update or amend this request, in registering an interest, in submitting an application and/or otherwise participating in any evaluation process.

An applicant must accept any risk of adverse publicity, embarrassment, criticism or financial loss which may result from action with respect to an application and expressly waive any claim for damages against the Board, as a result thereof.

6.6 Rejection

An application for a licence, registration, finding of suitability or approval is seeking the granting of such privilege, and the burden of proving qualification to receive any licence, registration, finding of suitability or approval shall at all times rest with the applicant.

The Board reserves the right to reject any or applications at its sole and absolute discretion and to waive any immaterial defect or lack of compliance with any formality in any application or application procedure. Applicants should understand that the Board also reserves the right to consider any factor, including economic factors, in its selection process.

6.7 Refusal, suspension or revocation of licence

The Board may, in terms of the Act, deny, suspend or revoke a licence if any information contained in an application made by an applicant or licence holder for the purposes of obtaining a licence was, at the time the information was furnished, false in any material respect or was subject to any material omission with the intention of misleading the Board.

6.8 Costs and expenses

The Board or its agents will not be responsible for any costs or expenses incurred in the preparation of an application for a licence, whether or not an application is submitted or a licence issued.

6.9 Possibility of changes in legislation

Each applicant shall be aware that the law, legislation, taxation, regulations and directives pertaining to gambling may change from time to time. The Board and its employees or agents do not take any responsibility for such changes.

6.10 Rectification

The Board expects of applicants to advise it forthwith, in writing, of any information contained in its proposal, which the applicant has subsequent to submission of the application deems to be incorrect and to rectify such information.

The Board reserves the right to deal with such rectified information, as it may deem fit.

6.11 No guarantee

The Board does not guarantee that any applicant will be granted a licence and this RFA shall not constitute an offer of any kind whatsoever to the applicants.

6.12 Dissemination of information and retention of material

The Board reserves the right to publicly disseminate any information of a non-confidential nature contained in any proposal.

All eligible applications, including all related materials shall become the property of the Board and shall not be returned.

6.13 No binding agreement

This RFA and the licence bid or application from the successful applicant(s) shall not constitute a binding agreement and the selection of a successful applicant does not mean that such applicant's licence bid or application is necessarily totally acceptable in the form submitted.

The Board reserves the right to decline to issue a licence to the successful applicant(s) should such applicant(s) fail, neglect or refuse to conform with any further or alternate requirements or conditions stipulated by the Board, or should any of the information contained in the licence bid or application of the successful applicant be invalid, or incorrect. In such event the Board may, at its sole discretion, either select another applicant from the remaining applicants for the licence or re-advertise for applications.

6.14 Commencement of Operations

No Bingo Operator shall commence with gambling operations on a licensed establishment, unless a final inspection has been conducted and an approval granted to commence with gambling on the particular establishment by the Board.

The Bingo Operator shall commence with operations within four (4) months of the licence being granted by the Board, failing which the licence will be suspended pending consideration of revocation.

ANNEXURE A

BINGO OPERATIONS

TIME-TABLE FOR THE AMENDMENT PROCESS

The timetable below provides an indication of the critical timelines for amendment to the RFA in relation to Bingo licences. The Board reserves the right to change the timetable as and when necessary.

| NO | DESCRIPTION | DATE |
|----|---|-------------------------------|
| 1. | Amended RFA published for public comments | 16 March 2015 |
| 2. | Closing date for public comments | 31 March 2015 |
| 3. | Stakeholder briefing session | 15 May 2015 |
| 4. | Publication of amended RFA | 01 October 2015 |
| 5. | Start Date for Purchase of RFA | 02-09 October 2015 |
| 6. | Submission of written questions for clarification | 09 - 16 October 2015 |
| 7. | Written response to clarification questions | 23 October 2015 |
| 8. | Date of submission of applications | 23 October - 06 November 2015 |
| 9. | Closing Time for submissions | 12H00 |

SCHEDULE OF PRESCRIBED FEES

| NO | DESCRIPTION | AMOUNT |
|----|--------------------|---------------|
| 1. | Application Fee | R200 per seat |
| 2. | Investigation Fees | R300 000.00 |
| 3. | Key Employee | R1000.00 |
| 4. | Employee | R500.00 |