YOU ARE HEREBY INVITED TO SUBMIT A BID TO MEET THE REQUIREMENTS OF THE
DEVELOPMENT BANK OF SOUTHERN AFRICA LIMITED

<table>
<thead>
<tr>
<th>BID NUMBER:</th>
<th>RFP034/2021</th>
</tr>
</thead>
</table>

**NON - COMPULSORY BRIEFING SESSION**

Bidders are required to follow the Tender Brief Link, as published on the DBSA website the on the day of the brief. The Tender Brief Recording will be published on the DBSA website after the brief conclusion. The time and date of the briefing session is detailed on the website below:

- 22 February 2021 @ 10h00 - virtually

**CLOSING DATE:** 5 MARCH 2021

**CLOSING TIME:** 23H55 via ONE DRIVE LINK

**VALIDITY PERIOD:** 120 days

**DESCRIPTION OF BID:** PROFESSIONAL SERVICE PROVIDER (PSP) TO SUPPORT THE BERGRIVIER LOCAL MUNICIPALITY FOR ASSET CARE: PHASE 1: MATURITY ASSESSMENTS AND DEVELOPMENT OF EXECUTION PLANS

**BID SUBMISSIONS ELECTRONICALLY:**

1. Bidders are advised to kindly issue Tender Submission Link requests and all other enquiries to FikileSCM@dbsa.org – ONLY

2. No Tender Submission Link requests will be accepted after 16h00 on the 2 March 2021. Any requests after the stipulated date and time will be disregarded.

3. Bidders will thereafter receive a OneDrive Link to upload their tender submission documents electronically.

4. Bidders who have received submission Links that have errors, will be provided with new Links for use.

**NAME OF BIDDER:**

**CONTACT PERSON:**

**EMAIL ADDRESS:**

**TELEPHONE NUMBER:**

**FAX NUMBER:**

**BIDDER’S STAMP OR SIGNATURE**
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YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF DEVELOPMENT BANK OF SOUTHERN AFRICA LIMITED (“DBSA”)

BID NUMBER: RFP034/2021
CLOSING DATE: 5 MARCH 2021
CLOSING TIME: 23H55
DESCRIPTION: PROFESSIONAL SERVICE PROVIDER (PSP) TO SUPPORT THE BERGRIVIER LOCAL MUNICIPALITY FOR ASSET CARE: PHASE 1: MATURITY ASSESSMENTS AND DEVELOPMENT OF EXECUTION PLANS

The successful Bidder will be required to conclude a service level agreement with the DBSA

Bidders should ensure that Bids are submitted timeously and to the correct One Drive link provided by the SCM Official. If the Bid is late, it will not be considered for evaluation.

The One Drive link provided will be valid till 23H55 on the closing date.

ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS – (NOT TO BE RE-TYPED)

THIS BID IS SUBJECT TO THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT, WHICH ARE SET OUT IN PART C OF THIS DOCUMENT.

THE FOLLOWING PARTICULARS MUST BE FURNISHED (FAILURE TO DO SO MAY RESULT IN YOUR BID BEING DISQUALIFIED).

BIDDERS THAT ARE UNINCORPORATED CONSORTIA CONSISTING OF MORE THAN ONE LEGAL ENTITY MUST SELECT A LEAD ENTITY AND FURNISH THE DETAILS OF THE LEAD ENTITY, UNLESS OTHERWISE SPECIFIED.

<p>| NAME OF BIDDER AND EACH ENTITY IN CONSORTIUM: |  |
| POSTAL ADDRESS: |  |
| STREET ADDRESS: |  |
| CONTACT PERSON (FULL NAME): |  |
| EMAIL ADDRESS: |  |
| TELEPHONE NUMBER: |  |
| <strong>FAX NUMBER:</strong> |
| <strong>BIDDER REGISTRATION NUMBER OR REGISTRATION NUMBER OF EACH ENTITY IN CONSORTIUM:</strong> |
| <strong>BIDDER VAT REGISTRATION NUMBER OR VAT REGISTRATION NUMBER OF EACH ENTITY IN CONSORTIUM:</strong> |
| <strong>BBBEE STATUS LEVEL VERIFICATION CERTIFICATE /BBBEE STATUS LEVEL SWORN AFFIDAVIT SUBMITTED?</strong> | YES | NO |
| <strong>[TICK APPLICABLE BOX]</strong> |
| <strong>IF YES, WHO ISSUED THE CERTIFICATE?</strong> |
| <strong>REGISTERED WITH THE NATIONAL TREASURY CSD</strong> | YES | NO |
| <strong>[TICK APPLICABLE BOX]</strong> |
| <strong>CSD REGISTRATION NUMBER</strong> |
| <strong>TAX COMPLIANCE STATUS PIN (TCS) NUMBER ISSUED BY SARS</strong> |</p>
<table>
<thead>
<tr>
<th>1.1.1</th>
<th>ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES /WORKS OFFERED?</th>
<th>☐ Yes ☐ No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>[IF YES ENCLOSE PROOF]</td>
<td></td>
</tr>
<tr>
<td>1.1.2</td>
<td>ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED?</td>
<td>☐ Yes ☐ No</td>
</tr>
<tr>
<td></td>
<td>[IF YES ANSWER PART B:3 BELOW]</td>
<td></td>
</tr>
<tr>
<td>1.1.3</td>
<td>SIGNATURE OF BIDDER</td>
<td></td>
</tr>
<tr>
<td></td>
<td>..................................................................................................................................................</td>
<td></td>
</tr>
<tr>
<td>1.1.4</td>
<td>DATE</td>
<td></td>
</tr>
<tr>
<td>1.1.5</td>
<td>FULL NAME OF AUTHORISED REPRESENTATIVE</td>
<td></td>
</tr>
<tr>
<td>1.1.6</td>
<td>CAPACITY UNDER WHICH THIS BID IS SIGNED (Attach proof of authority to sign this bid; e.g. resolution of directors, etc.)</td>
<td></td>
</tr>
</tbody>
</table>
PART B
TERMS AND CONDITIONS FOR BIDDING

1. BID SUBMISSION:
   1.1. BIDS MUST BE SUBMITTED VIA ONE DRIVE LINK. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.
   1.2. ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED – (NOT TO BE RE-TYPED) OR ONLINE
   1.3. BIDDERS MUST REGISTER ON THE CENTRAL SUPPLIER DATABASE (CSD) TO UPLOAD MANDATORY INFORMATION NAMELY: (BUSINESS REGISTRATION/ DIRECTORSHIP/ MEMBERSHIP/IDENTITY NUMBERS; TAX COMPLIANCE STATUS; AND BANKING INFORMATION FOR VERIFICATION PURPOSES). B-BBEE CERTIFICATE OR SWEAR AFFIDAVIT FOR B-BBEE MUST BE SUBMITTED TO BIDDING INSTITUTION.
   1.4. WHERE A BIDDER IS NOT REGISTERED ON THE CSD, MANDATORY INFORMATION NAMELY: (BUSINESS REGISTRATION/ DIRECTORSHIP/ MEMBERSHIP/IDENTITY NUMBERS; TAX COMPLIANCE STATUS MAY NOT BE SUBMITTED WITH THE BID DOCUMENTATION. B-BBEE CERTIFICATE OR SWEAR AFFIDAVIT FOR B-BBEE MUST BE SUBMITTED TO BIDDING INSTITUTION.
   1.5. THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT 2000 AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2017, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER LEGISLATION OR SPECIAL CONDITIONS OF CONTRACT.

2. TAX COMPLIANCE REQUIREMENTS
   2.1. BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
   2.2. BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VIEW THE TAXPAYER’S PROFILE AND TAX STATUS.
   2.3. APPLICATION FOR TAX COMPLIANCE STATUS (TCS) OR PIN MAY ALSO BE MADE VIA E-FILING. IN ORDER TO USE THIS PROVISION, TAXPAYERS WILL NEED TO REGISTER WITH SARS AS E-FILERS THROUGH THE WEBSITE WWW.SARS.GOV.ZA.
   2.4. BIDDERS MAY ALSO SUBMIT A PRINTED TCS TOGETHER WITH THE BID.
   2.5. IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE PROOF OF TCS / PIN / CSD NUMBER.
   2.6. WHERE NO TCS IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.

3. QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS
   3.1. IS THE BIDDER A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)? □ YES □ NO
   3.2. DOES THE BIDDER HAVE A BRANCH IN THE RSA? □ YES □ NO
   3.3. DOES THE BIDDER HAVE A PERMANENT ESTABLISHMENT IN THE RSA? □ YES □ NO
   3.4. DOES THE BIDDER HAVE ANY SOURCE OF INCOME IN THE RSA? □ YES □ NO

   IF THE ANSWER IS “NO” TO ALL OF THE ABOVE, THEN, IT IS NOT A REQUIREMENT TO OBTAIN A TAX COMPLIANCE STATUS / TAX COMPLIANCE SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 ABOVE.

NB: FAILURE TO PROVIDE ANY OF THE ABOVE PARTICULARS MAY RENDER THE BID INVALID.
PART C

CHECKLIST OF COMPULSORY RETURNABLE SCHEDULES AND DOCUMENTS

Please adhere to the following instructions

• Tick in the relevant block below
• Ensure that the following documents are completed and signed where applicable:
• Use the prescribed sequence in attaching the annexes that complete the Bid Document

NB: Should all these documents not be included, the Bidder may be disqualified on the basis of non-compliance

YES NO

Bid document (clearly marked as FOLDER 1 AND FOLDER 2); separated into
FOLDER 1 - Pre-Qualifying and functionality proposal documents, and
FOLDER 2 – Financial proposal only
(Failure to comply will result in disqualification)

Part A: Invitation to Bid

Part B: Terms and Conditions of Bidding

Part C: Checklist of Compulsory Returnable Schedules and Documents

Part D: Conditions of Tendering and Undertakings by Bidders

Part E: Specifications/Terms of Reference

Annexure A: Price Proposal Requirement

Annexure B: SBD4 Declaration of Interest

Annexure C: SBD6.1 and B-BBEE status level certificate

Annexure D: SBD8: Declaration of Bidder’s Past Supply Chain Practices

Annexure E: SBD9: Certificate of Independent Bid Determination
Annexure F: Certified copies of your CIPC company registration documents listing all members with percentages, in case of a lose corporation

Annexure G: Certified copies of latest share certificates, in case of a company.

Annexure H: (if applicable): A breakdown of how fees and work will be spread between members of the bidding consortium.

Annexure I Supporting documents to responses to Pre-Qualifying Criteria and Functional Evaluation Criteria.

Annexure J: General Condition of Contract

Annexure K: CSD Tax Compliance Status and Registration Requirements Report
PART D

CONDITIONS OF TENDERING AND UNDERTAKINGS BY BIDDER

1. DEFINITIONS

In this Request for Proposals, unless a contrary intention is apparent:

1.1 B-BBEE means broad-based black economic empowerment as defined in section 1 of the Broad-Based Black Economic Empowerment Act, 2003;

1.2 B-BBEE Act means the Broad-Based Black Economic Empowerment Act, 2003;

1.3 B-BBEE status level of contributor means the B-BBEE status received by a measured entity based on its overall performance used to claim points in terms of regulation 6 and 7 of the Preferential Procurement Regulations, 2017.

1.4 Business Day means a day which is not a Saturday, Sunday or public holiday.

1.5 Bid means a written offer in the prescribed or stipulated form lodged by a Bidder in response to an invitation in this Request for Proposal, containing an offer to provide goods, works or services in accordance with the Specification as provided in this RFP.

1.6 Bidder means a person or legal entity, or an unincorporated group of persons or legal entities that submit a Bid.

1.7 Companies Act means the Companies Act, 2008.

1.8 Compulsory Documents means the list of compulsory schedules and documents set out in Part B.

1.9 Closing Time means the time, specified as such under the clause 4 (Bid Timetable) in Part C, by which Tenders must be received.

1.10 DBSA means the Development Bank of Southern Africa Limited.

1.11 DFI means Development Finance Institution.

1.12 Evaluation Criteria means the criteria set out under the clause 27 (Evaluation Process) of this Part C, which includes the Qualifying Criteria, Functional Criteria and Price and Preferential Points Assessment.

1.13 Functional Criteria means the criteria set out in clause 27 of this Part C.

1.14 Intellectual Property Rights includes copyright and neighbouring rights, and all proprietary rights in relation to inventions (including patents) registered and unregistered trademarks (including service marks), registered designs, confidential information (including trade secrets and know how) and circuit layouts, and all other proprietary rights resulting from intellectual activity in the industrial, scientific, literary or artistic fields.

1.15 PFMA means the Public Finance Management Act, 1999.

1.17 **PPPFA Regulations** means the Preferential Procurement Regulations, 2017 published in terms of the PPPFA.

1.18 **Pre-Qualifying Criteria** means the criteria set out in clause of this Part C.

1.19 **Price and Preferential Points Assessment** means the process described in clause 27.2 of this Part C, as prescribed by the PPPFA.

1.20 **Proposed Contract** means the agreement including any other terms and conditions contained in or referred to in this RFP that may be executed between the DBSA and the successful Bidder.

1.21 **Request for Proposal** or **RFP** means this document (comprising each of the parts identified under Part A, Part B, Part C and Part D) including all annexures and any other documents so designated by the DBSA.

1.22 **SARS** means the South African Revenue Service.

1.23 **Services** means the services required by the DBSA, as specified in this RFP Part D.

1.24 **SLA** means service level agreement.

1.25 **SOE** means State Owned Enterprise, as defined by the Companies’ Act.

1.26 **Specification** means the conditions of tender set and any specification or description of the DBSA’s requirements contained in this RFP.

1.27 **State** means the Republic of South Africa.

1.28 **Statement of Compliance** means the statement forming part of a Tender indicating the Bidders compliance with the Specification.

1.29 **Tendering Process** means the process commenced by the issuing of this Request for Proposals and concluding upon formal announcement by the DBSA of the selection of a successful Bidder(s) or upon the earlier termination of the process.

1.30 **Website** means a website administered by DBSA under its name with web address [www.dbsa.org](http://www.dbsa.org)

2. **INTERPRETATIONS**

   In this RFP, unless expressly provided otherwise a reference to:

   2.1 “includes” or “including” means includes or including without limitation; and

   2.2 “R” or “Rand” is a reference to the lawful currency of the Republic of South Africa.

3. **TENDER TECHNICAL AND GENERAL QUERIES**

   Queries pertaining to this tender must be directed to: -

   DBSA Supply Chain Management Unit

   Email: [FikileM@dbsa.org](mailto:FikileM@dbsa.org)

   No questions will be answered telephonically.
4. **BID TIMETABLE**

This timetable is provided as an indication of the timing of the tender process. It is indicative only and subject to change by the DBSA. Bidders are to provide proposals that will allow achievement of the intended commencement date.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertisement of tender</td>
<td>12 / 02 / 2021</td>
</tr>
<tr>
<td>RFP document available</td>
<td>12 / 02 / 2021</td>
</tr>
<tr>
<td>Non-Compulsory Briefing session</td>
<td>22 / 02 / 2021 at 10h00</td>
</tr>
<tr>
<td>Closing date for tender enquiries</td>
<td>02 / 03/ 2021 at 16h00</td>
</tr>
<tr>
<td><strong>Closing date and time</strong></td>
<td>05 / 03/ 2021 at 23H55</td>
</tr>
<tr>
<td>Intended completion of evaluation of tenders</td>
<td>TBA</td>
</tr>
<tr>
<td>Intended formal notification of successful Bidder(s)</td>
<td>TBA</td>
</tr>
<tr>
<td>Signing of Service Level Agreement</td>
<td>TBA</td>
</tr>
<tr>
<td>Effective date</td>
<td>TBA</td>
</tr>
</tbody>
</table>

5. **SUBMISSION OF TENDERS - ELECTRONICALLY**

i. Bidders are advised to kindly issue Tender Submission Link requests and all other enquiries to FikileSCM@dbsa.org - ONLY

ii. No – Tender Submission Link requests will be accepted after 16h00 on the 2ND MARCH 2021. Any requests after the stipulated date and time will be disregarded.

iii. Bidders will thereafter receive a OneDrive Link to upload their tender submission documents electronically.

iv. Bidders who have received submission Links that have errors, will be provided with new Links for use.

6. **RULES GOVERNING THIS RFP AND THE TENDERING PROCESS**

6.1 Participation in the tender process is subject to compliance with the rules contained in this RFP Part C.

6.2 All persons (whether or not a participant in this tender process) having obtained or received this RFP may only use it, and the information contained herein, in compliance with the rules contained in this RFP.

6.3 All Bidders are deemed to accept the rules contained in this RFP Part C.

6.4 The rules contained in this RFP Part C apply to:
6.4.1 The RFP and any other information given, received or made available in connection with this RFP, and any revisions or annexure;
6.4.2 the Tendering Process; and
6.4.3 any communications (including any briefings, presentations, meetings and negotiations) relating to the RFP or the Tendering Process.

7. STATUS OF REQUEST FOR PROPOSAL

7.1 This RFP is an invitation for person(s) to submit a proposal(s) for the provision of the services as set out in the Specification contained in this RFP. Accordingly, this RFP must not be construed, interpreted, or relied upon, whether expressly or implicitly, as an offer capable of acceptance by any person(s), or as creating any form of contractual, promissory or other rights. No binding contract or other understanding for the supply of services will exist between the DBSA and any Bidder unless and until the DBSA has executed a formal written contract with the successful Bidder.

8. ACCURACY OF REQUEST FOR PROPOSAL

8.1 Whilst all due care has been taken in connection with the preparation of this RFP, the DBSA makes no representations or warranties that the content in this RFP or any information communicated to or provided to Bidders during the Tendering Process is, or will be, accurate, current or complete. The DBSA, and its officers, employees and advisors will not be liable with respect to any information communicated which is not accurate, current or complete.
8.2 If a Bidder finds or reasonably believes it has found any discrepancy, ambiguity, error or inconsistency in this RFP or any other information provided by the DBSA (other than minor clerical matters), the Bidder must promptly notify the DBSA in writing of such discrepancy, ambiguity, error or inconsistency in order to afford the DBSA an opportunity to consider what corrective action is necessary (if any).
8.3 Any actual discrepancy, ambiguity, error or inconsistency in this RFP or any other information provided by the DBSA will, if possible, be corrected and provided to all Bidders without attribution to the Bidder who provided the written notice.

9. ADDITIONS AND AMENDMENTS TO THE RFP

9.1 The DBSA reserves the right to change any information in, or to issue any addendum to this RFP before the Closing Time. The DBSA and its officers, employees and advisors will not be liable in connection with either the exercise of, or failure to exercise this right.
9.2 If the DBSA exercises its right to change information in terms of clause 9.1, it may seek amended Tenders from all Bidders.

10. REPRESENTATIONS
No representations made by or on behalf of the DBSA in relation to this RFP will be binding on the DBSA unless that representation is expressly incorporated into the contract ultimately entered between the DBSA and the successful Bidder.

11. CONFIDENTIALITY

11.1 All persons (including all Bidders) obtaining or receiving this RFP and any other information in connection with this RFP or the Tendering Process must keep the contents of the RFP and other such information confidential, and not disclose or use the information except as required for the purpose of developing a proposal in response to this RFP.

12. REQUESTS FOR CLARIFICATION OR FURTHER INFORMATION

12.1 All communications relating to this RFP and the Tendering Process must be directed to the Tender Officer.

12.2 All questions or requests for further information or clarification of this RFP or any other document issued in connection with the Tendering Process must be submitted to the Tender Officer in writing, and most preferably by e-mail to FikileSCM@dbsa.org

12.3 Any communication by a Bidder to the DBSA will be effective upon receipt by the Tender Officer (provided such communication is in the required format).

12.4 The DBSA has restricted the period during which it will accept questions or requests for further information or clarification and reserves the right not to respond to any enquiry or request, irrespective of when such enquiry or request is received.

12.5 Except where the DBSA is of the opinion that issues raised apply only to an individual Bidder, questions submitted and answers provided will be made available to all Bidders by e-mail, as well as on the DBSA’s website without identifying the person or organisation which submitted the question.

12.6 In all other instances, the DBSA may directly provide any written notification or response to a Bidder by email to the address of the Bidder (as notified by the Bidder to the Tender Manager).

12.7 A Bidder may, by notifying the Tender Officer in writing, withdraw a question submitted in accordance with clause 12, in circumstances where the Bidder does not wish the DBSA to publish its response to the question to all Bidders.
13. **UNAUTHORISED COMMUNICATIONS**

13.1 Communications (including promotional or advertising activities) with staff of the DBSA or their advisors assisting with the Tendering Process are not permitted during the Tendering Process, or otherwise with the prior consent of the Tender Officer. Nothing in this clause 13 is intended to prevent communications with staff of, or advisors to, the DBSA to the extent that such communications do not relate to this RFP or the Tendering Process.

13.2 Bidders must not otherwise engage in any activities that may be perceived as, or that may have the effect of, influencing the outcomes of the Tendering Process in any way.

14. **IMPROPER ASSISTANCE, FRAUD AND CORRUPTION**

14.1 Bidders may not seek or obtain the assistance of employees of the DBSA in the preparation of their tender responses.

14.2 The DBSA may in its absolute discretion, immediately disqualify a Bidder that it believes has sought or obtained such improper assistance.

14.3 Bidders are to be familiar with the implications of contravening the Prevention and Combating of Corrupt Activities Act, 2004 and any other relevant legislation.

15. **ANTI-COMPETITIVE CONDUCT**

15.1 Bidders and their respective officers, employees, agents and advisors must not engage in any collusion, anti-competitive conduct or any other similar conduct in respect of this Tendering Process with any other Bidder or any other person(s) in relation to:

15.1.1 the preparation or lodgement of their Bid
15.1.2 the evaluation and clarification of their Bid; and
15.1.3 the conduct of negotiations with the DBSA.

15.2 For the purposes of this clause 15, collusion, anti-competitive conduct or any other similar conduct may include disclosure, exchange and clarification of information whether or not such information is confidential to the DBSA or any other Bidder or any other person or organisation.

15.3 In addition to any other remedies available to it under law or contract, the DBSA may, in its absolute discretion, immediately disqualify a Bidder that it believes has engaged in any collusive, anti-competitive conduct or any other similar conduct during or before the Tendering Process.
16. COMPLAINTS ABOUT THE TENDERING PROCESS

16.1 Any complaint about the RFP or the Tendering Process must be submitted to the Supply Chain Management Unit in writing, by email, immediately upon the cause of the complaint arising or becoming known to the Bidder, (scmqueries@dbsa.org).

16.2 The written complaint must set out:
   16.2.1 the basis for the complaint, specifying the issues involved;
   16.2.2 how the subject of the complaint affects the organisation or person making the complaint;
   16.2.3 any relevant background information; and
   16.2.4 the outcome desired by the person or organisation making the complaint.

16.3 If the matter relates to the conduct of an employee of the DBSA, the complaint should be addressed in writing marked for the attention of the Chief Executive Officer of the DBSA, and delivered to the physical address of the DBSA, as notified.

17. CONFLICT OF INTEREST

17.1 A Bidder must not, and must ensure that its officers, employees, agents and advisors do not place themselves in a position that may give rise to actual, potential or perceived conflict of interest between the interests of the DBSA and the Bidder’s interests during the Tender Process.

17.2 The Bidder is required to provide details of any interests, relationships or clients which may or do give rise to a conflict of interest in relation to the supply of the services under any contract that may result from this RFP. If the Bidder submits its Bid and a subsequent conflict of interest arises, or is likely to arise, which was not disclosed in the Bid, the Bidder must notify the DBSA immediately in writing of that conflict.

17.3 The DBSA may immediately disqualify a Bidder from the Tendering Process if the Bidder fails to notify the DBSA of the conflict as required.

18. LATE BIDS

18.1 Bids must be delivered by the Closing Time. The Closing Time may be extended by the DBSA in its absolute discretion by providing written notice to Bidders.

18.2 Bids delivered after the Closing Time or lodged at a location or in a manner that is contrary to that specified in this RFP will be disqualified from the Tendering Process and will be ineligible for consideration. However, a late Bid may be accepted where the Bidder can clearly
demonstrate (to the satisfaction of the DBSA, in its sole discretion) that late lodgement of the Bid was caused by the DBSA; that access was denied or hindered in relation to the physical tender box; or that a major/critical incident hindered the delivery of the Bid and, in all cases, that the integrity of the Tendering Process will not be compromised by accepting a Bid after the Closing Time.

18.3 The determination of the DBSA as to the actual time that a Bid is lodged is final. Subject to clause 18.2, all Bids lodged after the Closing Time will be recorded by the DBSA and will only be opened for the purposes of identifying a business name and address of the Bidder. The DBSA will inform a Bidder whose Bid was lodged after the Closing Time of its ineligibility for consideration. The general operating practice is for the late Bid to be returned within 5 (five) working days of receipt or within 5 (five) working days after determination not to accept a late Bid.

19. **BIDDER’S RESPONSIBILITIES**

19.1 Bidders are responsible for:

19.1.1 examining this RFP and any documents referenced or attached to this RFP and any other information made or to be made available by the DBSA to Bidders in connection with this RFP;

19.1.2 fully informing themselves in relation to all matters arising from this RFP, including all matters regarding the DBSA’s requirements for the provision of the Services;

19.1.3 ensuring that their Bids are accurate and complete;

19.1.4 making their own enquiries and assessing all risks regarding this RFP, and fully considering and incorporating the impact of any known and unknown risks into their Bid;

19.1.5 ensuring that they comply with all applicable laws in regard to the Tendering Process particularly as specified by National Treasury Regulations, Guidelines, Instruction Notes and Practice Notes and other relevant legislation as published from time to time in the Government Gazette; and

19.1.6 submitting all Compulsory Documents.

19.2 Bidders with annual total revenue of R10 million or less qualify as Exempted Micro Enterprises (EMEs) in terms of the B-BBEE Act must submit a certificate issued by a registered, independent auditor (who or which is not the Bidder or a part of the Bidder) or an accredited verification agency.

19.3 Bidders other than EMEs must submit their original and valid B-BBEE status level verification certificate or a certified copy, or a sworn affidavit thereof, substantiating their B-BBEE status.
The submission of such certificates must comply with the requirements of instructions and guidelines issued by National Treasury and be in accordance with the applicable notices published by the Department of Trade and Industry in the Government Gazette.

19.4 The DBSA reserves the right to require of a Bidder, either before a Bid is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the DBSA.

19.5 Failure to provide the required information may result in disqualification of the Bidder.

20. PREPARATION OF BIDS

20.1 Bidders must ensure that:
   20.1.1 their Bid is submitted in the required format as stipulated in this RFP; and
   20.1.2 all the required information fields in the Bid are completed in full and contain the information requested by the DBSA.

20.2 The DBSA may in its absolute discretion reject a Bid that does not include the information requested or is not in the format required.

20.3 Unnecessarily elaborate responses or other representations beyond that which is sufficient to present a complete and effective tender proposal are not desired or required. Elaborate and expensive visual and other presentation aids are not necessary.

20.4 Where the Bidder is unwilling to accept a specified condition, the non-acceptance must be clearly and expressly stated. Prominence must be given to the statement detailing the non-acceptance. It is not sufficient that the statement appears only as part of an attachment to the Bid or be included in a general statement of the Bidders usual operating conditions.

20.5 An incomplete Bid may be disqualified or assessed solely on the information completed or received with the Bid.

21. ILLEGIBLE CONTENT, ALTERATION AND ERASURE

21.1 Incomplete Bids may be disqualified or evaluated solely on information contained in the Bid.

21.2 The DBSA may disregard any content in a Tender that is illegible and will be under no obligation whatsoever to seek clarification from the Bidder.

21.3 The DBSA may permit a Bidder to correct an unintentional error in its Bid where that error becomes known or apparent after the Closing Time, but in no event will any correction be permitted if the DBSA reasonably considers that the correction would materially alter the substance of the Bid or effect the fairness of the Tendering Process.
22. **OBLIGATION TO NOTIFY ERRORS**

If, after a Bidder’s Response has been submitted, the Bidder becomes aware of an error in the Bidders Response (including an error in pricing, but excluding clerical errors which would have no bearing on the evaluation of the Bid), the Bidder must promptly notify the DBSA of such error.

23. **RESPONSIBILITY FOR BIDDING COSTS**

23.1 The Bidders participation or involvement in any stage of the Tendering Process is at the Bidders sole risk, cost and expense. The DBSA will not be held responsible for, or pay for, any expense or loss that may be incurred by Bidders in relation to the preparation or lodgement of their Bid.

23.2 The DBSA is not liable to the Bidder for any costs on the basis of any contractual, promissory or restitutionary grounds whatsoever as a consequence of any matter relating to the Bidders participation in the Tendering Process, including without limitation, instances where:

- 23.2.1 the Bidder is not engaged to perform under any contract; or
- 23.2.2 the DBSA exercises any right under this RFP or at law.

24. **DISCLOSURE OF BID CONTENTS AND BID INFORMATION**

24.1 All Bids received by the DBSA will be treated as confidential. The DBSA will not disclose contents of any Bid and Bid information, except:

- 24.1.1 as required by law;
- 24.1.2 for the purpose of investigations by other government authorities having relevant jurisdiction;
- 24.1.3 to external consultants and advisors of the DBSA engaged to assist with the Tendering Process; or for the general information of Bidders required to be disclosed as per National Treasury Regulations, Guidelines, Instruction Notes or Practice Notes.

25. **USE OF BIDS**

25.1 Upon submission in accordance with the requirements relating to the submission of Bids, all Bids submitted become the property of the DBSA. Bidders will retain all ownership rights in any intellectual property contained in the Bids.
25.2 Each Bidder, by submission of their Bid, is deemed to have licensed the DBSA to reproduce the whole, or any portion, of their Bid for the sole purposes of enabling the DBSA to evaluate the Bid.

26. BID ACCEPTANCE

All Bids received must remain open for acceptance for a minimum period of 120 (One hundred and Twenty) days from the Closing Time. This period may be extended by written mutual agreement between the DBSA and the Bidder.

27. EVALUATION PROCESS

27.1 The Bids will be evaluated and adjudicated as follows:

27.1.1 FIRST STAGE – RESPONSIVENESS

A. Tenderers who do not adhere to those criteria listed a PRE-QUALIFIER, will be disqualified immediately.

<table>
<thead>
<tr>
<th>Responsiveness Criteria</th>
<th>Prequalifying Criteria</th>
<th>Applicable to this Tender (Y/N)</th>
<th>Bidder to indicate Compliance (Y/N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Adherence in submitting Tender as two-stage folders:</td>
<td>Pre-Qualifier</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>Folder 1: Pre-qualifiers and functionality proposal</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Folder 2: Financial proposal</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Proof of Registration with a recognized professional body/ institution, relevant to tender requirement (To be determined in line with Tender Requirement). – Sec C</td>
<td>Pre-Qualifier</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>3. In terms of the DBSA Transformation Imperative Targets, the DBSA will consider companies that are EME’s and QSE’s with a minimum B-BBEE status of Level 2 who will contribute to meaningful B-BBEE initiatives as part of the tender process</td>
<td>Pre-Qualifier</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>4. The successful Tenderer, if not itself an EME or QSE with a minimum B-BBEE status level 2, as per Section 4(1)(a) and (b) of the PPR 2017, must subcontract a minimum of 30% of the value of the contract to the following category referred to in Section 4(1)(c) of the PPR 2017: (i). an EME or QSE which is at least 51% owned by black people.</td>
<td>Pre-Qualifier</td>
<td>Y</td>
<td></td>
</tr>
</tbody>
</table>
B. Tenderers who do not adhere to the indicated response time for clarifications requested by the Employer will be deemed to be non-responsive and their submissions will not be evaluated further.

<table>
<thead>
<tr>
<th>Responsiveness Criteria</th>
<th>Clarification Time</th>
<th>Applicable to this Tender (Y/N)</th>
<th>Bidder to indicate Compliance (Y/N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Standard conditions of tender as required.</td>
<td>48 hours</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>6. Returnable documents completed and signed.</td>
<td>48 hours</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>7. Submission of Registration with National Treasury Central Supplier Database (CSD) Summary Report: - Bidder must be fully registered &amp; compliant in order to do business with the DBSA.</td>
<td>48 hours</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>8. A valid and active Tax Compliance Status Pin issued by SARS.</td>
<td>48 hours</td>
<td>Y</td>
<td></td>
</tr>
</tbody>
</table>

C. Only bids which satisfy the following pre-qualification criteria in respect of minimum qualifications will be evaluated for Functionality. Note that it is a requirement that certified copies of educational qualifications, professional registration must be included for each expert. In the case of the project lead proof of completion of the requisite project types listed below in addition to the qualification and professional registration requirements:

<table>
<thead>
<tr>
<th>No.</th>
<th>Key Resource</th>
<th>Minimum Qualification for each key resource</th>
</tr>
</thead>
</table>
| 1.  | Asset management specialist (project lead) | Registered Professional Engineer or a Professional Engineering Technologist in terms of the Engineering Professions Act, 2000 (ECSA) or Registered Professional Accountant (SAIPA, CIMA, CIGFARO) or Registered Professional Urban Planner, Registered with the South African Asset Management Association as a Certified Asset Manager (CSAM) or Certified Asset Management Assessor (CAMA) with demonstrated application of the competencies as detailed below.  
   **Experience required for CAMA:** At least 8 years demonstrated successful application, in a line management, Domain expert, or consulting support role relating to a significant asset portfolio (in terms of nature, size and risk exposure), of the following competences, in line with recognised good practice:  
   • Provide AM Leadership  
   • Lead the review and development of an AM policy  
   • Lead the review and development of a Strategic Asset Management Plan (SAMP)  
   • Lead the review and development of an AM plans (AMPs)  
   • Monitor the implementation of AM Plans  
   • Lead the review and development of AM Framework documents and Artefacts |
<table>
<thead>
<tr>
<th>No.</th>
<th>Key Resource</th>
<th>Minimum Qualification for each key resource</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Monitor the implementation of AM Framework documents and Artefacts</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Monitor the implementation of AM Practices Improvement Plan</td>
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<td></td>
<td></td>
<td>Align and integrate AM Practice Provide AM Leadership</td>
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<tr>
<td></td>
<td></td>
<td>Bachelor’s Degree in Engineering or a similar or higher relevant academic qualification in the built environment or management sciences</td>
</tr>
<tr>
<td>2.</td>
<td>Asset accounting specialist</td>
<td>Professional membership with the South African Institute of Chartered Accounts (SAICA), ACCA, CIGFARO, or similar bodies in the financial environment.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>An appropriate degree in BCom: Accounting/ Auditing /Public Finance /Financial Management. Registered Chartered Accountant</td>
</tr>
<tr>
<td>3.</td>
<td>Electrical engineering asset specialist</td>
<td>Registration as a Professional Engineer or as a Professional Engineering Technologist in terms of the Engineering Professions Act, 2000 (ECSA)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>BSc degree or B Tech in Electrical Engineering.</td>
</tr>
<tr>
<td>4.</td>
<td>Civil engineering asset specialist</td>
<td>Registration as a Professional Engineer or as a Professional Engineering Technologist in terms of the Engineering Professions Act, 2000 (ECSA)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>BSc degree in Civil Engineering or B Tech in Civil Engineering.</td>
</tr>
<tr>
<td>6.</td>
<td>GIS specialist</td>
<td>Must be registered as a Professional Geo-Information Science Practitioner PrGISc by the South African Geomatics Council (SAGC). Bachelor’s Degree in Geo-Information Science or Land Surveying.</td>
</tr>
<tr>
<td>7.</td>
<td>Information &amp; Communication Technology Specialist</td>
<td>Bachelor’s degree or similar qualification in Information and Communication Technology Systems.</td>
</tr>
<tr>
<td>8.</td>
<td>Change Management Specialist</td>
<td>Bachelor’s degree or similar qualification in human resources or similar in Human Resources with emphasis on change management, and a particular emphasis on behavioural change</td>
</tr>
</tbody>
</table>

Only those Bidders which satisfy all the Pre-Qualifying Criteria will be eligible to participate in the Tendering Process further. Bids which do not satisfy all the Pre-Qualifying Criteria will not be evaluated further.
27.2 SECOND STAGE: FUNCTIONAL EVALUATION

27.2.1. STRUCTURE AND CONTENTS OF TECHNICAL BID PROPOSAL

The structure and minimum contents of the proposal required from bidders are shown in the table below. The bidder must provide the following minimum information linked to the functionality evaluation criteria indicated under section 27.2.2 below.

<table>
<thead>
<tr>
<th>ITEM</th>
<th>FUNCTIONALITY</th>
<th>WEIGHTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.</td>
<td>PROPOSED APPROACH AND METHODOLOGY</td>
<td>30</td>
</tr>
<tr>
<td>B.</td>
<td>EXPERIENCE OF THE TENDERER (LEAD TENDERER AND ENTITIES IN JV, CONSORTIUM, ASSOCIATION, etc.) PROOF OF COMPLETED PROJECTS TO BE ATTACHED: REFERENCE LETTERS</td>
<td>30</td>
</tr>
<tr>
<td>C.</td>
<td>TENDERERS PROPOSED KEY RESOURCES/EXPERTS: LEAD TENDERER AND ENTITIES IN JV, CONSORTIUM, ASSOCIATION ETC.)</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

SECTION A: PROPOSED APPROACH AND METHODOLOGY

The proposed approach paper must respond to the scope of work and outline the proposed approach/methodology. The approach paper should articulate what value-add the respondent will provide in achieving the stated objectives for the project.

The respondent must explain his / her understanding of the objectives of the assignment and the Employer’s stated and implied requirements, highlight the issues of importance, and explain the technical approach they would adopt to address them. The approach paper should include the methodologies to be adopted to achieve the intentions of the proposed approach. The approach should include a project plan that outlines processes, procedures, and associated resources, the applicants, and times to achieve requirements. Further, it ought to indicate risk management, quality assurance measures to be affected, and acceleration delivery methods to be used to ensure delivery within anticipated programme timelines.

SECTION B: EXPERIENCE OF THE TENDERER (LEAD TENDERER AND ENTITIES IN JV, CONSORTIUM, ASSOCIATION, etc.) PROOF OF COMPLETED PROJECTS TO BE ATTACHED: REFERENCE LETTERS

The experience of the Tenderer (or that of the constituent member in a joint venture, consortium or association) in the related work within the Public and Local Government Sector. Tenderers should very briefly describe their experience in this regard and attach same to this schedule. The description should be put in the Tables provided below and attached to this schedule.
## EXPERIENCE / TRACK RECORD OF THE BIDDING ENTITY IN EXECUTING WORK OF A SIMILAR OR RELATED NATURE

<table>
<thead>
<tr>
<th>Employer/Client, contact person and telephone number and email address</th>
<th>Description of Professional Services Provided in local government restructuring and shared services projects or similar/ related work.</th>
<th>Value of Service provided inclusive of VAT (Rand)</th>
<th>Date Service Commenced</th>
<th>Date Service Ended</th>
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<tbody>
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</tbody>
</table>
SECTION C: TENDERERS PROPOSED KEY RESOURCES/EXPERTS: LEAD TENDERER AND ENTITIES IN JV, CONSORTIUM, ASSOCIATION ETC.)

The tenderer shall provide information in respect of the key personnel who will be engaged on the contract by completing this schedule.

(a) Summary of qualifications and experience of key resources as per functional evaluation criteria.

(b) CVs of key resources certified copies of educational qualifications and professional registration (where applicable).

(c) All the key staff shall be proficient in the use (both verbal and written) English language.

(d) In addition to the Personnel Schedule, the Tenderer shall also provide a Contract project organisational chart showing the team composition for each activity/phase/stage giving the team member names (only key team members need be included by name), position on team, and reporting relationship to other team members.
SUMMARY DETAILS OF QUALIFICATIONS AND EXPERIENCE OF TENDERER’S PROPOSED KEY RESOURCES / EXPERTS

Table to be completed for the Key Resources.

<table>
<thead>
<tr>
<th>KEY EXPERT 1: PROJECT MANAGER AND TEAM LEAD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
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<tr>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>KEY EXPERT 2: MUNICIPAL FINANCIAL EXPERT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
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</table>

<table>
<thead>
<tr>
<th>KEY EXPERT 3: CIVIL ENGINEER</th>
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<tbody>
<tr>
<td>Name</td>
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</tbody>
</table>
### KEY EXPERT 4: ELECTRICAL ENGINEER

<table>
<thead>
<tr>
<th>Name</th>
<th>Current Job Title</th>
<th>Qualifications</th>
<th>Professional Registration &amp; Registration Nr.</th>
<th>Relevant experience</th>
</tr>
</thead>
</table>

### KEY EXPERT 5: GEO-INFORMATION SCIENCE (GISc) EXPERT

<table>
<thead>
<tr>
<th>Name</th>
<th>Current Job Title</th>
<th>Qualifications</th>
<th>Professional Registration &amp; Registration Nr.</th>
<th>Relevant experience</th>
</tr>
</thead>
</table>

### KEY EXPERT 6: ICT EXPERT

<table>
<thead>
<tr>
<th>Name</th>
<th>Current Job Title</th>
<th>Qualifications</th>
<th>Professional Registration &amp; Registration Nr.</th>
<th>Relevant experience</th>
</tr>
</thead>
</table>
ANY ADDITIONAL EXPERTS THAT ARE NOT REQUIRED BY THE TENDER BUT THE BIDDER WOULD LIKE TO ADD

<table>
<thead>
<tr>
<th>Name</th>
<th>Current Job Title</th>
<th>Qualifications</th>
<th>Professional Registration &amp; Registration Nr.</th>
<th>Relevant experience</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Key Expert 8: |

<table>
<thead>
<tr>
<th>Name</th>
<th>Current Job Title</th>
<th>Qualifications</th>
<th>Professional Registration &amp; Registration Nr.</th>
<th>Relevant experience</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
KEY EXPERT 9:

<table>
<thead>
<tr>
<th>Name</th>
<th>Current Job Title</th>
<th>Qualifications</th>
<th>Professional Registration &amp; Registration Nr.</th>
<th>Relevant experience</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

Note: A CV of each of the proposed team members which details only experience relevant to the scope of work in this tender of not more than 5 pages should be attached to this schedule after the above summary details tables with certified copies of qualifications and professional registration where applicable.

The undersigned, who warrants that he/she is duly authorized to do so on behalf of the enterprise, confirms that the contents of this schedule are within my personal knowledge and are to the best of my belief both true and correct.

<table>
<thead>
<tr>
<th>Signature:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Date:</td>
<td></td>
</tr>
<tr>
<td>Name:</td>
<td></td>
</tr>
<tr>
<td>Position:</td>
<td></td>
</tr>
<tr>
<td>Respondent:</td>
<td></td>
</tr>
</tbody>
</table>
### 27.2.2. DETAILED EVALUATION CRITERIA

The functional evaluation for this bid will be based on the criteria outlined in the table below:

**SECTION 1: FINAL EVALUATION**

<table>
<thead>
<tr>
<th>ITEM # + B4:F12</th>
<th>FUNCTIONALITY</th>
<th>MAX POINTS TO SCORE</th>
<th>SCORING GUIDELINE</th>
<th>SOURCE DOCUMENT THAT MUST BE SUBMITTED TO SCORE POINTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>A - PROPOSED APPROACH AND METHODOLOGY – 30</td>
<td>Details of the proposed approach and methodology that the Tenderer intends to follow for the delivery of the said project.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>All the aspects are addressed innovatively and efficiently, indicating that the Tenderer has an outstanding understanding and knowledge of the scope of work. The approach paper addresses all the objectives, value-adds and risks under individual sub-headings. The approach paper details ways to create value in addition to the specified aspects.</td>
<td>Excellent = 30</td>
<td></td>
<td>Minimum of 5 page approach and methodology paper duly signed and dated by the Tenderer.</td>
</tr>
<tr>
<td>2</td>
<td>All the aspects are addressed efficiently, indicating that the Tenderer has a good understanding and knowledge of the scope of work. The approach paper addresses all the objectives, value-adds and risks under individual sub-headings.</td>
<td>Good = 20</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>The approach is specifically tailored to address the specific project objectives and is sufficiently flexible to accommodate changes that may occur during execution. The tenderer addresses fully all the specified aspects of the paper.</td>
<td>Satisfactory =15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>The approach is generic and not tailored to address the specific project objectives. The technical approach and/or methodology is poor / is unlikely to satisfy project objectives or requirements.</td>
<td>Poor = 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>No response. Failed to address the objectives as per the tender document.</td>
<td>Non-Responsive =0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**B. EXPERIENCE OF THE TENDERER (LEAD TENDERER AND ENTITIES IN JV, CONSORTIUM, ASSOCIATION, etc). PROOF OF COMPLETED PROJECTS TO BE ATTACHED: REFERENCE LETTERS – 30**

<table>
<thead>
<tr>
<th>The tenderer has at least 8 years’ experience in and completed work in</th>
<th>Excellent: 7 projects and above = 30 points</th>
<th>Recommendation letters from the Employer where this project was completed. The letter must provide a brief scope of the project relevant to the scope of this tender and the tenderer’s role in the</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Undertaking Asset Management Maturity Assessments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. The development of Asset Management Policies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. The development of Strategic Asset Management Plans</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. The development of Asset Management Plans</td>
<td></td>
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</tr>
<tr>
<td>5. Identified and developed improvement projects to close the gap between the 'as-is' and 'to be' maturity</td>
<td></td>
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</tr>
<tr>
<td>6. Undertaken high-level and detailed infrastructure asset condition assessments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ITEM #</td>
<td>FUNCTIONALITY</td>
<td>MAX POINTS TO SCORE</td>
</tr>
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<td>--------</td>
<td>---------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>B4:F12</td>
<td>7. Developed Technical Asset Registers 8. Undertaken Maintenance and Asset Management needs assessment and business cases for ICT and GIS 9. Developed execution plans for the Assets (AMPs) and for the Asset Management Organisation</td>
<td>Satisfactory: 4 projects = 20 points Poor: 3 Projects = 10 points Non-responsive: 2 Projects and less = 0 point</td>
</tr>
</tbody>
</table>

C. TENDERERS PROPOSED KEY RESOURCES/EXPERTS: Lead Tenderer and Entities in JV, Consortium, Association, etc.): 40

Tenderer’s experience and track record in providing professional services required in Asset Care Programmes within the Municipal or similar environment, and associated project support services for the delivery of asset care programmes and projects, in water and sanitation and electrical infrastructure (attach CVs, proof of registration)

<p>| Project Manager and Team Leader | Professional Bodies: Registered Professional Engineer or a Professional Engineering Technologist in terms of the Engineering Professions Act, 2000 (ECSA) or Registered Professional Accountant (SAIPA, CIMA, CiGARO) or Registered Professional Urban Planner, Registered with the South African Asset Management Association as a Certified Asset Manager (CSAM) or Certified Asset Management Assessor (CAMA) with demonstrated application of the competencies as detailed under ‘Experience’ below. Qualifications: Bachelors’ Degree in Engineering or a similar or higher relevant academic qualification in the built environment or management sciences Experience: At least 8 years demonstrated successful application, in a line management, Domain expert, or consulting support role relating to a significant asset portfolio (in terms of nature, size and risk exposure), of the following competences, in line with recognised good practice: • Provide AM Leadership • Lead the review and development of an AM policy • Lead the review and development of a Strategic Asset Management Plan (SAMP) • Lead the review and development of an AM plans (AMPs) • Monitor the implementation of AM Plans • Lead the review and development of AM Framework documents and Artefacts • Monitor the implementation of AM Framework documents and Artefacts | Excellent: 7 Projects and above = 12 Good: 5 to 6 projects = 9 Satisfactory: 4 projects = 7 Poor: 3 projects = 3 Non-responsive: 2 projects and less = 0 | Project Manager and Team Leader: Provide the name and the position the person will play in this project. Attach a CV and proof of qualifications and professional registration. In the case of a CAMA with experience to perform the role of a CSAM, the CV must clearly show that all the 9 bullets under “Experience” are covered. |</p>
<table>
<thead>
<tr>
<th>ITEM #</th>
<th>FUNCTIONALITY</th>
<th>MAX POINTS TO SCORE</th>
<th>SCORING GUIDELINE</th>
<th>SOURCE DOCUMENT THAT MUST BE SUBMITTED TO SCORE POINTS</th>
</tr>
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</table>
| 2      | Monitor the implementation of AM Practices Improvement Plan  
       Align and integrate AM Practice Provide AM Leadership  
       Notes: a) Experience in and knowledge of the municipal space is important. | 7 | Excellent: 7 years and above = 7 points  
Good: 5 – 6 years and above = 4 points  
Poor: 3 – 4 years = 2 points  
Non-responsive: 2 year or less= 0 point | Attach proof of qualifications, professional registration and CV |
| 3      | Municipal Financial Expert - Asset Management  
Professional Body: Professional membership with the South African Institute of Chartered Accounts (SAICA), ACCA, CIGFARO, or similar bodies in the financial environment.  
Qualifications: An appropriate degree in BCom: Accounting/ Auditing /Public Finance /Financial Management. Registered Chartered Accountant  
Experience: Preferably a minimum of 5-years’ experience in the development of financial fixed asset registers in the municipal environment. An understanding of National Treasury’s’ requirements for asset management practices as required by the MFMA and GRAP. | 6 | Excellent: 7 years and above = 6 points  
Good: 5 -6 years and above = 4 points  
Satisfactory: 3-4 years and above = 2 points  
Non-responsive: 2 years and less = 0 point | Attach proof of qualifications, professional registration and CV |
| 4      | Civil Engineer:  
Registration Body: Registration as a Professional Engineer or as a Professional Engineering Technologist in terms of the Engineering Professions Act, 2000 (ECSA)  
Qualifications: BSc degree in Civil Engineering or B Tech in Civil Engineering.  
Experience: Preferably 5 years’ experience in asset management with specialization in the development of water and sanitation infrastructure master plans which includes both new and renewal infrastructure.  
Note: Experience in and knowledge of the municipal space is important. | 6 | Excellent: 7 years and above = 6 points  
Good: 5 -6 years and above = 4 points  
Poor: 3-4 years and above = 2 points | Attach proof of qualifications, professional registration and CV |
| 5      | Electrical Engineer:  
Registration Body: Registration as a Professional Engineer or a Professional Engineering Technologist in terms of the Engineering Professions Act, 2000 (ECSA)  
Qualifications: BSc degree or B Tech in Electrical Engineering.  
Experience: Preferably 5 years’ experience in experience in asset management with specialization in the development of electrical infrastructure master plans which | 6 | Excellent: 7 years and above = 6 points  
Good: 5 -6 years and above = 4 points  
Poor: 3-4 years and above = 2 points | Attach proof of qualifications, professional registration and CV |
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>B4</td>
<td>5</td>
<td>includes both new and renewal infrastructure. Note: Experience in and knowledge of the municipal space is important.</td>
<td>3</td>
<td>Non-responsive: 2 years and less = 0 point</td>
<td>Attach proof of qualifications, professional registration and CV</td>
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<td>Excellent: 7 years and above = 3 points</td>
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<td>Good: 5-6 years and above = 2 points</td>
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<td></td>
<td>Poor: 3-4 years and above = 1 point</td>
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<tr>
<td>B5</td>
<td>6</td>
<td>Geo-Information Science (GISc) Expert: Registration Body: Must be registered as a Professional Geo-Information Science Practitioner PrGISc by the South African Geomatics Council (SAGC), and preferably be a member of the Geo-Information Society of South Africa (GISSA). Qualifications: Bachelor’s Degree in Geo-Information Science or Land Surveying. Experience: Must have preferably 5 years’ experience in the planning and implementing and maintaining and administrating of GIS systems for public or private sector entities in South Africa. Experience in configuring GIS systems to collaborate with other entities would be an advantage.</td>
<td>3</td>
<td>Excellent: 7 years and above = 3 points</td>
<td>Attach proof of qualifications, professional registration and CV</td>
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<td>Good: 5-6 years and above = 2 points</td>
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<td>Poor: 3-4 years and above = 1 point</td>
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<tr>
<td>B5</td>
<td>7</td>
<td>ICT Expert</td>
<td>3</td>
<td>Excellent: 7 years and above = 3 points</td>
<td>Attach proof of qualifications and CV</td>
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<td></td>
<td>Qualifications: Bachelor’s degree or similar qualification in Information and Communication Technology Systems. Experience: Minimum of 5-years’ experience in the development of ICT solutions related to asset management</td>
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<td>Good: 5-6 years and above = 2 points</td>
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<td>Poor: 3-4 years = 1 point</td>
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<tr>
<td>B5</td>
<td>7</td>
<td>Change Management Specialist Qualifications: Bachelor’s degree or similar qualification in human resources or similar in Human Resources with emphasis on change management, and a particular emphasis on behavioural change Experience: Minimum of 5-years’ experience in mobilizing leadership towards achieving organisational objectives</td>
<td>3</td>
<td>Excellent: 7 years and above = 3 points</td>
<td>Attach proof of qualifications and CV</td>
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<td>Good: 5-6 years and above = 2 points</td>
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<td>Poor: 3-4 years = 1 point</td>
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<td></td>
<td>Maximum points total</td>
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<tr>
<td></td>
<td>Threshold</td>
<td>70</td>
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Only those bidders who achieve the minimum qualifying score of 70 points for functionality will have their bid submissions further evaluated in terms of the 80/20 preference points system (Third Stage) as prescribed by the latest Preferential Procurement Policy Framework Act Regulations.

27.3 THIRD STAGE: PRICE AND PREFERENTIAL POINTS ASSESSMENT

27.3.1 The Third stage of evaluation of the Bids will be in respect of price and preferential procurement only. Points will be allocated to Bidders at this stage of the evaluation in accordance with the PPPFA and the PPPFA Regulations, as follows:

Price points 80  
Preferential procurement points 20

27.3.2 Price points

The following formula will be used to calculate the points for price:

\[ Ps = 80\left(1-(Pt-Pmin)/Pmin\right) \]

Where:
- \( Ps \) = Points scored for comparative price of tender or offer under consideration;
- \( Pt \) = Comparative price of tender or offer under consideration; and
- \( Pmin \) = Comparative price of lowest acceptable tender or offer.

27.3.3 Preferential procurement points

A maximum of 20 points may be awarded in respect of preferential procurement, which points must be awarded to a tenderer for attaining their B-BBEE Status Level in accordance with the table below:
B-BBEE Status Level | Number of Points
---|---
1 | 20
2 | 18
3 | 14
4 | 12
5 | 8
6 | 6
7 | 4
8 | 2
Non-compliant contributor | 0

An unincorporated trust, consortium or joint venture will qualify for points for their B-BBEE status level as an unincorporated entity, provided that the entity submits their consolidated B-BBEE scorecard as if they were a group structure and that such a consolidated B-BBEE scorecard is prepared for every separate Bid.

27.3.4 Total

The total points scored by each Bidder will be calculated by adding the points scored for price (out of 80) to the points scored for preferential procurement (out of 20).

The successful Bidder will be the Bidder which has the highest total points (out of 100) for both price and preferential procurement (unless there is a basis for selecting a different successful Bidder in accordance with section 2(1)(f) of the PPPFA).

NB: Bidders are required to submit, as Annexure J to their Bids, any documentation which supports the responses provided in respect of the Eligibility Criteria below.

28. STATUS OF BID

28.1 Each Bid constitutes an irrevocable offer by the Bidder to the DBSA to provide the Services required and otherwise to satisfy the requirements of the Specification as set out in this RFP.

28.2 A Bid must not be conditional on:

28.2.1 the Board approval of the Bidder or any related governing body of the Bidder being obtained;

28.2.2 the Bidder conducting due diligence or any other form of enquiry or investigation;

28.2.3 the Bidder (or any other party) obtaining any regulatory approval or consent;

28.2.4 the Bidder obtaining the consent or approval of any third party; or
28.2.5 the Bidder stating that it wishes to discuss or negotiate any commercial terms of the contract.

28.3 The DBSA may, in its absolute discretion, disregard any Bid that is, or is stated to be, subject to any one or more of the conditions detailed above (or any other relevant conditions).

28.4 The DBSA reserves the right to accept a Bid in part or in whole or to negotiate with a Bidder in accordance with the provisions of this RFP and the applicable laws and regulations.

29. **CLARIFICATION OF BIDS**

29.1 The DBSA may seek clarification from and enter discussions with any or all of the Bidders in relation to their Bid. The DBSA may use the information obtained when clarification is sought or discussions are had in interpreting the Bid and evaluating the cost and risk of accepting the Bid. Failure to supply clarification to the satisfaction of the DBSA may render the Bid liable to disqualification.

29.2 The DBSA is under no obligation to seek clarification of anything in a Bid and reserves the right to disregard any clarification that the DBSA considers to be unsolicited or otherwise impermissible or irrelevant in accordance with the rules set out in this RFP.

30. **DISCUSSION WITH BIDDERS**

30.1 The DBSA may elect to engage in detailed discussions with any one or more Bidder(s), with a view to maximising the benefits of this RFP as measured against the evaluation criteria and in fully understanding a Bidder's offer.

30.2 As part of the evaluation of this Bid, DBSA will invite Bidders to give a presentation to the DBSA in relation to their submissions.

30.3 The DBSA is under no obligation to undertake discussions with, and Bidders.

30.4 In addition to presentations and discussions, the DBSA may request some or all Bidders to:

30.4.1 conduct a site visit, if applicable;

30.4.2 provide references or additional information; and/or

30.4.3 make themselves available for panel interviews.

31. **SUCCESSFUL BIDS**

31.1 Selection as a successful Bidder does not give rise to a contract (express or implied) between the successful Bidder and the DBSA for the supply of the Services. No legal relationship will
exist between the DBSA and a successful Bidder for the supply of the Services until such time as a binding contract is executed by them.

31.2 The DBSA may, in its absolute discretion, decide not to enter into pre-contractual negotiations with a successful Bidder.

31.3 A Bidder is bound by its Bid and all other documents forming part of the Bidder’s Response and, if selected as a successful Bidder, must enter into a contract on the basis of the Bid with or without further negotiation.

32. **NO OBLIGATION TO ENTER INTO CONTRACT**

32.1 The DBSA is under no obligation to appoint a successful Bidder or Bidders (as the case may be), or to enter into a contract with a successful Bidder or any other person, if it is unable to identify a Bid that complies in all relevant respects with the requirements of the DBSA, or if due to changed circumstances, there is no longer a need for the Services requested, or if funds are no longer available to cover the total envisaged expenditure. For the avoidance of any doubt, in these circumstances the DBSA will be free to proceed via any alternative process.

32.2 The DBSA may conduct a debriefing session for all Bidders (successful and unsuccessful). Attendance at such debriefing session is optional.

33. **BIDDER WARRANTIES**

33.1 By submitting a Bid, a Bidder warrants that:

33.1.1 it did not rely on any express or implied statement, warranty or representation, whether oral, written, or otherwise made by or on behalf of the DBSA, its officers, employees, or advisers other than any statement, warranty or representation expressly contained in the RFP;

33.1.2 it did not use the improper assistance of DBSA’s employees or information unlawfully obtained from them in compiling its Bid;

33.1.3 it is responsible for all costs and expenses related to the preparation and lodgement of its Bid, any subsequent negotiation, and any future process connected with or relating to the Tendering Process;

33.1.4 it accepts and will comply with the terms set out in this RFP; and

33.1.5 it will provide additional information in a timely manner as requested by the DBSA to clarify any matters contained in the Bid.

34. **DBSA’S RIGHTS**
34.1 Notwithstanding anything else in this RFP, and without limiting its rights at law or otherwise, the DBSA reserves the right, in its absolute discretion at any time, to:

34.1.1 cease to proceed with, or suspend the Tendering Process prior to the execution of a formal written contract;
34.1.2 alter the structure and/or the timing of this RFP or the Tendering Process;
34.1.3 vary or extend any time or date specified in this RFP;
34.1.4 terminate the participation of any Bidder or any other person in the Tendering Process;
34.1.5 require additional information or clarification from any Bidder or any other person;
34.1.6 provide additional information or clarification;
34.1.7 negotiate with any one or more Bidder;
34.1.8 call for new Bid;
34.1.9 reject any Bid received after the Closing Time; or
34.1.10 to split the award based on the value for money, stock availability and lead time to delivery;
34.1.11 reject any Bid that does not comply with the requirements of this RFP.

35. GOVERNING LAWS

35.1 This RFP and the Tendering Process are governed by the laws of the Republic of South Africa.
35.2 Each Bidder must comply with all relevant laws in preparing and lodging its Bid and in taking part in the Tendering Process.
35.3 All Bids must be completed using the English language and all costing must be in South African Rand.

36. MANDATORY QUESTIONS

36.1 Bidders shall provide full and accurate answers to all (including mandatory) questions posed in this document, and, are required to explicitly state "Comply/Accept" or "Do not comply/Do not accept" (with a √ or an X) regarding compliance with the requirements. Where necessary, the Bidders shall substantiate their response to a specific question.

NOTE: It is mandatory for Bidders to complete or answer this part fully; failure to do so result the Bid being treated as incomplete and the Bid may be disqualified.

36.1.1
This Bid is subject to the General Conditions of Contract stipulated in this RFP document.

<table>
<thead>
<tr>
<th>36.1.2</th>
<th>Comply/Accept</th>
<th>Do not comply/Do not accept</th>
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<tbody>
<tr>
<td>The laws of the Republic of South Africa shall govern this RFP and the Bidders hereby accept that the courts of the Republic of South Africa shall have the jurisdiction.</td>
<td>Comply/Accept</td>
<td>Do not comply/Do not accept</td>
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<th>36.1.3</th>
<th>Comply/Accept</th>
<th>Do not comply/Do not accept</th>
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<tr>
<td>The DBSA shall not be liable for any costs incurred by the Bidder in the preparation of response to this RFP. The preparation of response shall be made without obligation to acquire any of the items included in any Bidder's proposal or to select any proposal, or to discuss the reasons why such vendor's or any other proposal was accepted or rejected.</td>
<td>Comply/Accept</td>
<td>Do not comply/Do not accept</td>
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<th>36.1.4</th>
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<tr>
<td>The DBSA may request written clarification or further information regarding any aspect of this proposal. The Bidders must supply the requested information in writing within two working days after the request has been made, otherwise the proposal may be disqualified.</td>
<td>Comply/Accept</td>
<td>Do not comply/Do not accept</td>
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<th>36.1.5</th>
<th>Comply/Accept</th>
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<tr>
<td>In the case of Consortium, Joint Venture or subcontractors, Bidders are required to provide copies of signed agreements stipulating the work split and Rand value.</td>
<td>Comply/Accept</td>
<td>Do not comply/Do not accept</td>
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<th>36.1.6</th>
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<tr>
<td>In the case of Consortium, Joint Venture or subcontractors, all Bidders are required to provide mandatory documents as stipulated in Part C: Checklist of Compulsory Returnable Schedules and Documents of the Tender Document.</td>
<td>Comply/Accept</td>
<td>Do not comply/Do not accept</td>
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<p>| 36.1.7       | Comply/Accept | Do not comply/Do not accept |</p>
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<tr>
<th>Section</th>
<th>Description</th>
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<tr>
<td>36.1.8</td>
<td>The DBSA reserves the right to; cancel or reject any proposal and not to award the proposal to the lowest Bidder or award parts of the proposal to different Bidders, or not to award the proposal at all.</td>
</tr>
<tr>
<td>36.1.9</td>
<td>Where applicable, Bidders who are distributors, resellers and installers of network equipment are required to submit back-to-back agreements and service level agreements with their principals.</td>
</tr>
<tr>
<td>36.1.10</td>
<td>By submitting a proposal in response to this RFP, the Bidders accept the evaluation criteria as it stands.</td>
</tr>
<tr>
<td>36.1.11</td>
<td>Where applicable, the DBSA reserves the right to run benchmarks on the requirements equipment during the evaluation and after the evaluation.</td>
</tr>
<tr>
<td>36.1.12</td>
<td>The DBSA reserves the right to conduct a pre-award survey during the source selection process to evaluate contractors' capabilities to meet the requirements specified in the RFP and supporting documents.</td>
</tr>
<tr>
<td>36.1.13</td>
<td>Only the solution commercially available at the proposal closing date shall be considered. No Bids for future solutions shall be accepted.</td>
</tr>
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<td>Section</td>
<td>Text</td>
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<tr>
<td><strong>36.1.14</strong></td>
<td><strong>Delivery of and acceptance of correspondence between the DBSA and the Bidder</strong> sent by prepaid registered post (by air mail if appropriate) in a correctly addressed envelope to either party’s postal address or address for service of legal documents shall be deemed to have been received and accepted after (2) two days from the date of postage to the South African Post Office Ltd.</td>
</tr>
<tr>
<td><strong>36.1.15</strong></td>
<td>Should the parties at any time before and/or after the award of the proposal and prior to, and/or after conclusion of the contract fail to agree on any significant product price or service price adjustments, change in technical specification, change in services, etc. The DBSA shall be entitled within 14 (fourteen) days of such failure to agree, to recall the letter of award and cancel the proposal by giving the Bidder not less than 90 (ninety) days written notice of such cancellation, in which event all fees on which the parties failed to agree increases or decreases shall, for the duration of such notice period, remain fixed on those fee/price applicable prior to the negotiations. Such cancellation shall mean that the DBSA reserves the right to award the same proposal to next best Bidders as it deems fit.</td>
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<tr>
<td><strong>36.1.16</strong></td>
<td>In the case of a consortium or JV, each of the authorised enterprise’s members and/or partners of the different enterprises must co-sign this document.</td>
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</table>
Any amendment or change of any nature made to this RFP shall only be of force and effect if it is in writing, signed by the DBSA signatory and added to this RFP as an addendum.

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36.1.18

Failure or neglect by either party to (at any time) enforce any of the provisions of this proposal shall not, in any manner, be construed to be a waiver of any of that party’s right in that regard and in terms of this proposal. Such failure or neglect shall not, in any manner, affect the continued, unaltered validity of this proposal, or prejudice the right of that party to institute subsequent action.

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36.1.19

Bidders who make use of subcontractors:

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1. It is the responsibility of the Bidder to select competent subcontractors that meet all the tender requirements stipulated in this tender document.

2. The Bidder shall be responsible for all due diligence of the selected subcontractors and will be held liable for any non-performance of the subcontractor.

3. Bidders are required to provide documentation (such as BBBEE Certificate/Sworn Affidavit, Valid or Active Tax Compliance Status Pin Issued by SARS, CSD Summary Report, Valid or Active CIDB Certificate etc.) for the relevant subcontractor as a minimum in support of the subcontracting arrangement.

4. Subcontracting must not contradict any Regulation or Legislation.
5. No separate contract shall be entered into between the DBSA and any such subcontractors. Copies of the signed agreements between the relevant parties must be attached to the proposal responses.

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<th>36.1.20</th>
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<tr>
<td>All services supplied in accordance with this proposal must be certified to all legal requirements as per the South African law.</td>
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<th>36.1.21</th>
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<tr>
<td>No interest shall be payable on accounts due to the successful Bidder in an event of a dispute arising on any stipulation in the contract.</td>
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<th>36.1.22</th>
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<tr>
<td>Evaluation of Bids shall be performed by an evaluation panel established by the DBSA. Bids shall be evaluated on the basis of conformance to the required specifications (functionality) as outlined in the RFP. For Bids considered for price and preference evaluation, points shall be allocated to each Bidder, on the basis that the maximum number of points that may be scored for price is 80, and the maximum number of preference points that may be claimed for B-BBEE status level of contributor (according to the PPPFA Regulations) is 20.</td>
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<th>36.1.23</th>
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<tr>
<td>If the successful Bidder disregards contractual specifications, this action may result in the termination of the contract.</td>
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| 36.1.24 |
The Bidders’ response to this Bid, or parts of the response, shall be included as a whole or by reference in the final contract.

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36.1.25

Should the evaluation of this Bid not be completed within the validity period of the Bid, the DBSA has discretion to extend the validity period.

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36.1.26

Upon receipt of the request to extend the validity period of the Bid, the Bidder must respond within the required time frames and in writing on whether or not he agrees to hold his original Bid response valid under the same terms and conditions for a further period.

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36.1.27

Should the Bidder change any wording or phrase in this document, the Bid shall be evaluated as though no change has been effected and the original wording or phrasing shall be used.

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36.1.28

Tax Compliance Status either on CSD National Treasury Database or SARS eFiling System as a Condition for Appointment/Award of the Bid.

This requirement is mandatory and has to be satisfied by the successful bidder. The successful bidder must be tax compliant prior to appointment/award of the bid as no bid will be awarded to persons who are not tax compliant.

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36.1.29

Company registration with CSD National Treasury Database as a Condition for Appointment/Award of the Bid.
This requirement is mandatory and has to be satisfied by the successful bidder. The successful bidder must be registered on the CSD National Treasury site prior to appointment/award of the bid.

36.1.30

The following will be grounds for disqualification:

- Unsatisfactory performance under a previous public contract in the past 5 years, provided that notice of such unsatisfactory performance has been given to the bidder; and/or

- The bidder or any of its directors have committed a corrupt or fraudulent act in competing for the appointment; and/or

- The bidder or any of its directors have been convicted of fraud or corruption in the last 5 years; and/or

- The bidder or any of its directors have been listed in the Register for Tender Defaulters under section 9 of the Prevention and Combating of Corrupt Activities Act; and/or

- Bids received after the stipulated closure time will be immediately disqualified; and/or

- Bidders whom have recently completed or currently performing, or to commence work on specific categories of services may be excluded to enable the Bank to manage its concentration risk. This threshold is currently set at R10 million for consultancy services.

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Signature(s) of Bidder or assignee(s)  Date

Name of signing person (in block letters)

Capacity

Are you duly authorized to sign this Bid?

Name of Bidder (in block letters)
Postal address (in block letters)
Domicilium citandi et executandi in the RSA (full street address of this place) (in block letters)

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THE TERMS OF REFERENCE AND SCOPE OF WORK FOR BERGRIVIER LOCAL MUNICIPALITY ASSET CARE PROJECT

1. INTRODUCTION

2. SCOPE OF WORK
   2.1 BERGRIVIER LOCAL MUNICIPALITY BACKGROUND
   2.2 PROJECT OBJECTIVES
   2.3 DETAILED SCOPE OF WORK AND EXPECTED DELIVERABLES
   2.4 IMPLEMENTATION TIME FRAME
   2.5 RISKS AND RISK MITIGATION
   2.6 REPORTING
   2.7 ACCOUNTABILITY
   2.8 LOCATION OF SERVICES
   2.9 CONTACT PERSON
   2.10 PROJECT STEERING COMMITTEE
   2.11 PROJECT PROPOSAL
1. INTRODUCTION

The Development Bank of Southern Africa (DBSA) is one of Africa’s leading Development Finance Institutions (DFIs) in infrastructure financing, planning, project preparation, and institutional development for municipal infrastructure. Owned by the Government of South Africa, the DBSA seeks to support the shareholder’s social and economic development imperatives partnering with both the public and the private sectors.

In responding to the shareholder’s imperatives, the DBSA is positioned to provide dedicated support to municipalities through the Local Government Support Unit (LGSU) under the Coverage Division which facilitates an integrated delivery approach that includes lending and non-lending services and products offered by the Project Preparation Division, Transacting Division, Infrastructure Delivery Division, Innovation Unit, Investment Support Unit and the Research Unit. In each of these areas there are dedicated skills focused on municipal built infrastructure development supported by the Local Government Support Unit in extending non-lending capacity development including asset care, revenue enhancement, project and contract management, and technical advisory support.

The goal of the DBSA Asset Care Programme is to support municipalities to progressively advance their asset and organisational practices in such a way that will improve the condition and performance of electricity, water, and sanitation assets. This will be done in the context of other infrastructure assets that the municipality is responsible for.

The objectives are:

- Raise the awareness of the Councils and top management of the need for asset care/management
- Implement an effective asset management framework
- Implement improved and new asset and organisational practices through identified improvement projects.
- Improve data, information and knowledge management progressively.
- Identify and implement appropriate and affordable ICT and GIS systems to support data, information and knowledge management.
- Implement the entire asset care value chain aligned with asset creation so that each asset class moves progressively to its appropriate balance between preventative and reactive maintenance and between asset creation and renewal. In other words, the effective management of the entire lifecycle of the assets.
• Adjust organisational structures and business process in accordance with best asset management practices.
• Implement succession planning and manage competence.
• Enter in Private Sector Participation (PSP) arrangements where appropriate.
• Regularly assess risk, review achievements, identify challenges and identify improvement projects.
• Identify opportunities for asset renewal projects where there is a potential business case (return on investment) to reduce the Total Cost of Ownership (TCO) by funding through loans.

The expected outputs of the programme are improved condition and performance of water and sanitation, and electricity, and assets that support operations (fleet, plant and equipment assets, the progressive reduction in long term asset costs (minimized the Total Cost of Ownership), and improved customer satisfaction.

The DBSA’s approach to the project is integrated and multidisciplinary nature. In line with this, the DBSA requires the services of a Professional Service Provider who possesses relevant and appropriate skills, including asset management specialization, electrical and civil engineering, finance, organisational development, GIS and ICT.

It is the minimum requirement that the procured team of a Professional Service Provider that will support Bergrivier Local Municipality should be experienced, skilled and registered with professional body(ies) to be able to execute the scope of work outlined below in the subsequent sections.

2. SCOPE OF WORK
2.1 BERGRIVIER LOCAL MUNICIPALITY BACKGROUND

The Bergrivier Local Municipality is a Category B municipality situated within the West Coast District. Adjacent municipalities include Swartland, Saldanha Bay, Cederberg, Witzenberg and Drakenstein. Bergrivier LM is the electricity distribution license holder and water service authority and provider for the area within its jurisdiction. The municipality has a population of approximately 19,702 households. It has 9,572 electricity connections, 9,028 water connections and 7,371 sewer connections.
BergrivierLM is experiencing service delivery challenges in terms of water and sanitation, and electricity. These challenges are a result of not fully implementing the asset care value chain aligned to asset creation. It is resulting in poor asset performance and reliability. The key issue is the neglect of preventative maintenance and prioritising asset creation over renewal. It is resulting in higher than acceptable failures (and therefore outages), losses, increased reactive maintenance and increasing operation and maintenance costs leading eventually to a financially unsustainable municipality. The neglect of maintenance and renewal is initially not noticed but eventually spirals out of control as a larger and larger portion of the municipality’s assets reach the end of their useful lives (reduced below the expected useful life due to lack of maintenance).

The DBSA has partnered with the municipality to assist with the assessment, development, and implementation of the Asset Care Project for water and sanitation, and electricity. The implementation of the asset care project will assist the municipality to improve infrastructure asset performance and reliability, reduce outages to acceptable levels, reduce water and electricity losses, improve the electricity quality of supply and protection, minimize the total cost of ownership (TCO) and thereby ensure sustainable services. The Programme involves achieving the appropriate balance between preventative and reactive maintenance and between asset creation and renewal through effective asset and organisational practices that make up the value chain. The Programme also includes transaction support to identify financing options for asset renewal related infrastructure projects that yields a return on investment and reduces long term infrastructure costs. By catching up with the renewal backlogs, the municipality will move onto a more financially sustainable trajectory.

The project is divided into two phases

1. The assessment of the municipality’s water and sanitation, and electricity practices and systems and the development of a policy, strategy and execution plans that include improvement projects that will close the gap between the ‘as-is’ and where it needs ‘to-be’ in the short to medium term (2-3 years)
2. To support the municipality in implementing the execution plans.

This bid is for Phase 1.

2.2 PROJECT OBJECTIVES

The objectives for Phase 1 of the Asset Care Project for Bergrivier Local Municipality are:

(a) Convince the Council and top management of the need for appropriate maintenance and renewal of assets and develop a roadmap to achieving this.
(b) Engage the municipality to develop an effective Asset Management Policy that will give clear direction and commitment to asset care / management in the context of the challenges of the municipality.

(c) Determine the effectiveness of current ('as-is') asset practices & systems and organisational practices and systems as they impact asset care / management and propose improvement.

(d) Determine the effectiveness of the current asset register/s in its role in asset care and asset management and propose improvement.

(e) Identify improvement projects to close the gap between ‘as-is’ and ‘to-be’ that can be achieved within 2 to 3 years.

(f) Develop a high-level plan (what) and strategy (how) to implement effective asset care / management.

(g) Develop tactical executable plans (2 to 3-year horizon) with improvement projects for assets and for the organisation.

(h) Project the impact on condition and performance and therefore consequences on the financial sustainability of the municipality that will result from continuing with the current maintenance and renewal practices.

(i) Identify renewal projects that have a return on investment and will lower the long-term costs and therefore minimize the Total Cost of Ownership (TCO).

These will be achieved by undertaking the following steps:

(a) Project inception and development of the Project Implementation Plan (PIP).

(b) Stakeholder engagement

(c) Conduct ‘as-is’ assessment Asset Management Maturity Assessment that provides the current level of maturity of practices for assets and practices for the municipality

(d) Determine the target maturity level and develop execution plans for the assets and for the organisation.

(e) Assess the status of the asset register/s, identify gaps and rectify.

(f) Undertake high-level condition and performance assessments of assets down to, at least level 4, and capture in modified asset register.

(g) Identify and prioritize renewal projects for the short, medium to long term that will promote the security and the protection of the municipality’s asset base.

(h) Determine of the cost implication, including the mapping out of the various funding options that the municipality can access for the implementation of the prioritised renewal projects.
(i) A consolidated final Asset Care Programme Development Report with identified renewal projects and costed improvement projects and funding options that the municipality can access for the implementation of the renewal projects and a close out report.

(j) The final report should be presented to Council for acceptance and adoption.

2.3 DETAILED SCOPE OF WORK AND EXPECTED DELIVERABLES

The successful PSP is to ensure that they fully engage the stakeholders to ensure that pertinent information is timeously made available. It is the duty of the PSP to escalate any lack of cooperation by the municipality to the DBSA so that bottlenecks are timeously unblocked. The sections below outline the project description along with the steps to be undertaken, including the detailed scope of work and the expected deliverables:

2.3.1 Description of Asset Care Project

The first phase of the asset care project entails the appointment of a Professional Service Provider (PSP) to undertake an Asset Management Maturity Assessment, assessment of asset register, condition of the infrastructure assets, options for ICT and GIS systems, identification of renewal projects, and develop an AM Policy, a SAMP and Execution Plans for the assets and for the organisation so that the entire asset care value chain can be implemented in phase 2.

Asset Practices: These fall into two categories:

- **Asset management decision making**: includes, inter-alia, how decisions are taken to achieve the appropriate balance between asset creation and renewal and between preventative and reactive maintenance to realise life-cycle value. How resources are allocated is of critical importance.

- **Life-cycle delivery activities**: includes, inter-alia, failure and incident response, preventative maintenance schedules, asset creation, renewal and disposal. How resources are managed is critical.

- **Organisational Practices**: strategy and planning, data and information management, knowledge management, succession planning, the performance framework and continuous improvement.

The PSP is to engage the top management team in the process of assessment and development of the project to achieve the objective that there is understanding and commitment to achieving the appropriate balance between preventative and reactive maintenance and asset creation and...
renewal. Their involvement is required so that each person is aware they must play in Asset Care / Management. It is critical that each person understand the importance of their role in preventing a gradual slide into deteriorating asset performance, increased costs and increasing financial unsustainability.

Due to the challenges that are inherent in rolling out an asset care project in municipalities, the PSP is to engage the Council and top management team in a way that builds trust with officials and builds their confidence that that the challenges can be overcome.

The PSP shall demonstrate that the Mayor and two key Councillors, and the Municipal Manager and his team are mobilized on the project objectives and are committed to providing the necessary time and energy to prepare the organization for the asset care / management journey. This needs to be demonstrated at the beginning of the initial phase and when the Execution Plans are in draft form.

2.3.2 Detailed scope of work and the expected deliverables

The suitably qualified PSP shall arrange and conduct site tours and interviews with key staff, study the organogram, reports, etc. and document available asset information and asset performance information to:

1. Inception Meeting and Project Implementation Plan
2. Conduct and report on Asset Management Maturity Assessment,
3. Document the reasons for assessing the level of maturity in each area and attach documentation where available.
4. Report on ICT and GIS requirements and options for Systems
5. Asset Register, Asset Condition and Renewal Projects
7. Develop a Strategic Asset Management Plan (SAMP)
8. Develop Execution Plans (also known as an Asset Management Plans) for water and sanitation, and electricity
10. Develop a Draft Terms of Reference for Phase 2, including scope of work and bills of quantities for the implementation phase.
11. A final Consolidated Asset Care Project Phase 1 Report

The scope of work is included under each deliverable. The following key overall project deliverables are required:

2.3.2.1 Deliverable 1: Inception Meeting and Project Implementation Plan
The inception meeting is where the PSP is introduced to the municipality, thereby kicking off the Asset Care Project. The PSP will then finalise the Project Implementation Plan (PIP) informed by the scope of work to determine the work packages and how the work packages will be rolled out. At this meeting the PSP will submit their information requirements to the municipality. The Terms of reference for the PSC will be reviewed for the establishment of the Project Steering Committee (PSC).

The deliverables are therefore
1. Inception Report
2. Project Implementation Plan
3. PSC Terms of Reference adopted by all parties

2.3.2.2 Deliverable 2: Asset Management Maturity Assessment Report

A detailed ‘as-is’ analysis compared with a determined ‘to-be’ (3-year) future state of asset and organisational practices to determine the gap. From the gap, develop a roadmap with improvement projects to achieve the future state.

The assessment will be holistic, dealing with all the key elements of the asset care value chain aligned with asset creation.

While the DBSA focus water and sanitation and electricity, it is important that the assessment is done on moveable assets such as vehicles, plant, equipment that are an indispensable part of the value chain and in the context of other immovable assets (roads, Stormwater, solid waste, buildings etc.) which are included in the municipality's portfolio of assets.

The departments that provide the enabling functions must all be assessed separately. The PSP must use an assessment tool based on the principles and concepts in and aligned to internationally accepted tools. The assessment tool must be suitable for the municipal environment. Where the PSP has developed its own, they must demonstrate how their tool improves on these tools and facilitates the identification and development of improvement plans in the municipal environment.

As a minimum, the Global Forum for Maintenance and Asset Management’s (GFMAM) six subjects must be covered. It may not be necessary to cover all the 39 subject areas. Robust analysis and the involvement of the Municipal Manager and his team as detailed in the GFMAM landscape, is required.

All elements of the asset management value chain must be considered. The following are highlighted:
1. Assess the incident and fault logging system
2. Assess work management system and the reason preventative maintenance activities are ‘squeezed out’
3. Assess preventative maintenance schedules.
4. Identify reasons, other than financial, and offer solutions, for the neglect of preventative maintenance.
5. Identify reasons, other than financial, and offer solutions, for the neglect of renewal of infrastructure.
6. Identify reasons, other than financial, and offer solutions, for motivations by the technical departments for additional maintenance and renewal budget being unsuccessful.
7. Determine current baseline of infrastructure KPIs and determine the target that can be achieved within 1, 2 and 3 years and the mechanisms to achieve target.
8. Correlate asset performance with current practices.

In assessing asset management maturity, it is not enough to state, for example, there is an Asset Management Policy or there is work management. The PSP must determine how effective the documents, practices, the processes, systems are in achieving the objectives of asset care / management. In other words, the quality aspect is important.

It is the intention of the DBSA that the maturity assessment tool used in the Programme be standardized for ease of comparison between municipalities. The most effective and efficient tool that generates improvement projects and how they link (to assist with the development of a roadmap) will be adopted. The mechanism to achieve this is still to be determined. However, the appointed PSP must be prepared to become familiar with any chosen tool and to use it when required.

Prior and during the assessment, the PSP will be responsible to collect all relevant information such the organogram of the organisation with a detailed organogram of the technical departments, internal and external reports, plans, drawings, GIS information, Fixed Asset Register, Technical Asset Register, documents, etc. that are relevant to the assessment. The PSP will be responsible to schedule all interviews and site visits which must be planned through the Infrastructure Director.

While the identification and development of the most beneficial improvement projects is important, the development of the roadmap is as important. The PSP must demonstrate how the roadmap developed will ensure the Asset Care Programme will get the most rapid traction in the municipality based on the assessment of the assets and the organisation. The mobilization of the Mayor and two key Councillors and the Municipal Manager and his team is critical. The important role of a maintenance and asset management system must be highlighted and its position on the roadmap must be effectively motivated.
2.3.2.3 Deliverable 3: Documentation that Captures reasons for the level of maturity

The assessment must be supported by documented evidence (organograms, policy documents, plans, interview notes, photographs of infrastructure etc.) and the reasons for the assessment at the determined level of maturity. This evidence must be stated in an assessment electronic database.

The PSP will present its assessment electronic database to the PSC prior to commencing the visits. To track the progress towards achieving improved assessments, future regular maturity assessments will be required. The evidence collected would therefore be useful when comparing the ‘as-is’ with the ‘to-be’ at each stage of the journey towards improvement and greater AM maturity.

This will ensure that the improvement in asset and organisational practices can be effectively tracked after each phase through the implemented improvement projects.

2.3.2.4 Deliverable 4: Report on ICT and GIS requirements and Options for Systems

The following is required in this deliverable:

1. Identify how the current use of information technology (including spreadsheets, databases and stand-alone systems) can improved prior to the implementation of a maintenance and asset management system for water and sanitation, and electricity and ultimately the entire organisation.

2. Determine the business needs in relation to an appropriate, affordable maintenance and asset management system and GIS and propose the order and timing of phasing in of the modules.

3. Include in the assessment what aspects would need to be integrated into the financial system and what would only require the downloading and synchronising with the financial system.

4. Identify and compare the functionality and costing of potential appropriate and affordable enterprise asset maintenance and management systems, including cloud-based systems. Include in the comparison the phasing in of modules. Systems that use ‘pay as you use’ modules are likely to be more cost effective. With the advances in technology, more efficient systems with greater functionality at lower cost become available over time. It is therefore important that systems that are identified shall allow for efficient and cost-effective transfer of all data to a new system should the municipality decide to change to a more cost-effective solution in future.
5. Determine whether the municipality may be suited to a South East Europe Asset Management (SEEAM) type Programme brochure (https://utvsi.com/wp-content/uploads/2020/04/SEEAM-Brochure-November-2019-ENG-min.pdf). In this programme a group of small to medium sized utilities share the same information system, have access to a Hub, are trained on the IT system and in maintenance and asset management, and share learnings across the utilities through workshops. Should this be adopted for South African municipalities, the common information system will be chosen through a competitive tender process.

6. Develop report on the findings and proposals.

2.3.2.5 Deliverable 5: Asset Register, Asset Condition and Renewal Projects and Report

In terms of the asset register, it is important to confirm the completeness of the extent of the infrastructure, otherwise there will be a lot of data on only a portion of the infrastructure. As a start, high-level data on all the infrastructure is better than a lot of detail on a small component. This will be a springboard for ensuring the municipality can continuously improve its infrastructure data.

The product of this exercise, a revised asset register, will be for use during the assessment and will only be implemented in phase 2 where a Technical Asset Register, aligned to the GRAP compliant Fixed Asset Register (FAR) will be developed.

For each of the asset types the following will be required:

1. Compile the data collection methodology, templates, approach, and data collection plan, future update plans, and submit to the PSC.
2. Assess the status of the FAR.
3. Align with CIDMS asset hierarchy
4. Review the available infrastructure data.
5. Identify and rectify the infrastructure asset gaps in the FAR.
6. High-level desktop (including interviews with operators) assessment of the condition and performance of the assets.
7. Use available as-built drawings to obtain asset performance data. Age data, township establishment dates, records of failures, replacement, bursts, replacement and renewal, etc.
8. Allocate attributes to the various components of the different asset types (location, age, condition, material types, criticality, performance, utilization, data accuracy)
9. Link the asset register to GIS to the extent possible with the available information.
10. Identify assets in need of renewal and prioritise. These are to be handed over to DBSA transacting advisory support.
11. Compile an asset register summary report outlining the assumptions, gaps and how these need to be addressed in phase 2.

2.3.2.6 Deliverable 6: Asset Management Policy and Report

The purpose of the Asset Management Policy is to ensure infrastructure asset related decisions are aligned with community expectations and affordability, and service needs in a sustainable manner. It acts to moderate the risk of improperly managed assets. The engagement of top management in the process of the development of this document as well as a submission to Council is important.

The Policy shall have the following minimum sections / chapters:

1. Introduction including context and purpose
2. Scope
3. Relationship to the IDP with the strategic context in terms of the Asset Management Framework which includes the Strategic Asset Management Plan and Asset Management Plans, and the legislative context.
5. Asset Management relationships, roles and responsibilities, including policy implementation. The roles and responsibilities must be defined for the Council, the Municipal Manager, the Technical Director, the Chief Financial Officer, The Corporate Services Director, Senior Managers and the Asset Management Steering Committee.
6. How integration of asset management within the municipality will be achieved
7. Establish defined goals, service levels, inventory guidelines and standards of maintenance.
8. Report

The report on the development of the Policy must include adaptations to the IDP that needed to ensure that asset care / management becomes a key programme in the municipality. It will also highlight how the policy will be improved (for example more specific commitments) as the municipality improves its asset management maturity.

While the Yarra Ranges Council Asset Management Policy, in the link below, does not go far enough in making commitments, it is a good example of what such a Policy should be focusing on.

2.3.2.7 Deliverable 7: Strategic Asset Management Plan
Based on the findings of the ‘as-is’ Maturity Assessment, a Strategic Asset Management Plan (SAMP), a high-level plan to move from the ‘as-is’ position to the ‘to-be’ position, must be developed. The plan will be based on current information available and should therefore highlight assumptions made, information gaps and how the gaps will be closed.

The SAMP will guide asset management in the municipality. It has a pivotal role in the Asset Management document hierarchy. It outlines the long term (5, 10, 15-years) strategic actions that are required to ensure that the Asset Management objectives are achieved. It should ensure that the organisation’s Asset Management practices and activities are contributing effectively to the achievement of overall organisational objectives.

The SAMP shall have the following minimum sections / chapters:

1. Executive Summary
2. Scope and Purpose
3. Organisational Context
4. Condition and Performance – desired and forecast
5. Assumptions
6. Strategic Asset Management Initiatives – the core of the document
7. Resource Summary
8. References / Appendices

Section 6 is the core of the document where the improvement initiatives required to bridge the gaps between desired levels of performance (“Objectives”) and forecast levels of performance are outlined.

It should focus on the improvement initiatives that:

- Require coordinated activity across multiple Asset Management Plans and in the Plan for the Organisation and/or
- Are longer-term and higher-level in nature and/or
- Require coordination with improvement activities that may be included in Strategic Plans for other business functions (e.g., Human Resources, IT Strategic Plans, etc.)

It must describe at high-level the main strategic asset management initiative to be implemented with goals to be achieved in a phased manner.
Each Strategic Asset Management Initiative should be mapped against the Asset Management Objectives (indicating the nature and impact of the initiative on these) and the priority, responsibility, timelines, resources, measures of success and targets for these should be included in this section.

It should also highlight any dependencies (and the nature of those dependencies) that exist between initiatives as well as dependencies on other initiatives that are included in Strategic Plans for other business functions. It should include how activities are going to be coordinated across initiatives and across business functions to ensure that the plan is achieved.

The SAMP provides guidance for the development of lower-level objectives. It also provides guidance and, due to the iterative nature of planning, is guided by the more detailed Asset Management Plans and the Asset Management Organisation Plan.

### 2.3.2.8 Deliverable 8: Execution Plans for the Assets (also known as Asset Management Plans)

**Execution Plans for Assets:** What needs to be done to move the asset performance, capacity and condition of the asset portfolio will be moved from ‘as-is’ to the ‘to-be’. The detailed plans must include responsibilities, time frames, budgets, resourcing, critical success factors etc. There are three separate plans, one for water and sanitation, one for Electricity, and one for the organisation (Deliverable 9), which are brought together in the Strategic Asset Management Plan and as outlined below.

The Asset Management Plan is a tactical plan, sits below the Strategic Asset Management Plan and is the lowest, most detailed document covering a specific asset or class assets. It captures actions required to deliver asset management (and hence organisational) objectives across the whole life of the asset/asset class. Plans are usually developed for each asset class – water and sanitation, electricity, roads and stormwater, fleet, etc.

Knowledge of the condition and performance of all the assets is key to an effective AMP. The plan must therefore explain how the data will be progressively improved. Where there is insufficient information for new or renewal assets, clearly articulated assumptions must be described.

The process for generating asset management plans must deliver ‘line of sight’ from the agreed organisational objectives to the specific levels of service levied on a particular asset or asset class. Further, if the plan is to be achievable and optimised at the organisational level, there must be an iterative process of refining the objectives and the actions.

The Asset Management Plans must be developed as living documents enabling them to be regularly reviewed and the plans updated as more information becomes available and whenever a significant event occurs that affects the content.

The Asset Management Plan shall have the following minimum sections / chapters:
1. Introduction
2. Asset Data - information clearly establishing what assets the plan covers, what these assets do and how this is important
3. Levels of Service – the performance/cost/risk objectives the asset must satisfy in order to deliver the higher-level strategy, as well as the current performance against these targets (noting any gaps or issues)
4. Demand and future demand and how this can be managed to ensure that renewal infrastructure is not prioritised over renewal.
5. Lifecycle Planning and Strategies - the arrangements for acquisition, operation, maintenance, and disposal of the asset (noting any gaps or issues)
6. Institutional Arrangements
7. Financial Plan – a comparison of the allocated and required resources (again, highlighting any gaps)
8. Resourcing Plan
9. Practices Improvement Plan containing projects - planned actions to close level of service gaps and control risks, including responsibilities, time frames, budgets, resourcing, critical success factors etc.
10. Assumptions
11. Risks - an analysis of the risks to achievement of the levels of service over the long term (largely arising from the identified gaps and issues)
12. Monitoring

Annexures should include working papers and methodologies for all the sections / chapters – electronic format of all calculations informing tables and graphs contained in the plan.

2.3.2.9 Deliverable 9: Execution Plan for the Asset Management Organisation

Execution Plan for the Asset Management Organisation: What enabling practices need to be implemented that will directly and indirectly impact positively on asset performance, capacity and condition of the asset portfolio. It includes responsibilities, time frames, budgets, resourcing, critical success factors etc. Where applicable, private sector participation shall be considered, motivated and reported on.

It deals with the key asset care / management responsibility areas, the level of existing practice, practice improvement needs, ongoing / planned interventions, benefits etc. The effectiveness of mobilization of the Mayor and two key Councillors and the Municipal Manager and his team shall be reported in this deliverable. Due to its important, it shall be reported throughout the Project.
2.3.2.10 Deliverable 10: Develop a Draft Terms of Reference for Phase 2, including scope of work and bills of quantities for the implementation phase.

The Terms of reference must contain sufficient information for a future tenderer to implement the Execution Plans.

2.3.2.11 Deliverable 11: A final Consolidated Asset Care Project Phase 1 Report

Compilation of a final consolidated Asset Care Project Report. The key findings, recommendations with a summary of the resource and cost implications of the Execution Plans are to be presented to the PSC and Council.

2.4 IMPLEMENTATION TIME FRAME

It is envisaged that the assessment and development of an AM Policy, SAMP and execution plans will take 3 months.

2.4.1 Project Implementation Plan

Within one week after the inception date, the successful Professional Service Provider will be required to provide a Project Implementation Plan (PIP) for the duration of the project. The PIP among others will include the activities that are listed in the scope of work including a brief description and individual duration for each milestone, and this shall not exceed the total contract period. A schedule of submission of each part of the scope of work must also be included in the plan. Furthermore, the PSP will also be expected to submit a Cash flow projection of the project deliverables/milestones and the risk management register.

2.4.2 Monthly Progress Reports

The successful Professional Service Provider will be required to provide monthly progress reports per the stipulated timeframes. Progress Report must give a summary of the following information:

i. Amount of time spent by each project team member on a specific task;
ii. The total amount of time and cost to date;
iii. Time cost since the previous report;
iv. Percentage of work completed per specific task and the overall percentage completion;
v. Other information that will be determined by either PSC or Service Provider;
vi. Risks and mitigations;
vii. Workshopping the PSC members and soliciting comments and inputs;
viii. Capturing the lessons learned and presentation of the findings to Council.

2.4.3 Stakeholder Consultations

The successful PSP is to ensure that they fully engage the stakeholders to ensure that they have all the information necessary to assess the asset management maturity of the municipality and develop an AM Policy, SAMP and execution plans.

2.5. RISKS AND RISK MITIGATION

The PSP is responsible for the identification of relevant risks to the project and is expected to take steps to mitigate these risks in their proposal. These may include:

a. Lack of sufficient preparatory work by the key stakeholders.
b. Insufficient stakeholder involvement and support.
c. Delays in obtaining information and a lack of input on draft documents submitted for comments and inputs from relevant key stakeholders.
d. Change of scope.

2.6 REPORTING

The PSP will report directly to the Project Leader/Manager of the DBSA the progress, challenges and final the reports will be submitted to Project Leader/Manager and the municipality via the Project Steering Committee (PSC). All interim progress reports will be presented and discussed in the PSC between the Service Provider, stakeholders, and role-players in the manner shown in Table 1 below:

Table 1: Schedule of Report Submissions and Meetings

<table>
<thead>
<tr>
<th>No</th>
<th>Description</th>
<th>Time frame</th>
<th>Stakeholder/Role-player</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>An initial Project Briefing /Inception meeting between the appointed Service Provider, DBSA &amp; Bergrivier LM</td>
<td>One week after the appointment</td>
<td>PSC (DBSA, BLM, PSP)</td>
</tr>
</tbody>
</table>
2.7 ACCOUNTABILITY

During the execution of this contract, the successful Service Provider will be required to work closely with the Municipality’s relevant department’s staff and DBSA – Project Leader. The PSP will report to the PSC as per the meeting schedule as provided in Table 1 in paragraph 2.6, above, and any others that the Service Provider will deem necessary for the execution of the project. The DBSA will be responsible and accountable for the day to day activities of the Service Provider appointed and issue written instruction on behalf of the PSC.

2.8 LOCATION OF SERVICES

The Professional Services Provider is expected to provide the services in Bergrivier Local Municipality within the West Coast District in the Western Cape Province.

2.9 CONTACT PERSON

Technical queries to be directed to the DBSA technical team through the DBSA Procurement Unit via email to FikileM@dbsa.org and the tender reference number is to be quoted.

2.10 PROJECT STEERING COMMITTEE

The PSC is the key body within the Project governance structure responsible for the oversight and operational project issues associated with the Programme. The role of the PSC is to provide strategic direction relating to the Project and to guide and coordinate the execution of the Project. The Terms of reference establish the mandate, roles and functions for the PSC and are outlined below. These will be adopted at the first sitting of the PSC.
2.10.1 Function of the PSC

The function of the PSC is to provide oversight for the operational issues associated with the provision of asset care support to Bergrivier LM. The PSC is responsible for monitoring project’s budget, progress, benefits realized and monitoring risks, quality and timelines of delivery according to the Project Implementation Plan. The PSC’s scope of work is further elaborated below.

2.10.1.1. Role of the PSC

The role of the PSC is to:

(a) provide oversight on the implementation of the Project and on the achievement of the outcomes;
(b) to identify potential risks arising from the implementation of the Programme and agree on mechanisms to mitigate such risks;
(c) ensure conformity with the Project Implementation Plan; advise on adjustments to be made to the Project to ensure that the Project is completed within budget and by the Project Completion Date;
(d) recommend, after consultation between the members, the sign-off on the quality of work and reports completed by the Professional Services Provider;
(e) monitor compliance to legislation and regulations in the implementation of the Project;
(f) providing guidance in addressing challenges/bottlenecks as they arise; and
(g) approval and endorsements of completed milestones/deliverables for payments.

2.10.1.2. The Principles guiding the PSC

In performing the tasks assigned to the PSC, the members will observe the following principles, namely to:

(a) work together in a spirit of transparency and openness in which the achievement of the Project to a standard of excellence is a prime consideration;
(b) promote trust, fairness, mutual cooperation, dedication to the agreed common goal while understanding each other’s expectations and values;
(c) be cognisant of the expectations and interests of each of the stakeholders and to seek to promote "win-win" solutions when balancing the interests of the stakeholders;
(d) to accept that conflict is natural but, in such situations, to promote teamwork in order to work constructively through disagreements;
(e) show flexibility whilst still ensuring that the project achieves excellence in its construction and operational standard;
(f) promote a culture of zero tolerance towards corruption and other improper activities and ensure adherence to applicable anti-corruption legislation; and
(g) bring full commitment to achieving effective interfacing between the members and their respective stakeholders in order to make decisions with respect to the project and solve any issues that may arise in connection with the project in an effective and efficient manner.

2.10.1.3. The Role of Individual PSC Members

The role of the individual members of the PSC includes the expectation that each member is to:

(a) appreciate the significance of the Project for all stakeholders;
(b) be an advocate for the Project’s outcomes;
(c) have a broad understanding of Project management issues and the approach being adopted to resolve such issues;
(d) be committed to, and actively involved in pursuing the Project’s outcomes;
(e) help reconcile conflicting priorities and resources;
(f) check adherence of project activities to standards and best practice, both within the organizations Municipality and DBSA and in a wider context.

2.10.2. General Administration of the PSC

2.10.2.1. Membership

The PSC shall be comprised of:

(a) delegated representatives from the Municipality;
(b) DBSA Authorised Representatives;
(c) key members from the appointed Professional Service Provider (PSP); and
(d) Further, the PSC will coopt other members as they see fit.
Whilst the stakeholders remain cognisant of the need to maintain continuity in membership of the PSC, a stakeholder may replace a member at any time upon written notice to the chairperson of the PSC.

2.10.2.1. Convener / Chairperson and the Secretariat

The chairperson will be provided by the Municipality whilst the secretariat functions will be provided by the PSP.

2.10.2.2. Convener/Chairperson

The Municipal Manager, or in his absence, the Executive Technical Director/Chief Financial Officer (CFO) of the Municipality will be the convener and chairperson of the PSC meetings. If the designated chairperson is not available, then any official from the CFO’s office or the Technical Director’s office (referred to as the Acting Chair) as delegated by the chairperson will be responsible for convening and conducting the meeting.

2.10.2.3. Secretariat

The Secretariat will inter alia provide the following functions:

(a) prepare and circulate the minutes for comments and inputs. Provide full copies of the minutes, including attachments to all the PSC members;
(b) keep comprehensive records of all the deliberations and decisions of the PSC;
(c) distribute copies of the minutes of the meetings for consideration and ultimately approval by the Chairperson;
(d) prepare and finalise the minutes containing the proceedings and resolutions of the meetings which shall be signed by the Chairperson of the PSC and by the PSP and the DBSA;
(e) the approval of the deliverables/milestones shall be recorded in the minutes. The deliverables and the minutes shall be signed by the chairperson of the PSC and by the PSP and the DBSA.

2.10.2.4. Language and Communication Formats
English will be the preferred language for all dealings of the PSC. The format of communication of the PSC shall be by email messages, or letters. Correspondence requiring approvals shall be by email, or letter. Reports submitted by the PSP to the members shall be in both hard print and soft computer copy written in software that is used by the Municipality.

2.10.2.5. PSC Meeting Agenda

(a) All PSC meeting agenda items must be forwarded to the Chairperson or the secretariat support by close of business seven (7) working days prior to the next scheduled meeting.
(b) The PSC agenda with attached meeting documents will be distributed at least 5 working days prior to the next scheduled meeting.
(c) The Chairperson has the right to list an item on the formal agenda, but members may raise an item under ‘General / Other Business’ if necessary and as time permits.

2.10.2.6. PSC Meeting Minutes and Meeting Documents

The following administrative requirements apply:

(a) the format of the PSC minutes shall be agreed at the first meeting of the PSC;
(b) a schedule of PSC meetings to be discussed and agreed at the first PSC meeting and shall form part of all the meeting minutes;
(c) the minutes of each PSC meeting will be prepared by the office of the PSP;
(d) full copies of the minutes, including attachments, shall be provided to all PSC members no later than ten (10) working days following each meeting;
(e) by agreement of the PSC, out-of-session decisions will be deemed acceptable upon confirmation in writing of the Municipality and the DBSA Authorised Representatives.
(f) all out-of-session decisions shall be recorded in the minutes of the next scheduled PSC meeting; and
(g) the minutes of each PSC meeting will be monitored and maintained by both the Municipality and the DBSA as a complete record as required under the respective document management provisions of the Municipality and DBSA.

2.10.2.7. Frequency of Meetings

(h) The PSC shall meet monthly on a date to be advised by the Chairperson in line with the meeting schedule to be agreed at the first meeting of the PSC.
(i) Additional meetings outside of the scheduled meeting dates may be convened as circumstances may arise.

(j) Meetings of the PSC shall be co-ordinated through and called on by the chairperson whenever required in accordance with the terms of reference.

(k) Notice of any meeting of the PSC shall be sent to each member (and copied to the stakeholders) and shall confirm the venue, time and date, together with the proposed agenda for the meeting (including any supporting papers) reasonably practicable, as far as is reasonably practicable, at least 14 (fourteen) days' notice shall be given of any meeting of the PSC.

(l) The PSC meetings may be held in the offices of the Municipality and/or virtually, via telephone, teleconference, videoconference, Microsoft Teams or via Zoom.

2.10.2.8. Proxies to Meetings

(a) Members of the PSC shall nominate a proxy to attend a meeting if the member is unable to attend. The Chairperson will be informed of the substitution at least three (3) working days prior to the scheduled meeting.

(b) The nominated proxy shall have voting rights at the attended meeting. The nominated proxy shall provide relevant comments/feedback of the PSC member they are representing to the attended meeting.

2.10.2.9. Quorum Requirements

(a) A meeting quorum shall have been formed if 50% of the PSC members plus one member is in attendance for the recommendations or resolutions to be valid.

(b) The quorum must contain representatives from the DBSA, Municipality and PSP.

2.10.2.10. Governing Law

This establishment and functioning of the PSC shall be governed by and interpreted in accordance with the Agreement between Municipality and DBSA, and substantive laws of the Republic of South Africa.

2.10.2.11. Confidentiality and Publicity
Any confidential information obtained by any of the PSC members, or arising from the implementation of the Agreement, shall be treated as confidential by the Party receiving it and shall not be used, divulged or permitted to be divulged to any person not being a member to the PSC, without the prior written consent of the PSC.

2.10.3. PSC life span

The PSC will be in existence till the completion of the Bergrivier AC Programme covered by the Project Implementation Plan (PIP).

2.11 PROJECT PROPOSAL

A detailed project proposal, project team structure, and project implementation schedule must be provided. The project proposal must describe and demonstrate the approach and methodology for carrying out the outlined activities.

It will be expected from the Professional Services Provider to prepare a Project Implementation Plan (PIP) setting out the project deliverables against which to measure the progress of the project and the project budget and to ensure compliance with the obligations of the Professional Service Provider within 7 days after the inception meeting. This should be accompanied by a cash-flow projection and a risk management register.
**PRICING SCHEDULE**

A financial proposal should be included in a separate electronic folder. Pricing evaluation will be based on a fixed amount for work conducted under the Asset Care Programme.

(Note: This page must be separated from the pre-qualifying and functional proposal. Failure to separate this will lead to disqualification of the bid)

This template must be completed in full and included as Annexure A to Pricing Proposal submitted.

Failure to complete this form (in respect of items 1 to 12 below) in full may result in the disqualification of the Bid.

This assignment will be based on a lump sum (fixed price) contract in ZAR Rands. Bidders are required to price the total contract price using the following table:

<table>
<thead>
<tr>
<th>ID</th>
<th>SCOPE OF WORK / KEY DELIVERABLE(S) -</th>
<th>FEE BASIS</th>
<th>DURATION (Maximum)</th>
<th>TOTAL PROFESSIONAL FEE FOR SCOPE OF WORK (Excl. VAT) (Rand)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Project inception, Stakeholder engagement, and Compilation of the Project Implementation Plan (PIP).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Asset Management Maturity Assessment Report</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Documentation that Captures reasons for the level of maturity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Report on ICT and GIS requirements and Options for Systems</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Asset Register, Asset Condition, and renewal projects and a Report</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Asset Management Policy and a Report</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Strategic Asset Management Plan</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### ID | SCOPE OF WORK / KEY DELIVERABLE(S) - |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>Execution Plan for the Organisation</td>
</tr>
<tr>
<td>10</td>
<td>Draft Terms of Reference for the Implementation Phase</td>
</tr>
<tr>
<td>11</td>
<td>A consolidated Final Asset Care Programme Report summarizing the deliverables and including the extent of skills transferred to municipal officials during the process.</td>
</tr>
<tr>
<td>12</td>
<td>Project Closure</td>
</tr>
</tbody>
</table>

**Note:** The Tenderer is to attach a breakdown of the total proposed fee per deliverable to this page. The breakdown is to indicate the scope of work or key deliverable, the elements of the scope of work, the resources applied, the estimated duration and rates of the applied resources for each element of the scope of work.

<table>
<thead>
<tr>
<th>SCHEDULE</th>
<th>DESCRIPTION</th>
<th>TOTAL PROPOSED FEES/COSTS (RANDS)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>[Excl. VAT]</td>
</tr>
<tr>
<td></td>
<td>Proposed Fee:</td>
<td>R</td>
</tr>
<tr>
<td></td>
<td>Sub-Total of Proposed Fees (Excl. VAT)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sub-Total</td>
<td></td>
</tr>
<tr>
<td></td>
<td>VAT @15%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total Proposed Fee (incl. VAT)</td>
<td></td>
</tr>
</tbody>
</table>

****** rates/prices quoted are inclusive of all costs. Professional fees including disbursements (travel, accommodation, printing and stationery and any relevant administrative work)
I, the undersigned, do hereby declare that the above is a proper pricing data forming part of this Contract Document upon which my/our tender for **RFP034/2021**

SIGN ON BEHALF OF TENDERER: ____________________________

Date: __________
DECLARATION OF INTEREST

1. Any legal person, including persons employed by the state¹, or persons having a kinship with persons employed by the state, including a blood relationship, may make an offer or offers in terms of this invitation to bid (includes a price quotation, advertised competitive bid, limited bid or proposal). In view of possible allegations of favouritism, should the resulting bid, or part thereof, be awarded to persons employed by the state, or to persons connected with or related to them, it is required that the bidder or his/her authorised representative declare his/her position in relation to the evaluating/adjudicating authority where-

- the bidder is employed by the state; and/or
- the legal person on whose behalf the bidding document is signed, has a relationship with persons/a person who are/is involved in the evaluation and or adjudication of the bid(s), or where it is known that such a relationship exists between the person or persons for or on whose behalf the declarant acts and persons who are involved with the evaluation and or adjudication of the bid.

2. In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.

2.1 Full Name of bidder or his or her representative: …………………………………………………………..

2.2 Identity Number:
…………………………………………………………………………………………………

2.3 Position occupied in the Company (director, trustee, shareholder²):
………………………………………………

2.4 Company Registration Number:
………………………………………………………………………..…….

2.5 Tax Reference Number:
………………………………………………………………………………….………

2.6 VAT Registration Number: ………………………………………………………………………………....

2.6.1 The names of all directors / trustees / shareholders / members, their individual identity numbers, tax reference numbers and, if applicable, employee / persal numbers must be indicated in paragraph 3 below.

¹“State” means –
(a) any national or provincial department, national or provincial public entity or constitutional institution within the meaning of the Public Finance Management Act, 1999 (Act No. 1 of 1999);
(b) any municipality or municipal entity;
(c) provincial legislature;
(d) national Assembly or the national Council of provinces; or
(e) Parliament.
2.7 Are you or any person connected with the bidder presently employed by the state?  YES / NO

2.7.1 If so, furnish the following particulars:

Name of person / director / trustee / shareholder / member: ..............................................
Name of state institution at which you or the person connected to the bidder is employed: ..............................................
Position occupied in the state institution: ..............................................

Any other particulars:
.................................................................
.................................................................
.................................................................

2.7.2 If you are presently employed by the state, did you obtain the appropriate authority to undertake remunerative work outside employment in the public sector?  YES / NO

2.7.2.1 If yes, did you attached proof of such authority to the bid document?  YES / NO

(Note: Failure to submit proof of such authority, where applicable, may result in the disqualification of the bid.)

2.7.2.2 If no, furnish reasons for non-submission of such proof:
.................................................................
.................................................................
.................................................................

2.8 Did you or your spouse, or any of the company’s directors / trustees / shareholders / members or their spouses conduct business with the state in the previous twelve months?  YES / NO

2.8.1 If so, furnish particulars:
.................................................................
.................................................................
.................................................................

2.9 Do you, or any person connected with the bidder, have any relationship (family, friend, other) with a person employed by the state and who may be involved with the evaluation and or adjudication of this bid?  YES / NO

2.9.1 If so, furnish particulars.
.................................................................
.................................................................
.................................................................

2°Shareholder” means a person who owns shares in the company and is actively involved in the management of the enterprise or business and exercises control over the enterprise.
2.10 Are you, or any person connected with the bidder, YES/NO aware of any relationship (family, friend, other) between any other bidder and any person employed by the state who may be involved with the evaluation and or adjudication of this bid?

2.10.1 If so, furnish particulars.

........................................................................................................................................
........................................................................................................................................
........................................................................................................................................

2.11 Do you or any of the directors / trustees / shareholders / members YES/NO of the company have any interest in any other related companies whether or not they are bidding for this contract?

2.11.1 If so, furnish particulars:

........................................................................................................................................
........................................................................................................................................
........................................................................................................................................

3. Full details of directors / trustees / members / shareholders.

<table>
<thead>
<tr>
<th>Full Name</th>
<th>Identity Number</th>
<th>Personal Reference Number</th>
<th>Tax State Number</th>
<th>Employee / Persal</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4. DECLARATION

I, THE UNDERSIGNED (NAME)..................................................................................................

CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 2 and 3 ABOVE IS CORRECT.

I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 23 OF THE GENERAL CONDITIONS OF CONTRACT SHOULD THIS DECLARATION PROVE TO BE FALSE.

........................................................................................................................................
Signature .........................................................................................................................
........................................................................................................................................
Position ............................................................................................................................
........................................................................................................................................
Name of bidder
Annexure C

SBD 6.1

PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2017

1.1.6.1

This preference form must form part of all bids invited. It contains general information and serves as a claim form for preference points for Broad-Based Black Economic Empowerment (B-BBEE) Status Level of Contribution


1. GENERAL CONDITIONS

1.1 The following preference point systems are applicable to all bids:

- the 80/20 system for requirements with a Rand value of up to R50 000 000 (all applicable taxes included); and
- the 90/10 system for requirements with a Rand value above R50 000 000 (all applicable taxes included).

1.2

a) The value of this bid is estimated not exceed R50 000 000 (all applicable taxes included) and therefore the 80/20 preference point system shall be applicable; or

b) Either the 80/20 or 90/10 preference point system will be applicable to this tender

1.3 Points for this bid shall be awarded for:

(e) Price; and

(f) B-BBEE Status Level of Contributor.

1.4 The maximum points for this bid are allocated as follows:

<table>
<thead>
<tr>
<th></th>
<th>POINTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRICE</td>
<td>80</td>
</tr>
<tr>
<td>B-BBEE STATUS LEVEL OF CONTRIBUTION</td>
<td>20</td>
</tr>
<tr>
<td>Total points for Price and B-BBEE must not exceed</td>
<td>100</td>
</tr>
</tbody>
</table>

1.5 Failure on the part of a bidder to submit proof of B-BBEE Status level of contributor together with the bid, will be interpreted to mean that preference points for B-BBEE status level of contribution are not claimed.

1.6 The purchaser reserves the right to require of a bidder, either before a bid is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the purchaser.
2. DEFINITIONS

(a) “B-BBEE” means broad-based black economic empowerment as defined in section 1 of the Broad-Based Black Economic Empowerment Act;

(b) “B-BBEE status level of contributor” means the B-BBEE status of an entity in terms of a code of good practice on black economic empowerment, issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;

(c) “bid” means a written offer in a prescribed or stipulated form in response to an invitation by an organ of state for the provision of goods or services, through price quotations, advertised competitive bidding processes or proposals;

(d) “Broad-Based Black Economic Empowerment Act” means the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003);

(e) “EME” means an Exempted Micro Enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9 (1) of the Broad-Based Black Economic Empowerment Act;

(f) “functionality” means the ability of a tenderer to provide goods or services in accordance with specifications as set out in the tender documents.

(g) “prices” includes all applicable taxes less all unconditional discounts;

(h) “proof of B-BBEE status level of contributor” means:
   1) B-BBEE Status level certificate issued by an authorized body or person;
   2) A sworn affidavit as prescribed by the B-BBEE Codes of Good Practice;
   3) Any other requirement prescribed in terms of the B-BBEE Act;

(i) “QSE” means a qualifying small business enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9 (1) of the Broad-Based Black Economic Empowerment Act;

(j) “rand value” means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;

3. POINTS AWARDED FOR PRICE

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

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

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

Where

\[Ps\] = Points scored for price of bid under consideration
Pt = Price of bid under consideration
Pmin = Price of lowest acceptable bid

4. **POINTS AWARDED FOR B-BBEE STATUS LEVEL OF CONTRIBUTOR**

4.1 In terms of Regulation 6 (2) and 7 (2) of the Preferential Procurement Regulations, preference points must be awarded to a bidder for attaining the B-BBEE status level of contribution in accordance with the table below:

<table>
<thead>
<tr>
<th>B-BBEE Status Level of Contributor</th>
<th>Number of points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td>2</td>
<td>18</td>
</tr>
<tr>
<td>3</td>
<td>14</td>
</tr>
<tr>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Non-compliant contributor</td>
<td>0</td>
</tr>
</tbody>
</table>

5. **BID DECLARATION**

5.1 Bidders who claim points in respect of B-BBEE Status Level of Contribution must complete the following:

6. **B-BBEE STATUS LEVEL OF CONTRIBUTOR CLAIMED IN TERMS OF PARAGRAPHS 1.4 AND 4.1**

6.1 B-BBEE Status Level of Contributor: = ........(maximum of 10 or 20 points)

(Points claimed in respect of paragraph 7.1 must be in accordance with the table reflected in paragraph 4.1 and must be substantiated by relevant proof of B-BBEE status level of contributor.

7. **SUB-CONTRACTING**

7.1 Will any portion of the contract be sub-contracted?
7.1.1 If yes, indicate:

i) What percentage of the contract will be subcontracted........................................% 

ii) The name of the sub-contractor......................................................................................... 

iii) The B-BBEE status level of the sub-contractor.................................................................... 

iv) Whether the sub-contractor is an EME or QSE 

(Tick applicable box) 

YES ☐ NO ☐ 

v) Specify, by ticking the appropriate box, if subcontracting with an enterprise in terms of Preferential Procurement Regulations, 2017:

<table>
<thead>
<tr>
<th>Designated Group: An EME or QSE which is at last 51% owned by:</th>
<th>EME</th>
<th>QSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black people</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Black people who are youth</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black people who are women</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black people with disabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black people living in rural or underdeveloped areas or townships</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cooperative owned by black people</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black people who are military veterans</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Any EME</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Any QSE</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8. DECLARATION WITH REGARD TO COMPANY/FIRM

8.1 Name of company/firm:...........................................................................................................

8.2 VAT registration number:........................................................................................................

8.3 Company registration number:................................................................................................

8.4 TYPE OF COMPANY/ FIRM

Page 79 of 93
Partnership/Joint Venture / Consortium
One person business/sole propriety
Close corporation
Company
(Pty) Limited

[Please tick applicable box]

8.5 DESCRIBE PRINCIPAL BUSINESS ACTIVITIES

………………………………………………………………………………………………………
………………………………………………………………………………………………………
………………………………………………………………………………………………………
…………………………………………………………………………………………………..

8.6 COMPANY CLASSIFICATION

☐ Manufacturer
☐ Supplier
☐ Professional service provider
☐ Other service providers, e.g. transporter, etc.

[Please tick applicable box]

8.7 Total number of years the company/firm has been in business:_____________________

8.8 I/we, the undersigned, who is / are duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the B-BBEE status level of contributor indicated in paragraphs 1.4 and 6.1 of the foregoing certificate, qualifies the company/ firm for the preference(s) shown and I / we acknowledge that:

i) The information furnished is true and correct;

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

iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 6.1, the contractor may be required to furnish documentary proof to the satisfaction of the purchaser that the claims are correct;

iv) If the B-BBEE status level of contributor has been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the purchaser may, in addition to any other remedy it may have –

(a) disqualify the person from the bidding process;
(b) recover costs, losses or damages it has incurred or suffered as a result of that person’s conduct;
(c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
(d) recommend that the bidder or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted by the National Treasury from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been
(e) forward the matter for criminal prosecution.

WITNESSES
1. .............................................
2. .............................................

SIGNATURE(S) OF BIDDERS(S)

DATE:...........................................
ADDRESS........................................

.............................................
.............................................
DECLARATION OF BIDDER’S PAST SUPPLY CHAIN MANAGEMENT PRACTICES

1. This Standard Bidding Document must form part of all bids invited.

2. It serves as a declaration to be used by institutions in ensuring that when goods and services are being procured, all reasonable steps are taken to combat the abuse of the supply chain management system.

3. The bid of any bidder may be disregarded if that bidder, or any of its directors have-
   a. abused the institution’s supply chain management system;
   b. committed fraud or any other improper conduct in relation to such system; or
   c. failed to perform on any previous contract.

4. In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.

<table>
<thead>
<tr>
<th>Item</th>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Is the bidder or any of its directors listed on the National Treasury’s Database of Restricted Suppliers as companies or persons prohibited from doing business with the public sector? (Companies or persons who are listed on this Database were informed in writing of the restriction by the Accounting Officer/Authority of the institution that imposed the restriction after the <em>audi alteram partem</em> rule was applied).</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>The Database of Restricted Suppliers now resides on the National Treasury’s website (<a href="http://www.treasury.gov.za">www.treasury.gov.za</a>) and can be accessed by clicking on its link at the bottom of the home page.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.1.1</td>
<td>If so, furnish particulars:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2</td>
<td>Is the bidder or any of its directors listed on the Register for Tender Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004)? The Register for Tender Defaulters can be accessed on the National Treasury’s website (<a href="http://www.treasury.gov.za">www.treasury.gov.za</a>) by clicking on its link at the bottom of the home page.</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>4.2.1</td>
<td>If so, furnish particulars:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.3</td>
<td>Was the bidder or any of its directors convicted by a court of law (including a court outside of the Republic of South Africa) for fraud or corruption during the past five years?</td>
<td>Yes □</td>
<td>No □</td>
</tr>
<tr>
<td>-----</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>-------</td>
<td>------</td>
</tr>
<tr>
<td>4.3.1</td>
<td>If so, furnish particulars:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.4</td>
<td>Was any contract between the bidder and any organ of state terminated during the past five years on account of failure to perform on or comply with the contract?</td>
<td>Yes □</td>
<td>No □</td>
</tr>
<tr>
<td>4.4.1</td>
<td>If so, furnish particulars:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**CERTIFICATION**

I, THE UNDERSIGNED (FULL NAME)………………………………………………………………

CERTIFY THAT THE INFORMATION FURNISHED ON THIS DECLARATION FORM IS TRUE AND CORRECT.

I ACCEPT THAT, IN ADDITION TO CANCELLATION OF A CONTRACT, ACTION MAY BE TAKEN AGAINST ME SHOULD THIS DECLARATION PROVE TO BE FALSE.

………………………………………...  …………………………………………...
Signature                                  Date

………………………………………...  …………………………………………...
Position                                   Name of Bidder

………………………………………...  …………………………………………...
Position                                   Name of Bidder
CERTIFICATE OF INDEPENDENT BID DETERMINATION

1 This Standard Bidding Document (SBD) must form part of all bids¹ invited.

2 Section 4 (1) (b) (iii) of the Competition Act No. 89 of 1998, as amended, prohibits an agreement between, or concerted practice by, firms, or a decision by an association of firms, if it is between parties in a horizontal relationship and if it involves collusive bidding (or bid rigging).² Collusive bidding is a *pe se* prohibition meaning that it cannot be justified under any grounds.

3 Treasury Regulation 16A9 prescribes that accounting officers and accounting authorities must take all reasonable steps to prevent abuse of the supply chain management system and authorizes accounting officers and accounting authorities to:
   a. disregard the bid of any bidder if that bidder, or any of its directors have abused the institution’s supply chain management system and or committed fraud or any other improper conduct in relation to such system.
   b. cancel a contract awarded to a supplier of goods and services if the supplier committed any corrupt or fraudulent act during the bidding process or the execution of that contract.

4 This SBD serves as a certificate of declaration that would be used by institutions to ensure that, when bids are considered, reasonable steps are taken to prevent any form of bid-rigging.

5 In order to give effect to the above, the attached Certificate of Bid Determination (SBD 9) must be completed and submitted with the bid:

---

¹ Includes price quotations, advertised competitive bids, limited bids and proposals.

² Bid rigging (or collusive bidding) occurs when businesses, that would otherwise be expected to compete, secretly conspire to raise prices or lower the quality of goods and / or services for purchasers who wish to acquire goods and / or services through a bidding process. Bid rigging is, therefore, an agreement between competitors not to compete.
CERTIFICATE OF INDEPENDENT BID DETERMINATION

I, the undersigned, in submitting the accompanying bid:

___________________________________________________________

(Bid Number and Description)

in response to the invitation for the bid made by:

___________________________________________________________

(Name of Institution)

do hereby make the following statements that I certify to be true and complete in every respect:

I certify, on behalf of:___________________________________________that:

(Name of Bidder)

1. I have read and I understand the contents of this Certificate;
2. I understand that the accompanying bid will be disqualified if this Certificate is found not to be true and complete in every respect;
3. I am authorized by the bidder to sign this Certificate, and to submit the accompanying bid, on behalf of the bidder;
4. Each person whose signature appears on the accompanying bid has been authorized by the bidder to determine the terms of, and to sign the bid, on behalf of the bidder;
5. For the purposes of this Certificate and the accompanying bid, I understand that the word “competitor” shall include any individual or organization, other than the bidder, whether or not affiliated with the bidder, who:

   (a) has been requested to submit a bid in response to this bid invitation;
   (b) could potentially submit a bid in response to this bid invitation, based on their qualifications, abilities or experience; and
(c) provides the same goods and services as the bidder and/or is in the same line of business as the bidder

6. The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However communication between partners in a joint venture or consortium\(^3\) will not be construed as collusive bidding.

7. In particular, without limiting the generality of paragraphs 6 above, there has been no consultation, communication, agreement or arrangement with any competitor regarding:
   (a) prices;
   (b) geographical area where product or service will be rendered (market allocation)
   (c) methods, factors or formulas used to calculate prices;
   (d) the intention or decision to submit or not to submit, a bid;
   (e) the submission of a bid which does not meet the specifications and conditions of the bid; or
   (f) bidding with the intention not to win the bid.

8. In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications and conditions or delivery particulars of the products or services to which this bid invitation relates.

9. The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.

\(^3\) Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.
10. I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

........................................................................................................................................

Signature

........................................................................................................................................

Date

........................................................................................................................................

Position

Name of Bidder
Bidders are required to include, as Annexure F to their Bids, certified copies of all relevant CIPC registration documents listing all members with percentages, in the case of a close corporation
Annexure G

Bidders are required, as annexure G to their Bids, to submit certified copies of the latest share certificates of all relevant companies.
Bidders which submit Bids as an unincorporated joint venture, consortium or other association of persons are required to submit, as Annexure H, a breakdown of how the percentage (%) fees and work will be split between the various people or entities which constitute the Bidder.
Annexure I

Bidders are required to include, as Annexure I to their Bids, supporting documents to their responses to the Pre-Qualifying Criteria and Evaluation Criteria.

Where the supporting document is the profile of a member of the Bidder’s proposed team, this should be indicated.
PLEASE NOTE THAT ALL BIDDERS ARE REQUIRED TO READ THROUGH THE GENERAL CONDITIONS OF CONTRACT PRESCRIBED BY THE NATIONAL TREASURY. SUCH GENERAL CONDITIONS OF CONTRACT CAN BE ACCESSED ON THE NATIONAL TREASURY WEBSITE.

PLEASE NOTE FURTHER THAT ALL BIDDERS MUST ENSURE THAT THEY ARE WELL ACQUINTED WITH THE RIGHTS AND OBLIGATIONS OF ALL PARTIES INVOLVED IN DOING BUSINESS WITH GOVERNMENT.

NOTE: All Bidders are required to confirm *(Tick applicable box)* below:

<table>
<thead>
<tr>
<th>Item</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the Bidder familiar with the General Conditions of Contract prescribed by the National Treasury?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Annexure K

Tax Compliant Status and CSD Registration Requirements

All prospective bidders must have a tax compliant status either on the central supplier database (CSD) of the National Treasury or SARS e-filing prior to appointment/award of the bid.

Registration on the CSD site of the National Treasury is a compulsory requirement for a bidder to be appointed, to conduct business with the DBSA. The onus is on the successful bidder to register on the CSD site and provide proof of such registration prior to appointment/award of the bid.

CSD Registration Number: