

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

<b>BID NUMBER:</b>	<b>RFP050/2025</b>
<b>COMPULSORY BRIEFING SESSION DETAILS:</b>	<b>19 May 2025</b> <b>Time :10am</b> <b>MS TEAMS LINK:</b> <a href="#">COMPULSORY BRIEFING LINK</a>
<b>CLOSING DATE:</b>	<b>06 June2025</b>
<b>CLOSING TIME:</b>	23H55 (Midnight)
<b>PERIOD FOR WHICH BIDS ARE REQUIRED TO REMAIN OPEN FOR ACCEPTANCE:</b>	120 days
<b>DESCRIPTION OF BID:</b>	<p>PROCUREMENT OF FINANCIAL TRANSACTION ADVISORS FOR THE CONCEPT DRAFTING OF THE REQUEST FOR PRE-QUALIFICATION, REQUEST FOR PROPOSALS, EVALUATION OF BIDS RECEIVED, APPOINTMENT OF PRE-QUALIFIED AND PREFERRED BIDDERS, COMMERCIAL AND FINANCIAL CLOSE ACTIVITIES, AND FINANCIAL SUPPORT AFTER CONTRACT SIGNING ASSOCIATED WITH THE IMPLEMENTATION OF THE INDEPENDENT TRANSMISSION PROCUREMENT PROJECT</p>
<b>BID DOCUMENTS ELECTRONIC SUBMISSION:</b>	<p><b>ELECTRONIC SUBMISSIONS</b></p> <p><b><u>INSTRUCTIONS:</u></b></p> <ul style="list-style-type: none"> <li>➤ Bidders are required to submit written requests for clarification via e-mail to <a href="mailto:Tumim@dbsa.org">Tumim@dbsa.org</a> <b>ONLY</b>, quoting the RFP Number on the subject of the e-mail. This must be done three (3) working days before the submission date.</li> <li>➤ Bidders will thereafter receive a OneDrive Link to upload their submission documents electronically.</li> <li>➤ Written requests for clarification will be considered up to and Including <b>28 May 2025 16:00</b> Johannesburg time. Requests received after this date may not be attended to.</li> <li>➤ Any requests after the stipulated date and time may be disregarded.</li> </ul> <p><b>NB: Electronic submission is encouraged for all bidders interested in this tender.</b></p> <p><b>Closing date of this RFP050/2025 is 06 June 2025 before 23:55PM.</b></p> <p><b>No physical bids will be received or accepted at the DBSA offices</b></p>
<b>NAME OF BIDDER:</b>	
<b>CONTACT PERSON:</b>	

EMAIL ADDRESS:	 <small>DEVELOPMENT BANK OF SOUTHERN AFRICA</small> <i>Building Africa's Prosperity</i>
TELEPHONE NUMBER:	
FAX NUMBER:	
BIDDER'S STAMP OR SIGNATURE	

## REQUEST FOR PROPOSALS



The Development Bank of Southern Africa has a Zero Tolerance on Fraud and Corruption.  
Report any incidents of Fraud and Corruption to Whistle Blowers on any of the following:

TollFree : 0800 20 49 33  
Email : [dbsa@whistleblowing.co.za](mailto:dbsa@whistleblowing.co.za)  
Free Post : Free Post KZN 665 | Musgrave | 4062  
SMS : 33490

## Table of Contents

<b>PART A .....</b>	<b>4</b>
<b>PART B.....</b>	<b>7</b>
<b>PART C.....</b>	<b>8</b>
<b>PART D .....</b>	<b>10</b>
<b>PART E.....</b>	<b>27</b>
4.1 DEVELOPMENT OF CONCEPT NOTE: .....	32
4.2 DRAFTING OF THE REQUEST FOR PRE-QUALIFICATIONS (RFQ).....	33
4.3 UNDERTAKE EVALUATION OF BIDS RECEIVED IN RESPONSE TO THE RFQ.....	33
4.4 DRAFTING OF THE REQUEST FOR PROPOSALS (RFPs) .....	35
4.5 UNDERTAKE EVALUATION OF BIDS RECEIVED IN RESPONSE TO THE RFP.....	36
4.6 UNDERTAKE THE COMMERCIAL AND FINANCIAL CLOSE ACTIVITIES FOLLOWING THE OUTCOME OF THE BID EVALUATION.....	37
<b>ANNEXURE A _PRICING SCHEDULE .....</b>	<b>43</b>
<b>Annexure B.....</b>	<b>54</b>
<b>Annexure C.....</b>	<b>56</b>
<b>Annexure D.....</b>	<b>62</b>
<b>Annexure E .....</b>	<b>63</b>
<b>Annexure F .....</b>	<b>64</b>
<b>Annexure G.....</b>	<b>65</b>
<b>Annexure H.....</b>	<b>66</b>
<b>Annexure I .....</b>	<b>67</b>
<b>ANNEXURE J .....</b>	<b>68</b>

**PART A  
INVITATION TO BID**

**YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF DEVELOPMENT BANK OF SOUTHERN AFRICA LIMITED (“DBSA”)**

**BID NUMBER: RFP050/2025**

**DESCRIPTION: PROCUREMENT OF FINANCIAL TRANSACTION ADVISORS FOR THE CONCEPT DRAFTING OF THE REQUEST FOR PRE-QUALIFICATION, REQUEST FOR PROPOSALS, EVALUATION OF BIDS RECEIVED, APPOINTMENT OF PRE-QUALIFIED AND PREFERRED BIDDERS, COMMERCIAL AND FINANCIAL CLOSE ACTIVITIES, AND FINANCIAL SUPPORT AFTER CONTRACT SIGNING ASSOCIATED WITH THE IMPLEMENTATION OF THE INDEPENDENT TRANSMISSION PROCUREMENT PROJECT**

**COMPULSORY BRIEFING: 19 May 2025** Tender briefing will be done online via Microsoft teams.

**COMPULSORY BRIEFING LINK :** [COMPULSORY BRIEFING LINK](#)

**Time: 10H00 AM Johannesburg time (Microsoft Teams)**


**Closing time for the OneDrive Link submissions – 16H00 on the 28 May 2025 (Telkom Time)**

**BID SUBMISSION CLOSING DATE: 06 June 2025**


**CLOSING TIME: 23H55PM**


**Submission format (OneDrive)**

Name

 Bidder Name

Name

 Folder 1\_Financial Proposal

 Folder 2\_Technical Proposal

- a) It remains the bidder’s responsibility to ensure that the bid submission is uploaded using the correct bidder document and tender link.
- b) Should a bidder encounter an issue with the system, the bidder must provide sufficient evidence as proof of attempting to upload their submission before the cut-off time and the error received.
- c) Faxed, emailed bids will not be accepted, only an electronic submission received via the link will be accepted.
- d) It is therefore the responsibility of the bidder to request for a link to participate.
- e) The DBSA assumes no responsibility if a Bidder’s designated email address is not correct, or if there are technical challenges, including those with the Bidder’s computer,

network, or internet service provider (ISP)

**BID SUBMISSION LINK REQUESTS:**

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.

<b>NAME OF BIDDER AND EACH ENTITY IN CONSORTIUM:</b>				
<b>POSTAL ADDRESS:</b>				
<b>STREET ADDRESS:</b>				
<b>CONTACT PERSON (FULL NAME):</b>				
<b>EMAIL ADDRESS:</b>				
<b>TELEPHONE NUMBER:</b>				
<b>FAX NUMBER:</b>				
<b>BIDDER REGISTRATION NUMBER OR REGISTRATION NUMBER OF EACH ENTITY IN CONSORTIUM</b>				
<b>BIDDER VAT REGISTRATION NUMBER OR VAT REGISTRATION NUMBER OF EACH ENTITY IN CONSORTIUM</b>				
<b>BBBEE STATUS LEVEL VERIFICATION CERTIFICATE/BBBEE STATUS LEVEL SWORN AFFIDAVIT SUBMITTED?</b> <b>[TICK APPLICABLE BOX]</b>	<b>YES</b>		<b>NO</b>	

1..1.1	ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES/WORKS OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES ENCLOSE PROOF]			
1..1.2	ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES/WORKS OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES ANSWER PART B:3 BELOW]			
1..1.3	SIGNATURE OF BIDDER				
1..1.4	DATE				
1..1.5	FULL NAME OF AUTHORISED REPRESENTATIVE				
1..1.6	CAPACITY UNDER WHICH THIS BID IS SIGNED (Attach proof of authority to sign this bid; e.g. resolution of directors, etc.)				
IF YES, WHO ISSUED THE CERTIFICATE?					
REGISTERED WITH THE NATIONAL TREASURY CSD [TICK APPLICABLE BOX]		YES		NO	
CSD REGISTRATION NUMBER					
TAX COMPLIANCE STATUS PIN (TCS) NUMBER ISSUED BY SARS					

**PART B**  
**TERMS AND CONDITIONS FOR BIDDING**

**1. BID SUBMISSION:**

- 1.1. BIDS MUST BE SUBMITTED ELECTRONICALLY BY THE STIPULATED TIME TO THE LINK PROVIDED. 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)
- 1.3. SOUTH AFRICAN 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 SWORN AFFIDAVIT FOR B-BBEE MUST BE SUBMITTED BY 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 MUST BE SUBMITTED WITH THE BID DOCUMENTATION. B-BBEE CERTIFICATE OR SWORN AFFIDAVIT FOR B-BBEE MUST BE SUBMITTED TO BIDDING INSTITUTION.

**2. TAX COMPLIANCE REQUIREMENTS**

- 2.1 ALL BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS IN THEIR COUNTRY OF RESIDENCE.
- 2.2 SOUTH AFRICAN 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 SOUTH AFRICAN BIDDERS CAN APPLY 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 SA 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 (TAX COMPLIANCE) IN ACCORDANCE WITH APPLICABLE LEGISLATION IN THEIR COUNTRY OF RESIDENCE.
- 2.6 WHERE SA BIDDERS HAVE NO TCS AVAILABLE BUT ARE 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; and
- Use the prescribed sequence in attaching the annexures 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**

☐☐

One original Bid document in separate folders; Folder 1 - for Pre-Qualifying Criteria and Functional Evaluation and Folder 2 - Price / Financial Proposal –  
**Electronic submission**

☐☐

**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 and Project Brief

☐☐

**Annexure A:** Price Proposal Requirement

☐☐

**Annexure B:** SBD4 Declaration of Interest

☐☐

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

☐☐

**Annexure D:** Certified copies of your CIPC company registration documents listing all members with percentages, in case of a close corporation.

☐☐

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

☐☐

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



☐☐

**Annexure G:** Supporting documents to responses to Pre-Qualifying Criteria and Functional Evaluation Criteria.

☐☐

**Annexure H:** General Condition of Contract

☐☐

**Annexure I:** CSD Tax Compliance Status and Registration Requirements Report

☐☐

**Annexure J:** Bidder's response Format \_Table 1 and 2

## 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, 2022.
- 1.4 **Business Day** means a day which is not a Saturday, Sunday or public holiday in South Africa.
- 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** for the OneDrive Link submissions – 16h00 on the 26 August 2024 (Telkom Time)
- 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 26 (Evaluation Process) of this Part C, which includes the Qualifying Criteria, Functional Criteria and Price and Preferential Points Assessment (where applicable).
- 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.

- 1.16 **PPPFA** means the Preferential Procurement Policy Framework Act, 2000.
- 1.17 **PPPFA Regulations** means the Preferential Procurement Regulations, 2022 published in terms of the PPPFA.
- 1.18 **Pre-Qualifying Criteria** means the criteria set out in clause **Error! Reference source not found.** of this Part C.
- 1.19 **Price and Preferential Points Assessment** means the process described in clause **Error! Reference source not found.** 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: [Tumim@dbsa.org](mailto:Tumim@dbsa.org)

No questions will be answered telephonically.

#### **4. SUBMISSION OF TENDERS**

COMPULSORY BRIEFING: 19 May 2025- Tender briefing will be done online via Microsoft teams.

LINK : [COMPULSORY BRIEFING LINK](#)

Time: 10H00 AM Johannesburg time (**Microsoft Teams**)

**LINK REQUESTS:** Bidders are asked to nominate one dedicated contact person (name, email address and phone number to request a submission link in writing to [Tumim@dbsa.org](mailto:Tumim@dbsa.org).

#### **Tender Submission Deadline:**

CLOSING DATE: 06 June 2025

CLOSING TIME: 23H55pm

#### **5. RULES GOVERNING THIS RFP AND THE TENDERING PROCESS**

- 5.1 Participation in the tender process is subject to compliance with the rules contained in this RFP Part C.
- 5.2 All persons (whether a participant in this tender process or not) having obtained or received this RFP may only use it, and the information contained herein, in compliance with the rules contained in this RFP.
- 5.3 All Bidders are deemed to accept the rules contained in this RFP Part C.
- 5.4 The rules contained in this RFP Part C apply to:
  - 5.4.1 The RFP and any other information given, received or made available in connection with this RFP, and any revisions or annexure.
  - 5.4.2 the Tendering Process; and
  - 5.4.3 any communications (including any briefings, presentations, meetings and negotiations) relating to the RFP or the Tendering Process.

#### **6. STATUS OF REQUEST FOR PROPOSAL**

- 6.1 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.

## **7. ACCURACY OF REQUEST FOR PROPOSAL**

- 7.1 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.
- 7.2 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).
- 7.3 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.

## **8. ADDITIONS AND AMENDMENTS TO THE RFP**

- 8.1 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.
- 8.2 If the DBSA exercises its right to change information in terms of clause 8.1, it may seek amended Tenders from all Bidders.

## **9. 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.

## **10. CONFIDENTIALITY**

- 10.1 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.

## **11. REQUESTS FOR CLARIFICATION OR FURTHER INFORMATION**

- 11.1 All communications relating to this RFP and the Tendering Process must be directed to the Tender Officer.
- 11.2 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 [tumim@dbsa.org](mailto:tumim@dbsa.org)
- 11.3 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).
- 11.4 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.
- 11.5 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.
- 11.6 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).
- 11.7 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.

## **12. UNAUTHORISED COMMUNICATIONS**

- 12.1 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 12 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.

- 12.2 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.

### **13. IMPROPER ASSISTANCE, FRAUD AND CORRUPTION**

- 13.1 Bidders may not seek or obtain the assistance of employees of the DBSA in the preparation of their tender responses.
- 13.2 The DBSA may in its absolute discretion, immediately disqualify a Bidder that it believes has sought or obtained such improper assistance.
- 13.3 Bidders are to be familiar with the implications of contravening the Prevention and Combating of Corrupt Activities Act, 2004 and any other relevant legislation.

### **14. ANTI-COMPETITIVE CONDUCT**

- 14.1 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:
- 14.1.1 the preparation or lodgement of their Bid
  - 14.1.2 the evaluation and clarification of their Bid; and
  - 14.1.3 the conduct of negotiations with the DBSA.
- 14.2 For the purposes of this clause 14, 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.
- 14.3 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.

### **15. COMPLAINTS ABOUT THE TENDERING PROCESS**

- 15.1 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, ([tenders@dbsa.org](mailto:tenders@dbsa.org))
- 15.2 The written complaint must set out:
- 15.2.1 the basis for the complaint, specifying the issues involved;

- 15.2.2 how the subject of the complaint affects the organisation or person making the complaint;
  - 15.2.3 any relevant background information; and
  - 15.2.4 the outcome desired by the person or organisation making the complaint.
- 15.3 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.

## **16. CONFLICT OF INTEREST**

- 16.1 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.
- 16.2 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.
- 16.3 The DBSA may immediately disqualify a Bidder from the Tendering Process if the Bidder fails to notify the DBSA of the conflict as required.

## **17. LATE BIDS**

- 17.1 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.
- 17.2 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.



- 17.3 The determination of the DBSA as to the actual time that a Bid is lodged is final. Subject to clause 17.2, 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.

## **18. BIDDER'S RESPONSIBILITIES**

### **18.1 Bidders are responsible for:**

- 18.1.1 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;
- 18.1.2 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;
- 18.1.3 ensuring that their Bids are accurate and complete;
- 18.1.4 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;
- 18.1.5 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
- 18.1.6 submitting all Compulsory Documents.

- 18.2 South African bidders with annual total revenue of ZAR10 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.

- 18.3 South African 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.

- 18.4 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.
- 18.5 Failure to provide the required information may result in disqualification of the Bidder.

## **19. PREPARATION OF BIDS**

- 19.1 Bidders must ensure that:
- 19.1.1 their Bid is submitted in the required format as stipulated in this RFP; and
  - 19.1.2 all the required information fields in the Bid are completed in full and contain the information requested by the DBSA.
- 19.2 The DBSA may in its absolute discretion reject a Bid that does not include the information requested or is not in the format required.
- 19.3 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.
- 19.4 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.
- 19.5 An incomplete Bid may be disqualified or assessed solely on the information completed or received with the Bid.

## **20. ILLEGIBLE CONTENT, ALTERATION AND ERASURES**

- 20.1 Incomplete Bids may be disqualified or evaluated solely on information contained in the Bid.
- 20.2 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.
- 20.3 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 affect the fairness of the Tendering Process.

## **21. OBLIGATION TO NOTIFY ERRORS**

If, after a Bidder's Response has been submitted, the Bidder becomes aware of an error in the Bidder's 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.

## **22. RESPONSIBILITY FOR BIDDING COSTS**

22.1 The Bidder's participation or involvement in any stage of the Tendering Process is at the Bidder's 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.

22.2 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 Bidder's participation in the Tendering Process, including without limitation, instances where:

22.2.1 the Bidder is not engaged to perform under any contract; or

22.2.2 the DBSA exercises any right under this RFP or at law.

## **23. DISCLOSURE OF BID CONTENTS AND BID INFORMATION**

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

23.1.1 as required by law;

23.1.2 for the purpose of investigations by other government authorities having relevant jurisdiction;

23.1.3 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.

## **24. USE OF BIDS**

24.1 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 of any intellectual property contained in the Bids.

24.2 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.

## 25. 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.

## 26. EVALUATION PROCESS

26.1 The Bids will be evaluated and adjudicated as follows:

### 26.1.1 First Stage – Test for administrative Responsiveness

The test for administrative responsiveness will include the following:

#### **Stage 1: Responsiveness**

The Tenderer should be able to provide all the relevant information required in the Supplier Information Form (SIF) which will include but is not limited to;

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

Responsiveness Criteria		Prequalifying Criteria	Applicable to this Tender (Y/N)
1	Adherence to submitting Tender as a two-folder tender. Folder 1: Functionality and returnable submission separate from Folder 2: Pricing proposal submission	Pre-Qualifier	Y
2	Attendance Register of the Compulsory Briefing Session attended by the Tenderer.	Pre-Qualifier	Y

**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.**

Responsiveness Criteria		Clarification Time	Applicable to this Tender (Y/N)
1	Standard conditions of tender as required.	48hours	Y
2	Returnable documents completed and signed.	48hours	Y
3	Submission of proof of registration with National Treasury Central Supplier Database (CSD) (provide summary report).	72 hours	Y

	Bidder/s must be registered and compliant with CSD in order to do business with the DBSA. Only applicable to SA-registered entities.		
4	A valid and active Tax Compliance Status Pin issued by SARS.	48hours	Y

Only those Bidders which satisfy all the Pre-Qualifying Criteria of the First Stage will be eligible to participate in the Tendering Process further. Bids which do not satisfy all the Pre-Qualifying Criteria of the First Stage will not be evaluated further.

#### 26.1.2 **Second Stage –Technical/Functional criteria**

Only those Bidders who meet the minimum score (70) or above out of 100 of the technical requirements will proceed to pricing evaluation (third Stage). Bidders are required to submit supporting documentation evidencing their compliance with each requirement, where applicable. Bidders will be assessed on the functionality criteria (Second Stage) as set out in this RFP.

#### 26.1.3 **Third Stage – price**

26.1.3.1 Those Bidders which have passed the First Stage (Responsiveness Test) and Second Stage (Functionality Evaluation) of the tender process will be eligible to be evaluated on the Third Stage, based on price, in accordance with the PPPFA regulations.

26.1.3.2 The recommended preferred Bidder will be the Bidder with the lowest overall price in the Third Stage of the Bid evaluation, unless the DBSA exercises its right to cancel the RFP, in line with the PPPFA Regulations.

**26.2 NB: Bidders are required to submit, as Annexure G to their Bids, any documentation which supports the responses provided in respect of the functionality Criteria above.**

### **27. Risk Analysis and Objective Criteria**

Risk Analysis and Objective Criteria *(This must only be included in the tender document if it is applicable, ensure that the list is specific as to what your objective criteria are)*

The DBSA reserves the right to award the tender to the tenderer who scores the highest number of points overall in line with Section (2) (1) (f) of the PPPFA, unless there are objective criteria which will justify the award of the tender to another tenderer. The objective criteria that the DBSA may apply in this bid process include:

- i. Any bidder that has a cumulative order book totalling 3 Awards with outstanding value, **may be excluded from further evaluation.**

- ii. Where a bidder has 3 active Awards with an outstanding value and the outstanding value is 10% or less, indicating the project is nearing completion, the bidder may be included **for further evaluation and/or recommendation for award**.
- iii. Where a bidder has 3 active Awards with an outstanding value and at least one of the projects has stalled for a period of 6 months or more, or the client has placed the project on hold indefinitely, the bidder may be included **for further evaluation and/or recommendation for award**.
- iv. The DBSA has the discretion to apply an objective criterion.

## **28. Due Diligence**

DBSA shall perform a due diligence exercise on the preferred bidder to determine its risk profile. The due diligence exercise may take the following factors into account inter alia.

### **a. Judgements and criminal convictions**

DBSA may consider previous civil judgements against the preferred bidder as part of its risk assessment. DBSA may also consider whether the preferred bidder or any of its directors have been convicted of a serious offence.

### **b. Pending litigation/liquidation/business rescue (distinct from Working Capital)**

DBSA may consider any pending litigation in a court of law or administrative tribunal as part of its risk assessment.

### **c. Performance**

DBSA will not consider the Service provider having a history of poor performance on any task orders/purchase orders or contracts, including poor performance in respect of compliance with policies or procedures regarding safety, health, quality control or environment, or having committed a serious and gross breach of contract.

### **d. Reputational harm**

If DBSA is likely to suffer substantial reputational harm because of doing business with the preferred service provider, it may take this into account as part of its risk assessment.

### **e. Restricted/Blacklisted**

Is not under restrictions, or has principals who are under restrictions, preventing participating in the employer's procurement.

### **f. Vetting**

The DBSA reserves the right to conduct vetting on the tenderer or any of its directors.

- g. PEP Checks for both Companies and Individual directors, as well as Procure Check and/or any other systems that the DBSA may choose to utilize (which may be conducted by an authorized third party) that would be done to assess all risks, including but not limited to
  - a. Financial stability of the bidder based on key ratio analysis ;
  - b. Efficiency;
  - c. Profitability;
  - d. Financial Risk;
  - e. Liquidity;
  - f. Acid Test;
  - g. Solvency; and
  - h. Commercial relationship with a politically exposed and brand risk.
- i. The DBSA reserves the right to award the scope in full or part thereof, subject to budget availability.
- ii. The DBSA reserves the right to negotiate to ensure the value for money principle is not compromised.

**29.** Generally, suppliers have their own business standards and regulations. Although DBSA cannot control the actions of our suppliers, we will not tolerate any Illegal activities. These include, but are not limited to:

- Misrepresentation of any kind (e.g. origin of manufacture, specifications, intellectual property rights, etc.);
- Collusion;
- Failure to disclose accurate information required during the sourcing activity (ownership, financial situation, BBBEE status, etc.);
- Corrupt activities listed above; and
- Harassment, intimidation or other aggressive actions towards DBSA employees.

### **30. STATUS OF BID**

- 30.1 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.
- 30.2 A Bid must not be conditional on:

- 30.2.1 the Board approval of the Bidder or any related governing body of the Bidder being obtained.
- 30.2.2 the Bidder conducting due diligence or any other form of enquiry or investigation.
- 30.2.3 the Bidder (or any other party) obtaining any regulatory approval or consent.
- 30.2.4 the Bidder obtaining the consent or approval of any third party; or
- 30.2.5 the Bidder stating that it wishes to discuss or negotiate any commercial terms of the contract.

30.3 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).

30.4 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.

### **31. CLARIFICATION OF BIDS**

31.1 The DBSA may seek clarification from and enter into 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 held 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.

31.2 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.

### **32. DISCUSSION WITH BIDDERS**

32.1 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.

32.2 Where applicable, the DBSA will invite Bidders to give a presentation to the DBSA in relation to their submissions.

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

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

- 32.4.1 conduct a site visit, if applicable.
- 32.4.2 provide references or additional information; and/or
- 32.4.3 make themselves available for panel interviews.



### **33. SUCCESSFUL BIDS**

- 33.1 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.
- 33.2 The DBSA may, in its absolute discretion, decide not to enter into pre-contractual negotiations with a successful Bidder.
- 33.3 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.

### **34. NO OBLIGATION TO ENTER INTO CONTRACT**

- 34.1 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.
- 34.2 The DBSA may conduct a debriefing session for all Bidders (successful and unsuccessful). Attendance at such debriefing session is optional.

### **35. BIDDER WARRANTIES**

- 35.1 By submitting a Bid, a Bidder warrants that:
  - 35.1.1 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;
  - 35.1.2 it did not use the improper assistance of DBSA employees or information unlawfully obtained from them in compiling its Bid;
  - 35.1.3 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;
  - 35.1.4 it accepts and will comply with the terms set out in this RFP; and
  - 35.1.5 it will provide additional information in a timely manner as requested by the DBSA to clarify any matters contained in the Bid.

### **36. DBSA'S RIGHTS**

- 36.1 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:
- 36.1.1 cease to
  - 36.1.2 in the Tendering Process.
  - 36.1.3 require additional information or clarification from any Bidder or any other person;
  - 36.1.4 provide additional information or clarification.
  - 36.1.5 negotiate with any one or more Bidder;
  - 36.1.6 call for a new Bid.
  - 36.1.7 reject any Bid received after the Closing Time; or
  - 36.1.8 reject any Bid that does not comply with the requirements of this RFP.

### **37. GOVERNING LAWS**

- 37.1 This RFP and the Tendering Process are governed by the laws of the Republic of South Africa.
- 37.2 Each Bidder must comply with all relevant laws in preparing and lodging its Bid and in taking part in the Tendering Process.
- 37.3 All Bids must be completed using the English language and all costing must be in South African Rand (ZAR).

## PART E



### TERMS OF REFERENCE

---

FINANCIAL TRANSACTION ADVISER SUPPORT TO THE  
“INDEPENDENT POWER PRODUCERS’ OFFICE” (IPP OFFICE) FOR  
THE INDEPENDENT TRANSMISSION PROCUREMENT PROJECT.

PROCUREMENT OF FINANCIAL TRANSACTION ADVISORS FOR THE  
CONCEPT DRAFTING OF THE REQUEST FOR PRE-QUALIFICATION,  
REQUEST FOR PROPOSALS, EVALUATION OF BIDS RECEIVED,  
APPOINTMENT OF PRE-QUALIFIED AND PREFERRED BIDDERS,  
COMMERCIAL AND FINANCIAL CLOSE ACTIVITIES, AND FINANCIAL  
SUPPORT AFTER CONTRACT SIGNING ASSOCIATED WITH THE  
IMPLEMENTATION OF THE INDEPENDENT TRANSMISSION  
PROCUREMENT PROJECT

---

APRIL 2025

---

## **1. INTRODUCTION**

The IPP Office is mandated to undertake the procurement of energy on behalf of the Department of Energy and Electricity (DEE), previously the Department of Mineral Resources and Energy (DMRE). As such, it is the IPPO's responsibility to prepare procurement documentation and run the procurement processes to ultimately select and appoint successful bidders. These bidders (Independent Power Producers [IPPs]) are responsible for constructing, operating, and maintaining independent power plants providing much-needed power to the South African grid.

## **2. BACKGROUND AND PURPOSE**

South Africa's electricity transmission network is currently under significant strain due to rapidly diminishing capacity and ageing infrastructure, which poses a substantial challenge to integrating new energy generation projects into the national grid. The persistent underinvestment in transmission infrastructure has adversely affected the country's economic growth potential and may further hinder the transition to a cleaner and diversified energy mix. This situation amplifies the critical need to implement alternative financing mechanisms for transmission infrastructure development, specifically within the context of Eskom's current financial position and the country's fiscal position.

Eskom's Transmission Development Plan (TDP) 2024-2034 outlines the necessary transmission infrastructure development to support the integration of approximately 56 GW of new generation capacity by 2034. The plan identifies high-priority transmission corridors and critical expansion projects aimed at addressing existing constraints, facilitating the integration of renewable energy, and enhancing overall grid resilience.

The TDP 2024 outlines the need to establish approximately 14,500 km of transmission lines and related network infrastructure over the next 10 years in South Africa, which requires significant capital investment, capacity and expertise to deliver. The National Transmission Company South Africa (NTCSA) has stated in the TDP 2024 that there is a need for Independent Transmission Projects (ITPs) to augment its in-house delivery capacity to address the transmission challenge.

The South African government has taken a decision to collaborate with the private sector through an Independent Transmission Infrastructure Procurement Programme (ITIPP) for the expansion and strengthening of the South African transmission network and related infrastructure. Under the Programme, the private sector would be required to develop, design, finance, build, operate, and/or maintain designated Transmission Facilities for the duration of a concession period, and subsequently transfer ownership to the NTCSEA. In order to aid in the development of the ITIPP, a pilot programme is being implemented, named the Independent Transmission Project (ITP), which the IPP Office has been tasked to execute. The ITP pilot will consist of seven 400 kV power line projects with associated transformation infrastructure, with a total length of 1164 km located in the Northern Cape, North West and Gauteng provinces.

It is anticipated that having regard to identified the current grid constraints which hinders the integration of new electricity capacity into the national grid and further taking into account the grid expansion requirements as set out in the TDP 2024, the Minister of Electricity and Energy (“the Minister”), after consultation with the National Energy Regulator of South Africa (“NERSA”) and the Minister of Finance, issued the Determination pursuant to the Section 34(1) of the Electricity Regulation Act, 2006 (Act No. 4 of 2006), as amended, (the ERAA) for the establishment of transmission infrastructure by the private sector.

Transmission Infrastructure, in this document, means the network of power lines, substations, transformers and related facilities required for the transmission of electricity in South Africa.

Pursuant to the Minister’s directive, the IPP Office will be facilitating the procurement of Transmission Infrastructure on behalf of the DEE.

**4.This Terms of Reference (TOR) for advisory services is being issued to the open market.**

### 3. PURPOSE

In alignment with the objectives of the Independent Transmission Procurement (“ITP”) Programme, this TOR document outlines the requirement to procure the services of a suitably qualified and experienced Financial Transaction Advisor. The appointed Financial Transaction Advisor, possessing relevant international experience, will provide specialized financial advisory services, ensuring that the procurement processes are financially sound, bankable, and aligned with international best practices.

The Financial Transaction Advisor will be responsible for providing financial structuring and risk allocation recommendations, ensuring that private sector investment in transmission infrastructure is optimized while safeguarding public sector interests. Their role will encompass designing financing structures, developing financial evaluation criteria, and conducting financial due diligence across all procurement phases. These milestones and the deliverables will be completed following consultation with the DEE, National Treasury, National Transmission Company South Africa (NTCSA), and other key stakeholders.

The Financial Transaction Advisors will:

- Ensure that the financial structuring of the ITP procurement process aligns with South African fiscal policies, private sector investment frameworks, and international best practices.
- Develop financing strategies that optimize the balance between affordability, bankability, and cost-effectiveness.
- Conduct risk analysis to ensure that financial risks are appropriately allocated to the parties best suited to manage them, thus enhancing project feasibility.
- Provide input into procurement documentation, including the RFQ, RFP, and contractual agreements, to ensure financial viability and market acceptance.
- Collaborate with legal, technical, and economic development advisors to integrate financial principles into procurement and transaction documentation.
- Support engagements with key stakeholders, including National Treasury,

NTCSA, lenders, and potential investors, to ensure a clear understanding of the financial implications of the procurement approach.

- Conduct benchmarking exercises to compare financial and investment structures against similar international transmission projects.
- Define financial modelling parameters for bidders to ensure standardized and transparent evaluations, aligning with the IPP financial models used in the assessment process.
- Ensure alignment of financial provisions in project agreements, including the Transmission Services Agreement (TSA), Implementation Agreement (IA), and associated schedules.
- Assess and advise on financial guarantees, credit enhancement mechanisms, and contingent liabilities to mitigate financial risks associated with the project.
- Provide guidance on economic and financial considerations that affect tariff setting, affordability, and cost recovery mechanisms.
- Assist in preparing applications and engagements with National Treasury regarding government support structures and fiscal approvals.
- Develop financial evaluation methodologies to ensure the selection of bidders with strong financial capabilities, robust funding strategies and value for money offerings
- Support the commercial and financial close process by reviewing bidder financial models, verifying funding sources, and ensuring compliance with financing conditions precedent.

#### **4. SCOPE OF WORK**

The Financial Transaction Advisors appointed for the ITP Programme will be responsible for providing financial advisory services to the IPP Office. The Advisor's deliverables will include, but not be limited to, what has been set out below. It should be noted that the list is non-exhaustive, and the Fee proposal must cover all necessary tasks, without any work exclusions, limitations, and assumptions regarding the scope of work.

The Department will appoint a team of multi-disciplinary, independent Advisors and Evaluators consisting of:

- Legal Advisers
- Economic Development Advisers
- Financial Advisers
- Technical Advisors and Governance Advisers

#### **4.1 DEVELOPMENT OF CONCEPT NOTE:**

The Concept Note will serve as the foundational financial document outlining the financial structuring, investment framework, funding mechanisms, and risk allocation strategies for the procurement process. It will provide a comprehensive financial blueprint that integrates cost-effectiveness, bankability, and long-term financial sustainability while aligning with government policies and international best practices.

- The Financial Transaction Advisor shall assist in the drafting and finalization of the Concept Note for the ITP procurement process, in collaboration with the IPP Office, the DEE, National Treasury, and other relevant stakeholders.
- Conduct thorough and comprehensive market engagement activities, including consultations, stakeholder meetings, and discussions with relevant industry participants as may be required by the IPP Office.
- Provide financial recommendations on required amendments to the procurement approach, evaluation methodology, and commercial structure considering prevailing or anticipated market conditions.
- Undertake a comprehensive financial risk assessment associated with the Transmission Infrastructure and the Transmission Services Agreement.
- Preparation of a financial risk matrix ensuring that risks are allocated to those parties best suited to cost-effectively manage or mitigate those risks aligned to global benchmarking and best practice.



- Advise on project structuring and financial frameworks aligned to international best practice and the South African regulatory framework.

## **4.2 DRAFTING OF THE REQUEST FOR PRE-QUALIFICATIONS (RFQ)**

- Draft RFQ and relevant annexed suite of documents incorporating financial and investment requirements, including lender expectations, financial viability criteria, and risk mitigation strategies.
- Ensure that the RFQ aligns with National Treasury Instruction Notes, procurement regulations, and market best practices for financing infrastructure projects.
- Work closely with the Legal, Technical, and Economic Development Transaction Advisors to ensure that financial recommendations and inputs are duly considered and incorporated into the RFQ suite of procurement documents.
- Develop financial qualification criteria and eligibility requirements for bidders to assess their financial capacity and funding strategies.
- Assist in structuring financial returnable schedules, ensuring bidders provide clear and comparable financial information.
- Prepare RFQ Bid Evaluation Templates focusing on financial aspects, including creditworthiness assessments, funding commitments, and financial due diligence frameworks.
- Address financial queries and clarifications during the RFQ stage, providing financial briefing notes and guidance where required.

## **4.3 UNDERTAKE EVALUATION OF BIDS RECEIVED IN RESPONSE TO THE RFQ**

The Financial Transaction Advisor plays an integral role in the evaluation of bids submitted in response to the RFQ. The Advisor will be responsible for supporting and providing financial analysis throughout the evaluation process, ensuring that all financial requirements outlined in the Pre-Qualification Criteria are met:

- Provide financial inputs in preparing and drafting evaluation reports, letters, and submissions related to the evaluation, ensuring financial components align with lender requirements and risk allocation strategies.
- Assist in the preparation of financial evaluation templates and methodologies, ensuring compliance with procurement laws and financial best practices.
- Conduct financial due diligence on bidders to assess compliance with financial qualification criteria and lender requirements.
- Provide financial input into the development of clarification questions for bidders, ensuring that all financial matters are properly addressed during the evaluation process.
- Compile financial reports on the outcome of the evaluation, including an assessment of bidder financial viability, ability to raise funding , and overall investment strategy.
- Assist in preparing responses to clarification queries raised by bidders regarding financial aspects of the evaluation process.
- Engage with key stakeholders, including NTCSA, National Treasury, and lenders, to ensure financial assessment aligns with broader infrastructure investment objectives.
- Provide input into presentations and reports to the Bid Adjudication Committee (BAC) on financial evaluation findings and recommendations.
- Assist in addressing audit queries, Independent Reviewer assessments, and any financial challenges raised by unsuccessful bidders.
- Prepare a comprehensive financial close-out report, including key findings from the financial evaluation, challenges identified, and recommendations for future ITP procurement processes.

#### **4.4 DRAFTING OF THE REQUEST FOR PROPOSALS (RFPs)**

- Draft the RFP/s and all relevant financial requirements ensuring compliance with fiscal policies, project finance principles, and market best practices.
- Preparation of a shadow financial model for purposes of assessing value for money between public and private sector options.
- Advise on the appropriate financial structuring of Project Agreements, ensuring alignment with international funding standards and lender expectations.
- Develop financial provisions for the Transmission Services Agreement (TSA), Implementation Agreement (IA), Direct Agreement (DA), Independent Engineer Agreement (IEA), and other relevant agreements.
- Provide financial input into commercial structuring and pricing mechanisms to ensure tariff stability, affordability, and risk mitigation.
- Review and align financial returnable schedules and financial proposal requirements to ensure transparency and comparability.
- Assist in structuring the Value for Money framework and requirements for the the Value for Money assessment including the public and private sector comparison.
- Engage with NTCSA, National Treasury, Development Finance Institutions (DFIs), and lenders to ensure alignment with credit enhancement mechanisms.
- Provide financial oversight on all bidder clarifications, briefing notes, and amendments during the RFP phase.
- Ensure financial consistency across all procurement documentation, including updates to financial schedules and models as required.
- Develop RFP Bid Evaluation Templates focused on financial assessment criteria.
- Prepare reports and presentations on financial evaluation approaches for key stakeholders.

#### **4.5     UNDERTAKE EVALUATION OF BIDS RECEIVED IN RESPONSE TO THE RFP**

The Evaluation will be conducted in a secure, on-site environment. The full proposed team for the Transaction Advisor is required to be on-site and available for the full duration and no work exclusions or limitations are permitted.

**5.The deliverables must be managed within strict timelines and will include, among others, the following:**

- Undertake the evaluation of all bid responses received according to the qualification and evaluation criteria stipulated in the RFP and applying the Evaluation Manual, Evaluation Templates and Evaluation Scorecard as approved by the Department.
- Formulate and prepare clarification questions, evaluate responses received on the clarifications requested and prepare the explanations needed as input into Part B (Functional and Qualification Criteria Requirements) of the RFP.
- Manage and coordinate the evaluation of all financial aspects of all the bids received and ensure that the reports accurately reflect the outcome of the evaluation and recommendations thereto.
- Assess the financial benchmark information provided, coordinate the benchmarking exercise in collaboration with other Transaction Advisors.
- Prepare the detailed report and analysis on the outcome of the benchmarking exercise. A combined report is required between the Financial and Technical Advisors.
- Undertake a comparison between the public sector and recommended preferred bidder (private sector) models.
- Prepare the Value for Money section of the BEC Evaluation Report.
- **Prepare for and undertake the BAFO if required (please note that this requirement will only be actioned if needed, and it should be priced separately).**

- Compile the Financial Evaluation section of the report for Bid Evaluation Committee (BEC) to compile a report for Bid Adjudication Committee (BAC) report including a detailed report per bidder on the reasons for bidders not passing the qualification requirements under Part B of RFP.
- Prepare responses to any questions from the BAC or IPP Office Management.
- Undertake all required engagements, consultations, and joint work with the Technical, Legal and Economic Development Advisors as may be required to finalise the outcome of the evaluation and in the preparation of reports and presentations as may be required.
- Assess any Value for Money Proposals received from Eligible Bidders in response to requests from the Department and prepare detailed reports to make recommendations to the Department on the reasons to approve the value for money offerings or reasons to not approve.
- Provide any other reasonable outputs that may be required by the IPPO management to complete the evaluation and announce the preferred bidders, including any questions from the unsuccessful bidders.
- Prepare the Report to the Fiscal Liability Committee (FLC) for the PFMA Section 66 (1) and (2) and Section 70 concurrence by the Minister of Finance for the Preferred Bidders selected, including the contingent liabilities associated with the Preferred Bidder projects over the term of the TSA.
- Respond to any queries raised by an Independent Reviewer and or the Auditor General regarding the Financial Evaluation as part of the annual audit processes.

#### **4.6 UNDERTAKE THE COMMERCIAL AND FINANCIAL CLOSE ACTIVITIES FOLLOWING THE OUTCOME OF THE BID EVALUATION**

Following the Bid Evaluation phase, the appointed Financial Transaction Advisors will support the IPP Office in finalizing the Commercial and Financial Close for the allocated projects. The Financial Transaction Advisors will be responsible for ensuring the

preparation and conclusion of all activities associated with achieving Commercial and Financial Close for the respective allocated projects, including, but not limited to, the following:

- Review and analyze any change requests related to the project agreements and prepare responses for approval by IPPO Management or the Department. This includes assessing any amendments or modifications requested by stakeholders.
- Support the IPP Office and the Department in any negotiations pertaining to specific aspects, if so required, including value for money assessments, implementation if applicable, of the reserve bidder framework, negotiations with the Buyer, the Preferred Bidders and other key stakeholder engagements required.
- Prepare for and conclude all activities associated with achieving Commercial and Financial Close including but not limited to:
  - Responding to queries from the Buyer.
  - Preparing all Communications to Bidders pertaining to the Commercial and Financial close process.
  - Preparation of forecasts for interest rates and exchange rates at Dummy Close and Commercial Close dates as part of confirming tariffs for purposes of the signing of the Transmission Services Agreements. Dummy Close serves as a simulated or dry run of the Commercial Close process, allowing for testing and validation of all relevant procedures, including the preparation of foreign exchange and interest rate forecasts. All rates will be derived from the applicable Bloomberg screens not later than 09:00 am Standard South African Time on both Dummy Close and Commercial Close dates.
  - The appointed Transaction Advisor is responsible for ensuring **access to Bloomberg** for Commercial and Financial Close activities.
  - Checking all Financial Models for consistency and undertaking comparative analysis of Bid Submission and Financial Close Models to ensure consistency with respect to, amongst other:
    - Capacity Charge Rates (Price).
    - Indexation,

- Success fee payments.
  - Development Fee calculations.
  - Equity IRRs.
  - Gearing Ratios.
  - Maintenance Provisions.
  - Total Project cost.
  - FX rate(s) and total FX exposure.
  - Commodity exposures
  - Financing terms and conditions.
- Compile a Close-Out Report and presentation on outcomes of the ITP Procurement Programme, including an executive summary and details per project, providing information on, amongst others:
    - Funding terms and conditions, trends applicable to local and international funders, debt/ equity ratios, lending margins, tenors, prepayment and refinancing penalties.
    - BEE funding terms and conditions
    - Community Trust and BEE cash flows where applicable
    - Cost associated with Credit Enhancement.
    - IRRs.
    - Other salient information.

Prepare response to Audit queries as may be required regarding the Commercial and Financial Close activities

## 5. PROCUREMENT REQUIREMENTS

The Development Bank of Southern Africa (DBSA), with this Terms of Reference, is inviting Transaction Advisors from an open tender to provide their resources and pricing in terms of the Scope of Work and the Service Level Agreement (SLA).

Any firm of advisors advising the Department will be allowed to advise the private sector and/or the lenders on the procurement process, provided that the same individuals from firms advising the Department on the Programmes will not be used by such firms when advising private sector and/or the lenders.

In managing potential conflict of interest and in lieu of a potential high number of bid responses, the Transactional Advisors will have to declare and indicate how they will manage potential conflict of interest.

Therefore, a firm participating in this tender should provide the Department with its policy to manage potential conflict of interest that may arise from such firms of advisors that are advising both the Department and Bidders. This policy should include the measures that will be put in place and applied to manage such conflict of interest.

### **6.The Evaluation Team will have to sign the Declaration of Interest and Confidentiality Undertakings.**

## **6. COMPETENCE AND EXPERTISE REQUIREMENTS OF RESOURCES**

To effectively undertake the role in the ITP Programme, the Finance Advisory Team must possess a combination of international and national financial expertise, practical experience in the energy and transmission infrastructure sectors, and the ability to navigate complex project infrastructure agreements. The required competencies and experience are as follows:

- 6.1** Thorough knowledge and previous experience of working on the electricity transmission network, particularly in the implementation of the related financial frameworks.
- 6.2** Proven track record, knowledge, expertise, and practical experience in public procurement through RFQs and RFPs, market clarifications, and evaluation of government and/or private sector infrastructure investment programmes.
- 6.3** Strong international financial advisory experience as far as it relates to Transmission projects.
- 6.4** Extensive knowledge and experience in accounting and financial reporting for public-private partnership (PPP) projects, particularly those involving BOOT or BOT arrangements, including asset and liability recognition, revenue recognition, and financial disclosure requirements.
- 6.5** Thorough knowledge of B-BBEE and PPPFA legislation.
- 6.6** Thorough knowledge and understanding of the international and South African energy sector market.



- 6.7 Knowledge of, and practical experience in, designing financial compensation and risk mitigation elements for electricity and infrastructure.

## 7. KEY DELIVERABLES, TIMELINES AND PAYMENT MILESTONES

The anticipated timeline for the finalization of the RFQ and the evaluation will commence in 2025/26 with the RFQ to be issued to the market in June 2025 and the RFPs issued to the Market no later than November 2025. Commercial and Financial Close to be completed within 24 months following the release of the RFP in the market.

The duration of the appointment will therefore be at least 48 months. This is an indicative timeline only; the duration of the services will continue until the full scope of work is completed and Commercial and Financial Close is achieved.

In responding to this TOR, the Transaction Advisors are required to provide a separate or distinct fee proposal for each of the functions specified in the scope of work and consider the following:

**7.1 Please note the following guidelines in respect of the fee proposal:**

- 7.1.1 The fee proposal should cover all seven sections outlined in this TOR, namely the Development of Concept Paper, RFQ drafting, Evaluation of the response, RFP design and drafting, Evaluation and Commercial and Financial Close and should not contain any scope activity exclusions or limitations.
- 7.1.2 The Fee proposal should consider the options of the preparation and issuances of a second RFP aligned to the grouping of lines identified, based on the finalised Concept and procurement approach. This should be priced for separately.
- 7.1.3 The pricing element of the bid should be a **fixed fee** inclusive of VAT and disbursements and should not contain any pricing assumptions containing exclusions either in terms of time or scope.
- 7.1.4 The **fixed fee** should be broken down in cost per deliverable/milestone. Refer to the table included for the payment milestones.
- 7.1.5 **The deliverable on a possible BAFO should be priced separately as it will only be actioned if required. Value for money engagements should however be included in the milestone-based work.**

- 7.1.6 Ensure that the fee proposal covers all elements as detailed in the scope of work.
- 7.1.7 The detailed scope should be summarized in the payment milestones referred to under the previous bullet.
- 7.1.8 Important considerations
- 7.1.9 Prices must be fixed for the first year and shall, where applicable, be subject to an increase of not more than the applicable CPI.
- 7.1.10 In addition to the fixed fee proposal, Service Providers are required to provide hourly charge-out rates for each of the team members to cover additional work which may be required in addition to the scope set out in these Terms of Reference.
- 7.1.11 Bidders must include an annual CPI adjustment in their pricing submissions.
- 7.1.12 In the event that international resources are submitting pricing in foreign currency, please note that for bid submission purposes, all foreign currency pricing must be converted to ZAR, with a clear indication of the exchange rate used ( refer to Annexure B).
- 7.1.13 The exchange rate at the time of the award will be used to determine the award price.
- 7.1.14 7.1.14 Upon invoicing, the exchange rate applicable on the invoice date for each billing period over the contract term will be used for conversion to ZAR, unless otherwise agreed.
- 7.1.15 Any adjustments to the exchange rate will be made in accordance with the terms agreed upon during the contractual base phase.
- 7.1.16 Any response submitted by a Bidder is subject to negotiation and review by DBSA
- 7.1.17 Work will commence as soon as the appointment is finalised and a purchase order is issued. **No work is to be undertaken without a duly authorized purchase order issued by the IPP Office.**
- 7.1.18 Transaction Advisors are required to consider the time allocated for each section under this TOR and ensure that sufficient key staff is available for the whole period of the assignment. No changes to the constitution of the proposed resources as bid in will be permitted after submission of a proposal in response to this TOR, without the consent of the DBSA and the IPP Office.

7.1.19 **Please note that the Evaluation will take place in the secure evaluation center at the IPPO building complex.**

7.1.20 The Department and IPPO reserve the right to either cancel or replace a deliverable with another as circumstances require or to move the timelines as may be required.

7.1.21 The Department and IPPO also reserve the right to make an assessment and/or terminate the contract in the case where the Project failure to submit deliverables timeously as per the IPPO working plan, that will be agreed between the IPPO and the Project.

7.1.22 These projects are supervised through the Public Private Partnership (PPP) Framework and Management Act (PPPFM Act), and therefore subject to high levels of scrutiny. In an event wherein evidence points that a contract related to this TOR is/are concluded irregularly, the Department and IPPO reserve the rights to terminate or cancel such agreement(s).

The fee proposal covering the full scope of work under each section of this TOR should be structured as set out below:

## **ANNEXURE A \_PRICING SCHEDULE**

### **i. DEVELOPMENT OF THE CONCEPT PAPER FEE STRUCTURE**

<b>Deliverables to include the full scope of work</b>	<b>Timeline</b>		<b>Payment Milestones</b>
ZAR million	Days		
Development of the Concept Note	3 weeks		
Conducting Market Engagements and prepare report	4 weeks		
Conduct Stakeholder Engagements and prepare first draft	2 weeks		
Final and Approved Concept Paper	2 weeks		
<b>SUBTOTAL</b>			

**ii. RFQ DRAFTING FEE STRUCTURE**

Deliverables to include the full scope of work and associated activities per the TOR		Timeline	Cost	Payment Milestones
ZAR million		Days		
Procurement strategy review, RFQ Draft 1, factoring responses from the RFI		4 weeks		
Consolidate financial inputs with other disciplines (Technical, Legal and ED) and stakeholders. Issue of final RFQ to the market		3 weeks		
Pre-Qualification criteria, bidder conferences, queries, and responding to clarifications through Briefing Notes		4 weeks		
RFQ Final suite of documents (include all necessary supporting documentation), taking into consideration all comments received		1 week		
SUB TOTAL				

**iii. RFQ EVALUATION PHASE FEE STRUCTURE**

<b>Deliverables to include the full scope of work</b>	<b>Timeline</b>	<b>Cost</b>	<b>Payment Milestones</b>
ZAR million	Days		
Preparations for Evaluations, evaluation templates; Evaluation of Bid Responses and dealing with Clarifications.	4 weeks		

Finalisation of the Evaluation Report and presentation	2 weeks		
Appointment and Non-Appointment Letters	2 weeks		
BAC Report inputs	3 weeks		
Engagements with stakeholders and preparation of reports and required documents (if required)	4 weeks		
Engagement with unsuccessful bidders ( if required)	2 weeks		
<b>SUB TOTAL</b>			

**iv. RFP DRAFTING FEE STRUCTURE**

<b>Deliverables to include the full scope of work</b>	<b>Timeline</b>	<b>Cost per Bid</b>	<b>Total</b>	<b>Payment Milestones</b>
ZAR million		Rand/bid	Rand	
RFP First Draft and Project Agreements (TSA, IA, EIA, DA etc.) First Draft RFP (Factoring responses from the RFI and RFQ) and Project Agreements (to be shared, to the extent applicable, with NTCSA and the market).	3 weeks			
Meetings with Shortlisted bidders on RFP				
Public Sector and Private Sector Comparator Financial Models	3 weeks			

Second Draft (including any additional drafts and factoring short listed bidders comments) RFP and Project Agreements (to be shared to the extent applicable, with NTCSA	4 weeks			
RFP final draft (final RFP and final pro forma project agreements) taking into consideration all comments received	1 weeks			
Development of Evaluation Templates	1 week			
BAC submission, presentation, attendance and reports (if required)	1 week			
BAC approval and adjustments if required to RFP and Release of RFP in market	1 week			
Clarifications and Briefing Notes – support for purposes of responding to bidder clarification questions, engagements with Buyer and other stakeholders where necessary on bidder clarification questions, and drafting of Briefing Notes which may include issuing revised versions of RFP documents and updating the risk matrix and evaluation templates, financial model and project agreements, including	4 weeks			

support on updated BAC reports and presentations during the period between RFP issue date and bid submission date, including support for the Bidders Conference.				
<b>SUB TOTAL</b>				
Second draft of the RFP for the package of lines, <b>if required</b>	2 weeks			

**v. RFP EVALUATION PHASE FEE STRUCTURE**

<b>Deliverables to include the full scope of work</b>	<b>Timeline</b>	<b>Cost per Bid</b>	<b>Total</b>	<b>Payment Milestones</b>
Penholder and coordinator if required and <b>only if there is more than one team of evaluators.</b>			Provide a fixed fee	
Evaluation of Bid Responses and dealing with Clarifications.	4 weeks		Total for 21 bids	
Finalisation of Part B and Part C Evaluation including all BEC Reports, Benchmarking and Value for Money Reports.	4 weeks		Total for 21 bids	

Appointment and non-appointment letters, including responding to Bidders queries and meeting requests and responding to post PB announcement queries	2 weeks	n/a	Provide a fixed fee	
Post Evaluation assessment of Value for Money proposal submitted by Eligible Bidders and preparation of Reports to BAC. (IF required).	4 weeks	n/a	Provide a fixed fee	
Preparation of Report to the FLC on the Contingent Fiscal Obligations	2 weeks	N/A	Provide a fixed fee	
Lessons Learnt Report and recommendations for changes to future RFPs	2 weeks	N/A	Fixed Fee	
Attending to Audit queries and engagements with unsuccessful bidders (if required).	4 weeks	N/A	Provide a fixed fee	
<b>SUB TOTAL</b>				
Preparing and undertaking a <b>BAFO only if required</b>	2 weeks			



**vi. COMMERCIAL AND FINANCIAL CLOSE FEE STRUCTURE**

<b>Deliverables to include the full scope of work</b>	<b>Timeline</b>	<b>Cost per Bid</b>	<b>Total</b>	<b>Payment Milestones</b>
ZAR million	Days	Rand/bid	Rand	
Preparation and all required negotiations of the Project Agreements for each of the Projects including updating the Project Agreements with all briefing notes and all associated activities and meetings	7 weeks		Per PB and Total for 7PBs	
Analysis and recommendation on Change Requests	4 months		Per PB and Total for 7 PBs	
Actual support on Commercial and Financial Close	4 weeks	N/A	Per PB and Total for 7 PBs	
Close Out Report	2 weeks	N/A	Provide a fixed fee	
<b>TOTAL</b>				

**vii. OVERALL TOTAL COSTS SUMMARY (FINANCIAL PROPOSAL)**

<b>PROPOSED FEE</b>	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>YEAR 4</b>	<b>TOTAL</b>
<b>TOTAL BEFORE CPI (INCL VAT)</b>					

<b>CPI %</b>					
<b>TOTAL AFTER CPI (INCL VAT)</b>					

## 8. MINIMUM PROPOSAL REQUIREMENTS

**7.All proposals need to clearly state the following information:**

- 8.1 Understanding of the scope of work.
- 8.2 Deliverables (covering the full scope, timelines and cost per deliverable).
- 8.3 Details of Team members that will be dedicated to the project, their experience, credentials, level of seniority and level of participation (hours) that will be dedicated to the project.
- 8.4 Confirmation of the capacity and resources necessary to undertake the scope of work indicated in the TOR and availability in terms of the timelines.
- 8.5 Confirmation that the full scope of work is included in the fixed fee per deliverable or milestone.
- 8.6 Availability of the Team members for the anticipated duration of the appointment.
- 8.7 Acknowledgement that the work can be terminated at any milestone and only task or work done fee is payable.

## 9. FUNCTIONALITY EVALUATION CRITERIA

Service Providers are required to indicate the lead resources responsible for the deliverables and link their experience and each of the proposed professional team resources to the functional criteria below:

The proposed functionality evaluation criteria for the Financial Transaction Advisor to deliver on the scope of work are as follows:

Functionality Evaluation Criteria	Evidence to be provided	Weighting/Score
<p><b>1. Team Financial Advisory Experience</b> on electricity transmission projects and/or energy sectors and/or infrastructure projects and/or public-private partnership (PPP) projects that have gone to market.</p> <p><b>TL = Team Leader must have 7 years or more of international transmission financial advisory experience.</b></p> <p><b>TM = Team Member must have at least 3 years' experience.</b></p> <p>At least one team member (Applicable to TL and TM) must have direct international transmission project experience.</p>	<p>The Bidder must provide:</p> <p><b>The Organogram, CV's and Qualifications for the Team Lead and each Team Member.</b></p> <p>Bidders must ensure that the CVs provide relevant details that include the period of involvement of a specific team member on a specific project, responsibility, and scope of work.</p> <p><b><i>If the TL does not have international experience, the bidder will not qualify to go ahead. International experience is a mandatory requirement.</i></b></p> <p><b><i>Evidence of International Transmission Experience must be provided.</i></b></p> <p><b><i>NB: The proposed team submitted in this RFP will be the team expected to deliver the required service unless otherwise agreed to by the Bank.</i></b></p>	<p><b>(a) Evaluation of Team Leader:</b></p> <p>TL 7 -10 years international experience = 25%</p> <p>TL &gt; 10 years international experience = 35%</p> <p>(If more than one team lead is involved, the score for the team leads will be calculated as the average score of all the proposed team leads.)</p> <p><b>(b) Evaluation of Team Member:</b></p> <p>TM 3 - 4yrs = 5%</p> <p>TM .&gt; 5 year = 10%</p> <p>(The score for the team members will be calculated as the average score of all the proposed team members.)</p>
<p><b>2. Team proven experience in undertaking the Financial Evaluation</b> of the bids submitted in the electricity generation and or energy sectors and/or infrastructure projects or PPP sector projects and or <b>valuations</b> to inform decisions.</p>	<p>The Bidder must provide a summary and details of at least <b>three projects in which Financial Evaluations</b> was undertaken.</p> <p>Information provided should include but not limited to period of involvement, responsibility, scope of work, team members involved.</p> <p><b><i>(Please complete project list template attached as Annexure A.</i></b></p> <p><b><i>2 or more Projects that form part of the same Programme advised on cannot be split to be reflected in Annexure A as separate Projects - a Programme must be reflected as a single Project and will not be double counted if split.</i></b></p>	<p>Minimum of three projects</p> <p>3-4 Projects = 12%</p> <p>&gt;5 Projects = 15%</p>

Functionality Evaluation Criteria	Evidence to be provided	Weighting/Score
3. Proven experience in drafting of financial requirement for procurement as it pertains to RFQ and RFPs in the energy and related infrastructure sectors.financial requirements.	The Bidder must provide details of at least three projects that indicate their experience in drafting the financial requirements for RFQ and RFP.	3 projects = 8% 3-5 projects = 10%
4. Proven experience in determining the assessment of the balance sheet exposures and preparation of reports on the contingent liabilities associated with projects.	Details of at least three projects to be provided. Information provided should include but not limited to a period of involvement, responsibility, scope of work, and team members involved. <i>(Please complete the project list template attached as Annexure A. 2 or more Projects that form part of the same Programme advised on cannot be split to be reflected in Annexure A as separate Projects - a Programme must be reflected as a single Project and will not be double-counted if split.)</i>	Minimum of three projects. 3-4 Projects = 8% >5 Projects = 10%
5. Proven experience preparing for and implementing Commercial and Financial Close activities for project finance projects.	The Bidder must provide a summary and details of at least three projects that reached financial close. Information provided should include but not be limited to, period of involvement, responsibility, scope of work, and R/team members involved. <i>(Please complete the project list template attached as Annexure A.</i>	Minimum of 3 Projects. 3-4 Project = 7% >5 Projects = 10%
6. Relevant experience in providing Financial Advisory services, conducting evaluations	<b>Provide at least 3 Reference Letters</b> for the Team Lead supporting the international experience and a minimum of 2 Reference Letters per Team member.	Team Lead < 1-2 Reference Letters = 3% 3 and more Reference Letters = 5%.

Functionality Evaluation Criteria	Evidence to be provided	Weighting/Score
and in undertaking closing activities must reflect in <b>Reference Letters</b> to be provided as follows:  Team Lead – at least 3 Reference Letters supporting international experience  Team Members – At least 2 reference letters for each team member.	Reference letters shall include.  Description of the project, name of the team member, roles he/she played in the project, and the status of the project.  Reference letters must be on a client letterhead and duly signed.  <i>(Reference letters that do not meet all items mentioned above will not be considered.)</i>	Team Member 1 Reference Letters per Team Member =2%  2 or more Reference Letters per Team Member = 5%
<b>Total</b>		<b>70/100%</b>

Only proposals that meet the threshold of 70% will proceed to the next stage, which is the evaluation on a price and preference point basis.

BIDDER’S DISCLOSURE

1. PURPOSE OF THE FORM

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

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

2. Bidder’s declaration

2.1 Is the bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise, employed by the state?**YES/NO**

2.1.1 If so, furnish particulars of the names, individual identity numbers, and, if applicable, state employee numbers of sole proprietor/ directors / trustees / shareholders / members/ partners or any person having a controlling interest in the enterprise, in table below.

Full Name	Identity Number	Name of State institution

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

2.2.1 If so, furnish particulars:  
.....  
.....

2.3 Does the bidder or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise have any

interest in any other related enterprise whether or not they are bidding for this contract?**YES/NO**

2.3.1 If so, furnish particulars:

.....  
.....

### 3 DECLARATION

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

- 3.1 I have read and I understand the contents of this disclosure;
- 3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect;
- 3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However, communication between partners in a joint venture or consortium will not be construed as collusive bidding.
- 3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.
- 3.4 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.
- 3.5 There have been no consultations, communications, agreements or arrangements made by the bidder with any official of the procuring institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.

#### SBD 4

- 3.6 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and/ or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and/ or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

I CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 1, 2 and 3 ABOVE IS CORRECT.

I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 6 OF PFMA SCM INSTRUCTION 03 OF 2021/22 ON PREVENTING AND COMBATING ABUSE IN THE SUPPLY CHAIN MANAGEMENT SYSTEM SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....  
Signature

.....  
Date

.....  
Position

.....  
Name of bidder

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

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

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

### 1. GENERAL CONDITIONS

1.1 The following preference point systems are applicable to invitations to tender:

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

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

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

- a) The applicable preference point system for this tender is the **80/20** preference point system.
- b) The **80/20 preference point system** will be applicable in this tender. The lowest/ highest acceptable tender will be used to determine the accurate system once tenders are received.

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

- (a) Price; and
- (b) Specific Goals (namely, BBBEE status level of contributor).

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

The maximum points for this tender are allocated as follows:

	POINTS
PRICE	80
PREFERENCE POINTS	20
<b>Total points for Price and Preference Points</b>	<b>100</b>



- 1.5 Failure on the part of a tenderer to submit proof or documentation required in terms of this tender to claim points for specific goals with the tender, will be interpreted to mean that preference points for specific goals are not claimed.
- 1.6 The organ of state reserves the right to require of a tenderer, either before a tender is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

## 2. DEFINITIONS

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

## 3. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES

### 3.1. POINTS AWARDED FOR PRICE

#### 3.1.1 THE 80/20 PREFERENCE POINT SYSTEMS

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

**80/20**

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

Where

- Ps = Points scored for price of tender under consideration
- Pt = Price of tender under consideration
- Pmin = Price of lowest acceptable tender

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

#### 3.2.1. POINTS AWARDED FOR PRICE

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

**80/20**

$$Ps = 80 \left( 1 + \frac{Pt - P_{max}}{P_{max}} \right)$$

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmax = Price of highest acceptable tender

#### 4. POINTS AWARDED FOR SPECIFIC GOALS

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

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

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

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

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

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

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

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

The specific goals allocated points in terms of this tender	Number of points allocated (90/10 system) (To be completed by the organ of state)	Number of points allocated (80/20 system) (To be completed by the organ of state)	Number of points claimed (90/10 system) (To be completed by the tenderer)	Number of points claimed (80/20 system) (To be completed by the tenderer)

1	10	20		
2	9	18		
3	6	14		
4	5	12		
5	4	8		
6	3	6		
7	2	4		
8	1	2		
Non-compliant contributor	0	0		

(Note: Bidders are required to submit their BBBEE certificates or sworn affidavits (in the case of EMEs/QSEs) in order to be eligible to claim points)

#### DECLARATION WITH REGARD TO COMPANY/FIRM

4.3. Name of company/firm.....

4.4. Company registration number: .....

4.5. TYPE OF COMPANY/ FIRM

- ☐ Partnership/Joint Venture / Consortium
- ☐ One-person business/sole propriety
- ☐ Close corporation
- ☐ Public Company
- ☐ Personal Liability Company
- ☐ (Pty) Limited
- ☐ Non-Profit Company
- ☐ State Owned Company

[TICK APPLICABLE BOX]

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

- i) The information furnished is true and correct;
- ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;
- iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 4.2, the contractor may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct;

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

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

<p>.....</p> <p><b>SIGNATURE(S) OF TENDERER(S)</b></p> <p><b>SURNAME AND NAME:</b> .....</p> <p><b>DATE:</b>.....</p> <p><b>ADDRESS:</b>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
--

#### RESTRICTED SUPPLIERS

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

Item	Question	Yes	No
4.1	<p><b>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?</b>            (Companies or persons who are listed on this Database were informed in writing of this restriction by the Accounting Officer/Authority of the institution that imposed the restriction after the <i>audi alteram partem</i> rule was applied).</p> <p><b>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.</b></p>	Yes <input type="checkbox"/>	No <input type="checkbox"/>

4.1.1	If so, furnish particulars:		
4.2	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)? <b>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.</b>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.2.1	If so, furnish particulars:		
4.3	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?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.3.1	If so, furnish particulars:		
4.4	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?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.4.1	If so, furnish particulars:		

## **Annexure D**

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

## **Annexure E**

**Bidders are required, as annexure E to their Bids, to submit certified copies of the latest share certificates of all relevant companies**

## **Annexure F**

**Bidders which submit Bids as an unincorporated joint venture, consortium or other association of persons are required to submit, as Annexure F, a breakdown of how the percentage (%) fees and work will be split between the various people or entities which constitute the Bidder.**



## **Annexure G**

**Bidders are required to include, as Annexure G 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.**

**Annexure H**

**[General Conditions of Contract]**

**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 ACQUAINTED 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:

Item	YES	NO
Is the Bidder familiar with the General Conditions of Contract prescribed by the National Treasury?		

## Annexure I

### 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:**



The Development Bank of Southern Africa has a Zero Tolerance on Fraud and Corruption.  
Report any incidents of Fraud and Corruption to Whistle Blowers on any of the following:

TollFree : 0800 20 49 33  
Email : [dbsa@whistleblowing.co.za](mailto:dbsa@whistleblowing.co.za)  
Free Post : Free Post KZN 665 | Musgrave | 4062  
SMS : 33490

## ANNEXURE J

### Table 1 - Project Portfolio/Transaction List

Project Name	
Project Sponsor – Client	
Sector	
Project Description & Value	
Period of involvement	
Role and Responsibilities	
Team members involved	
Contacted Reference (s) <ul style="list-style-type: none"> <li>- Name</li> <li>- Designation</li> <li>- Contact Number</li> <li>- Email Address</li> </ul>	

**Table 2 - Details of the key personnel of the bidders' proposed team and Members' experience and expertise**

[illegible]

