IFISA

TERMS OF REFERENCE

REQUEST FOR PROPOSAL: APPOINTMENT OF A REPUTABLE SERVICE PROVIDER TO PROVIDE AN INFRASTRUCTURE PROJECT FINANCE EXPERT (36 MONTHS)

1. INTRODUCTION AND BACKGROUND

The Infrastructure Finance and Implementation Support Agency (IFISA) invites suitably qualified firms to submit their credentials and proposals to provide an Infrastructure Project Finance Expert (the expert). The expert will support project preparation and financing activities through financial modelling, advisory services and technical analysis.
The expert will be based at IFISA offices for thirty-six (36) months.
The key objectives of the assignment include:

- **Develop, review and quality assure financial models** to ensure accuracy, robustness, and alignment with project, funding, and financing assumptions.
- **Provide independent infrastructure finance and financial modelling expertise** to strengthen project bankability, commercial viability, and investment readiness.
- **Identify and address financial, funding, and financing risks** by recommending practical solutions and optimising project funding structures.
- **Support project development and transaction processes** through financial analysis, funding strategy reviews, and advisory inputs to project teams and stakeholders.
- **Facilitate the achievement of financial close** by ensuring projects are financially sustainable, fundable, and meet the requirements of lenders, investors, and funding institutions.

As part of its infrastructure development mandate, IFISA aims to assist project sponsors with applications for, and mobilisation of, blended finance for infrastructure projects.
During the 2026/27 financial year, IFISA aims to support at least twelve major infrastructure projects in accessing and securing funding from a range of financing sources, particularly through the Budget Facility for Infrastructure (BFI) and other financial institutions. The Infrastructure Project Finance Expert will be instrumental in achieving this target, providing specialist expertise, coordinating funding applications, and supporting project sponsors throughout the financing process.

Section 3 sets out the detailed scope of services.

2. INFRASTRUCTURE FINANCE AND IMPLEMENTATION SUPPORT AGENCY (IFISA)

IFISA is a ring-fenced programme office established under a memorandum of agreement between National Treasury (its principal owner), the Development Bank of Southern Africa (DBSA) and Government Technical Centre (GTAC). As a strategic, catalytic infrastructure partner, IFISA operates at scale to build bankable project pipelines, mobilise DFI and private sector capital, enable delivery, strengthen institutions and drive measurable impact.
IFISA key functions include:

- Undertake integrated infrastructure planning and project preparation activities, including the development and maintenance of a credible and bankable project pipeline.
- Structure and optimize financing arrangements for projects to reduce reliance on fiscal funding and promote alternative and blended financing solutions.
- Mobilise private sector finance and expertise to support infrastructure delivery and improve risk allocation.
- Provide technical assistance and transaction advisory support to prepare, structure, and advance projects to bankability.
- Strengthen independent appraisal and review project proposals prior to submission to the Budget Facility for Infrastructure (BFI) and other approval structures.
- Enhance procurement support and project management capacity to enable efficient and compliant project implementation.
- Improve spending outcomes through effective grant management, including continuous monitoring, timely interventions, and transparent reporting.
- Provide quality assurance support to National Treasury, including independent verification, monitoring and evaluation, and ex post project assessments.

For more information on the IFISA, please visit the website: **https://www.ifisa.co.za/**

3. DETAILED SCOPE OF WORK

The expert will be required to perform the tasks set out below. The scope is not limited to these tasks.

- Liaise and collaborate with IFISA teams, clients, transaction advisors, legal and technical advisors, funders, lenders and other stakeholders to structure, develop and execute infrastructure transactions.

Stakeholder collaboration

- Liaise and collaborate with IFISA teams, clients, transaction advisors, legal and technical advisors, funders, lenders and other stakeholders to structure, develop and execute infrastructure transactions.

Financial modelling

- Develop, review, validate and maintain complex financial models. Ensure the integrity, accuracy and robustness of projections, assumptions, sensitivity analyses and outputs to support project bankability.

Financing structures and instruments

- Develop and deliver sustainable financing solutions for IFISA-supported projects, using instruments such as blended finance structures, guarantees, viability gap funding and other risk mitigation mechanisms.
- Develop and evaluate optimal financing structures and funding strategies for infrastructure projects, including debt, equity, grants, blended finance, public-private partnerships (PPPs), concessional financing and other innovative mechanisms.
- Develop, assess and implement innovative financing instruments and funding solutions to unlock infrastructure investment, accelerate implementation and achieve financial close.

Transaction appraisal and project development

- Assist in the preparation, evaluation and appraisal of proposed transactions, including the assessment of project risks, financial viability, funding requirements, capital structures and financing strategies.
- Support project teams in advancing projects from concept and preparation stages to commercial and financial close by identifying and resolving funding, financing and bankability challenges.

Funding engagements and financial close

- Provide financial advisory support for engagements with lenders, investors and funding institutions. Prepare and review investment memoranda, funding applications, information memoranda, lender packs and due diligence materials.
- Lead and support negotiations relating to financing arrangements, term sheets, funding agreements, lender requirements and financial close documentation.
- Support financial close activities, including the fulfilment of conditions precedent, lender requirements, financial due diligence findings and funding approvals required to achieve project financial close.

- Provide strategic financial and infrastructure financing advice to IFISA and its clients to enhance project bankability, investment readiness and successful capital mobilisation.

Knowledge transfer and project closure

- Facilitate knowledge transfer and build internal financial modelling and infrastructure finance capabilities within IFISA through mentoring, training and the sharing of best practices.
- Support project closure activities, post-investment reviews and lessons-learned assessments. Perform any other strategic and transaction-related duties as may be assigned by IFISA.

4. ROLES & RESPONSIBILITIES

4.1 **IFISA:** compile specifications, Terms of Reference, and a Scope of Work, then undertake a procurement process to appoint a suitable Service Provider and sign an SLA, brief the service provider (infrastructure project finance expert) on the expectations in relation to the Scope of Work, and ensure payment upon delivery of the agreed deliverables. IFISA will appoint and be responsible for the day-to-day management of the infrastructure project finance expert's work.

4.2 **Appointed service provider**: will attend an inception meeting and introduce the infrastructure project finance expert to IFISA. Receive full brief on the scope, timelines, anticipated constraints, and expected deliverables.

4.3 **Infrastructure Project Finance expert:** to perform responsibilities as outlined in section 3 above and any other associated tasks.

5. QUALITY STANDARD FOR THE DRAFT AND FINAL REPORTS

5.1 The expert must ensure that the first draft of each report meets the quality standard reasonably expected of a competent professional with the qualifications, experience and expertise required for the scope of services.

5.2 The expert must address all gaps and concerns identified by IFISA and/or its relevant contractors when reviewing draft reports. Incorporate the required revisions into the next draft so that the final report reflects the review outcomes.

6. IMPORTANT NOTES TO BIDDERS

6.1 Bidders must demonstrate experience relevant to the scope of work. Highlight assignments in which the firm and proposed expert successfully performed work and are aligned with requirements in Table 1. Bidders are encouraged to utilise the project templates in Appendices B and C, as applicable, to present the required information clearly and consistently.

6.2 Propose a suitably qualified and experienced professional with the capacity and capability to undertake every aspect of the scope of services.

6.3 The proposed Infrastructure Project Finance Expert must have the qualifications, professional registration and demonstrable experience needed to execute the scope of work. Experience in Southern African countries will be an added advantage.

6.4 Bidders are encouraged to use the standard Curriculum Vitae (CV) template in Appendix A to present the required information clearly and consistently.

6.5 Submit a comprehensive CV for the proposed expert, clearly indicating:

- Proposed role within this assignment;
- Relevant experience directly related to the assignment;
- Projects completed with clear scope and value;
- Total number of years of professional experience (traceable and verifiable); and
- Contactable references from previous or current assignments of a similar nature and scale.

6.6 All information and documentation submitted with the tender will be relied on during evaluation and decision-making. No additional or missing documents will be requested or accepted after the tender closes.

6.7 The proposed expert shall remain consistent for the duration of the assignment to ensure continuity and quality of service. Any proposed replacement or substitution of an expert shall be subject to prior written approval by IFISA. Such a request must be accompanied by formal justification and the curriculum vitae of the proposed replacement, who must possess qualifications and experience equal to or superior to those of the originally approved individual.

6.8 If the service provider considers additional tasks or components necessary, clearly identify and describe them in the proposal.

7. TENDERING REQUIREMENTS

7.1 Bids will be evaluated in accordance with Treasury prescripts, DBSA policies and the bid conditions through five stages:

a) **Step 1: Eligibility** - confirm compliance with mandatory administrative and statutory requirements.
b) **Step 2: Functionality** - assess technical capability and capacity to deliver the services.
c) **Step 3: Price** - assess price reasonableness and seek clarification or negotiate where possible.
d) **Step 4: Preference** - evaluate the financial proposal using the 80/20 preference point system: 80 points for price and 20 points for BBBEE status.
e) **Step 5: Objective criteria and risk analysis** - assess the employer's risk appetite and other relevant considerations.

Step 1: Eligibility criteria

- All Bidders shall attend a compulsory Tender Briefing and complete an attendance register to record their attendance. Only Bidders whose attendance was recorded at the time of the compulsory Tender Briefing will be considered and evaluated when the tender closes and tender submissions are received.
- The compulsory briefing session will be conducted on a virtual platform (MS Teams). The briefing session will start punctually, and information will not be repeated for the benefit of Respondents arriving late.
- Bidders are expected to return the bid documents in the manner described in these Terms of Reference.
- Bidders must submit their pricing proposals in A SEPARATE FOLDER clearly marked “pricing proposal”. The proposal should not be combined with any of the other submissions, including the resource matrix, CVs, project reference list, methodology and approach proposal because these qualitative and other criteria are sought to be assessed independently of the pricing proposal.
- All communications and deliverables must be in English. The service provider is responsible for using any source documents provided in other languages.
- Bidders who meet all eligibility requirements will proceed to functionality evaluation, followed by price and preference evaluation.

Step 2: Functionality criteria

- Only bidders who meet and pass all eligibility requirements above (Step 1) will proceed to this phase: the functionality evaluation stage.
- Table 1 summarises the functionality criteria for company experience, the proposed expert, and methodology and approach.
- For the completed projects required under Sub-criterion 1.1 and Sub-criteria 2.2 and 2.3 in Table 1, bidders are strongly advised to submit more than the minimum number prescribed. This reduces the risk of falling below the requirement if one or two of the projects is excluded because information or documentation is incomplete.
- Use the templates in Appendices B and C, as applicable, to provide complete, clear and consistent project information.
- Each bidder must propose one distinct, dedicated resource who meets all expert-related functionality requirements in Table 1.
- To pass the Functionality criteria, a bidder must obtain a minimum score of **80 points out** of a total of **100 points**. Bidders who fail to meet the minimum threshold will be deemed non-responsive and will not be considered further.
- Only bidders who meet or exceed the functionality threshold will have their financial proposals opened for price and preference evaluation (Steps 3 and 4).

Table 1: Functionality Criteria

#	CRITERIA				100
1	**BIDDER'S EXPERIENCE**	**Sub criteria**	**Weight**	**Points (Max)**	**30**
1.1	Submit completed projects, each with an enterprise or project value of at least R1 billion, demonstrating the company's transaction advisory support in preparing, structuring and advancing projects to bankability. Show infrastructure finance and financial modelling experience, including scenario-based models that test refinancing and support options for large institutions. The track record should demonstrate the company's ability to help clients secure infrastructure funding. **NB:** **Only individual projects or programmes valued at R1 billion or more each will be considered. Separate projects may not be combined to meet the R1 billion requirement. Convert foreign currency values to South African Rands.** ***Use Appendix C for company experience and Appendix B for detailed project information, as applicable.***	Number of completed projects (each with a min. value of R1 billion)	**≥ 4 projects = 30 Points** (greater or equals to 4 projects) • **x ≥ 2 projects but < 4 = 24 Points** (At least 2 but fewer than 4 projects.) • **x ≥ 1 but < 2 projects = 15 Points** (At least 1 but fewer than 2 projects.) • **x = less than 1 project = 0 Point** (Fewer than 1 project or missing values, or details that	**30**	

			do not meet the criteria.)		
	EXPERT / PERSONNEL				**60**
2	**Infrastructure Project Finance Expert**				
2.1	Minimum qualification: a postgraduate degree (NQF Level 8) in Development Finance, Engineering, Finance, Accounting, Business, Economics, Business Administration or another numeric discipline; and Extensive experience in infrastructure project financing, blended finance, financial modelling, project preparation and funding mobilisation. Provide a detailed work history showing each organisation, project, role, employment period (start and end dates) and responsibilities to substantiate the years of professional experience. *Use the CV template in Appendix A to provide the required details.*	• **x ≥ 20 years** (i.e greater or equals to 20 years)	20	20	
		• **x ≥ 15 years x < 20 years** (i.e Less than 20 years but equals or greater than 15 years)	16		
		• **x ≥ 10 years x < 15 years** (i.e Less than 15 years but equals or greater than 10 years)	10		
		• **x < 10 years** (i.e. Less than 10 years)	0		
2.2	Provide completed projects or transaction portfolio demonstrating the expert's proven record in financial structuring, modelling, negotiating and closing deals. **NOTE:** **Only infrastructure projects valued at R500 million or more that have successfully secured funding from Multilateral Development Banks, Development Finance Institutions or Commercial Banks will be considered. Government or Public grants not included.**	**Minimum number of projects with a value of R500m each:** • **x ≥ 5 projects** (greater or equals to 5**)**	20	20	
		• **x ≥ 3 x < 5**	16		

		(Equals or greater than 3, but less than 5**)**			
		• **x ≥ 1 x < 3** (Equals or greater than 1, but less than 3**)**	10		
		• **x < 1** (Less than 1 project)	0		
2.3	Provide completed project or transaction portfolio demonstrating the expert's involvement from the **inception of feasibility studies through to financial close.** **NOTE:** **1. Only infrastructure projects valued at R500 million or more that have successfully secured funding from Multilateral Development Banks, Development Finance Institutions or Commercial Banks will be considered.** **2. Projects may be additional to, or drawn from, the portfolio submitted under Sub-criterion 2.2.** *(Utilize CV template and **Appendix B**) to complete the details of projects)*	**Minimum number of projects with a value of R500m each:** • **x ≥ 5 projects** (greater or equals to 5**)**	20	20	
		• **x ≥ 3 x < 5** (Equals or greater than 3, but less than 5**)**	16		
		• **x ≥ 1 x < 3** (Equals or greater than 1, but less than 3**)**	10		
		• **x < 1** (Less than 1 project**)**	0		
3	**METHODOLOGY AND APPROACH**				**10**
	Methodology and approach	**Excellent:** Comprehensively meets all 4 requirements listed	10	10	

	A score will be provided for overall impression of the bidder, considering that they have adequately covered all four requirements as listed below. The bidder needs to demonstrate or articulate these requirements listed below: 1. A brief proposed scope of work approach and methodology necessary to achieve project objectives and tasks identified in this ToR. This should include any proposed site visits, documents to be reviewed, interviews, secondary data, etc. suggested key focus areas monitoring. 2. The individual(s) nominated to undertake this project, the organogram and the anticipated role each will take in the project. Experience in Southern Africa countries will be a plus. 3. Anticipated implementation schedule and project plan details and timeline 4. Anticipated difficulties limitations / assumptions.	**Good:** Fully covers at least three(3) of the four (4) requirements, including the project plan, or covers all four(4) without comprehensive detail.	8-9		
		Fair: Fully covers two (2) of the four (4) requirements, including the project plan, or covers three (3) or four (4) without sufficient detail, clarity or completeness.	5-7		
		Poor: Covers fewer than two (2) requirements: 0 points.	0		
				Total	**100**
				Minimum threshold	**80**

ONLY BIDS THAT MEET THE FUNCTIONALITY THRESHOLD WILL PROCEED TO PRICING EVALUATION.

Step 3: Price proposal

- Only bidders who pass both eligibility (Step 1) and functionality (Step 2) will proceed to the price proposal stage.

  Pricing submission and contract basis:
- Submit the pricing proposal in a separate folder clearly marked “pricing proposal”. Do not combine it with the resource matrix, CVs, project references, methodology or approach, as these will be assessed independently.
- BIDDERS WHO FAIL TO SUBMIT THEIR PRICING PROPOSAL IN A SEPARATE FOLDER MAY FACE DISQUALIFICATION FROM THE PROCESS.
- This is a **fixed-price contract,** even where cost components are calculated using hourly rates. Submit a lump-sum price covering the full scope in Section 3, using Table 2.

  Expert deployment and working arrangements:
- The service provider is responsible for the expert's compensation, salaries and statutory benefits, and must provide all necessary working tools and equipment. If required, the expert's computer will be reconfigured for compatibility with IFISA platforms.
- The expert will be based at IFISA offices at the DBSA Campus (1258 Lever Road, Headway Hill), or at leased offices within the 15 km radius from DBSA offices, for a period of thirty-six (36) months. Normal working hours are 08h00 to 16h30. The expert may occasionally be required to work outside these hours; this will not constitute overtime payable to the service provider. Bidders must include all necessary assumptions for the expert's remuneration in the pricing proposal.

  Travel, disbursements and VAT:
- The scope of work may require the expert to travel or visit various project sites. Therefore, the Total price offer (in Table 2 below) should be all-inclusive.
- All prices and rates must include associated disbursements and exclude VAT. No price escalation will be permitted during implementation. Bidders must account for discounts and inflation. Rates agreed with IFISA/DBSA will be fixed and final. The total tendered amount must include 15% VAT.
- Reimbursable expenses payable from the disbursement provision may include vehicle hire, travel (capped at R4.50 per kilometre), flights, accommodation, studies, research, meals and reasonable out-of-pocket expenses. Claims must comply with

the relevant Government Gazette or officially published public sector rates. Include all anticipated costs in the disbursement provision in Table 2.

Queries and acceptance:

- Submit any queries needed to complete the quotation by email. Written responses will be circulated to all bidders to ensure fairness and transparency.
- The pricing offer will become binding upon acceptance by IFISA/DBSA, which reserves the right to negotiate with the preferred bidder.

Step 4: Preference

- Bidders whose prices have been clarified, negotiated or accepted under Step 3 will be evaluated using the 80/20 preference point system: 80 points for price and 20 points for BBBEE status level.
- To qualify for preference points, bidders must submit a valid B-BBEE Certificate issued in accordance with the relevant Sector Codes by a Verification Agency accredited by the South African National Accreditation System (SANAS). The certificate must clearly display the SANAS logo and the required accreditation description. Failure to submit a valid certificate will result in the bidder scoring zero (0) preference points.
- In the case of a Joint Venture (JV), a consolidated and valid B-BBEE Certificate prepared specifically for the JV must be submitted. Alternatively, Exempted Micro Enterprises (EMEs) and Qualifying Small Enterprises (QSEs) with at least 51% Black ownership may submit a sworn affidavit confirming annual turnover and level of Black ownership, in line with the applicable legislative requirements.
- Bidders who meet the above requirements will proceed to Step 5: Objective criteria and risk analysis.

Step 5: Objective criteria and risk analysis

- Bidders ranked following price and preference evaluation will undergo further due diligence to confirm compliance with the bid requirements and conditions.
- Highest-ranked bidder(s) will be reviewed against the checks below to determine suitability for award. IFISA/DBSA reserves the right to seek clarification where applicable:
    - Confirm compliant tax status at the time of recommendation, using an active Tax Compliance Status PIN issued by the South African Revenue Services.

- Confirm registration and full compliance with the National Treasury Central Supplier Database.
- Check that the tender submission contains no misrepresentations.
- Verify the submitted experience of the bidder and personnel, academic qualifications, professional registration and other bid information.
- the Bidder or any of its directors/shareholders is not listed on the Register of Tender Defaulters in terms of the Prevention and Combating of Corrupt Activities Act of 2004 as a person prohibited from doing business with the public sector.
- Confirm completion of the Compulsory Enterprise Questionnaire and the absence of conflicts of interest that could compromise the tender process or contract delivery in the employer's best interests.
- Confirm that the bidder has not been convicted of fraud or corruption.
- Confirm that the bidder has not been removed from a contract with an organ of state for failure to perform or comply with that contract.

- Award decisions will be based on the best commercial offer and value for money for DBSA.

8. SUBCONTRACTING

8.1 If the service provider lacks any required in-house expertise, it may subcontract or form a consortium with qualified firms or individual specialists. Clearly describe these arrangements in the proposal, including each member's role, responsibilities and reporting lines.

8.2 The service provider must select competent subcontractors with the expertise required by these Terms of Reference.

8.3 The service provider is responsible for subcontractor due diligence and remains liable for any subcontractor non-performance.

8.4 IFISA will not enter into separate contracts with subcontractors. Attach copies of signed agreements between the relevant parties to the proposal.

8.5 The bidder is required to provide documentation (such as BBBEE Certificate/ Sworn Affidavit, Valid or Active Tax Compliance Status Pin Issued by SARS, CSD Summary Report, Valid or Active CIDB Certificate etc.) for the relevant subcontractor as a minimum in support of the subcontracting arrangement (in the case of subcontracting of natural person(s) this requirement shall not apply), and

8.6 The service provider remains fully responsible for delivering the services to IFISA and any other banks involved in the transaction. It may not subcontract the entire scope.

9. CONDITIONS OF AWARD

The following award conditions are applicable:

9.1 The preferred bidder will be required to enter into a services agreement with IFISA on such terms as specified at the contracting stage, which will include IFISA's standard terms for similar agreements.

9.2 The service provider (Infrastructure project finance expert) will report to the indicated representative of IFISA and may, from time to time, be required to present and submit progress reports within stipulated timeframes. The service provider will be expected to confirm professional indemnity cover for the active duration of the assignment.

9.3 The service level agreement will provide for the process to be followed for the approval and payment of invoices, and the approval or adoption of deliverables, which will be based on IFISA's management of payment and approval processes for similar services.

9.4 The professional allocated by the service provider to the assignment shall remain on the assignment unless permission is granted in writing by IFISA to change dedicated professionals. Such permission will only be granted in exceptional circumstances.

9.5 Intellectual property developed because of the service provider's work on the assignment will vest in IFISA.

9.6 The services agreement will provide for the protection of confidential information, which will be based on IFISA's standard terms and conditions for similar agreements.

9.7 The costs of preparing proposals and negotiating the contract are not reimbursable.

9.8 IFISA is not obligated to accept any of the proposals submitted and reserves the right to negotiate the price with the preferred bidder.

9.9 The service provider shall be precluded from undertaking any work or providing any services to any bidding consortium or members of such a consortium and/or the private party or to any eventual project that may result, directly or indirectly from these Services.

9.10 IFISA/DBSA reserves the right to restrict or exclude any service provider whose key resource (expert) has been selected for this contract from being appointed in future contracts or assignments that have a scope of a similar nature (during the 36-month period). IFISA shall, at its sole discretion, determine the nature, extent, and applicability of any such limitation or restriction.

9.11 IFISA/DBSA will not accept any late bid submissions. Bidders may not contact IFISA/DBSA or any participant on any matter pertaining to their bid from the time when bids are submitted to the time the contract is awarded. Any efforts by a bidder to

influence bid evaluation, bid comparisons or bid award decisions in any manner, will result in rejection of the bid.

9.12 It is the responsibility of the bidder to ensure that soft copies of documents are provided in formats that are supported by Adobe Acrobat®. All bids, or parts thereof, which cannot be opened will not be evaluated.

9.13 IFISA/DBSA reserves the right to change any information in, or to issue an addendum to this document before the closing time. IFISA/DBSA and its officers, employees and advisors will not be liable in connection with either the exercise of, or failure to exercise this right. Should IFISA/DBSA exercise its right to change information, it may seek amended responses from all bidders.

9.14 Joint ventures are permitted.

9.15 IFISA/DBSA have the discretion to apply an objective criterion.

9.16 IFISA/DBSA reserve the right to disqualify a tenderer with unrealistic price offers.

9.17 IFISA/DBSA reserve the right to negotiate to ensure the value for money principle is not compromised.

9.18 IFISA/DBSA reserve the right to award the scope in full or part thereof, subject to budget availability.

9.19 In the event of a partial award, IFISA/DBSA reserve the right for items excluded from the award, to be retendered in a new tender process, and

9.20 Tenderer is required to price the whole Pricing document for the project and non-adherence is noncompliance, resulting in disqualification.

10. ADDITIONS AND AMENDMENTS TO THE RFP

10.1 IFISA/DBSA may change information in this RFP or issue an addendum before the closing time. IFISA/DBSA and its officers, employees and advisors will not be liable for exercising, or not exercising, this right.

10.2 If information is changed, IFISA/DBSA may request amended responses from all bidders.

11. REPRESENTATIONS

11.1 Representations made by or on behalf of IFISA/DBSA about this RFP are binding only if expressly incorporated into the contract with the successful bidder.

12. REPORTING AND OVERSIGHT

12.1 The Infrastructure Project Finance Expert will report to the Acting Head: IFISA or a designated official. The Infrastructure Finance Unit (IFISA/DBSA) will provide oversight.

13. OTHER

13.1 The successful service provider will enter into an engagement letter with IFISA/DBSA. Services will be provided exclusively to IFISA/DBSA, with a duty of care to IFISA and any subsequent lender.

13.2 IFISA/DBSA expressly reserves the unconditional right to reject any proposal or accept a proposal in whole or in part.

13.3 The foregoing information is highly confidential and must not be disclosed.

13.4 References to IFISA in this bid document include the Development Bank of Southern Africa (DBSA) and must be interpreted accordingly.

14. CONFIDENTIALITY

14.1 Each party must treat as confidential any information obtained from the other party or arising from implementation of the contract. Such information must not be used or disclosed to anyone outside the contract without the other party's prior written consent.

APPENDIX A:

STANDARD CV TEMPLATE

CV Template		
Proposed resource Information		
Proposed Position for the assignment		
Name of the Firm		
Date of Employment (e.g January 2015)		
Name of the staff member		
Date of birth		
Nationality		
Professional registration category (CA / CFA/ FRM, etc)		**Pr Number:**

Education		
Degrees Obtained and National Qualification Level (NQF Level)	**Institution**	**Date Obtained**

Experience				
Employment History Date i.e. (Jan 2000 – Dec 2015)	**Position Held**	**Company Name**	**Detail description in line with the criteria**	**Sector Experience**

Detailed description of relevant responsibilities

APPENDIX B:

PROJECT LIST TEMPLATE
Infrastructure Project Finance Expert - project portfolio demonstrating the experience required in Table 1

Key Projects Undertaken 1	
Name of the Assignment/Project / Programme	
Period *(e.g Jan 2000 – Dec 2015)*	
Did the project successfully secure funding from Multilateral Development Banks or Development Finance Institutions or Commercial Banks Yes or No? (If Yes, Indicate the name of a Financial Institution / Funder / Bank)	
Location	
Client name	
Client contact details (email and phone numbers)	
Sector	
Main Features of the Project	
Unique features or innovative features of The project, if any.	
Positions Held	
Project Value / Transaction value in ZAR (South African currency)	
Activities Performed	
Key Projects Undertaken 2	
Name of the Assignment/Project / Programme	
Period	

(e.g Jan 2000 – Dec 2015)	
Did the project successfully secure funding from Multilateral Development Banks or Development Finance Institutions or Commercial Banks Yes or No? (If Yes, Indicate the name of a Financial Institution / Funder / Bank) If No, State the reasons.	
Location	
Client name	
Client contact details (email and phone numbers)	
Sector	
Main Features of the Project	
Unique features or innovative features of The project, if any.	
Positions Held	
Project Value / Transaction value in ZAR (South African currency)	
Activities Performed	
Key Projects Undertaken 3	
Name of the Assignment/Project / Programme	
Period *(e.g Jan 2000 – Dec 2015)*	
Did the project successfully secure funding from Multilateral Development Banks or Development Finance Institutions or Commercial Banks Yes or No? (If Yes, Indicate the name of a Financial Institution /	

Funder / Bank)	
Location	
Client name	
Client contact details (email and phone numbers)	
Sector	
Main Features of the Project	
Unique features or innovative features of The project, if any.	
Positions Held	
Project Value / Transaction value in ZAR (South African currency)	
Activities Performed	
Key Projects Undertaken 4	
Name of the Assignment/Project / Programme	
Period *(e.g Jan 2000 – Dec 2015)*	
Did the project successfully secure funding from Multilateral Development Banks or Development Finance Institutions or Commercial Banks Yes or No? (If Yes, Indicate the name of a Financial Institution / Funder / Bank) If No, State the reasons.	
Location	
Client name	
Client contact details (email and phone numbers)	
Sector	

Main Features of the Project	
Unique features or innovative features of The project, if any.	
Positions Held	
Project Value / Transaction value in ZAR (South African currency)	
Activities Performed	
Key Projects Undertaken 5	
Name of the Assignment/Project / Programme	
Period *(e.g Jan 2000 – Dec 2015)*	
Did the project successfully secure funding from Multilateral Development Banks or Development Finance Institutions or Commercial Banks Yes or No? (If Yes, Indicate the name of a Financial Institution / Funder / Bank)	
Location	
Client name	
Client contact details (email and phone numbers)	
Sector	
Main Features of the Project	
Unique features or innovative features of The project, if any.	
Positions Held	
Project Value / Transaction value in ZAR (South African currency)	
Activities Performed	

Key Projects Undertaken 6	
Name of the Assignment/Project / Programme	
Period *(e.g Jan 2000 – Dec 2015)*	
Did the project successfully secure funding from Multilateral Development Banks or Development Finance Institutions or Commercial Banks Yes or No? (If Yes, Indicate the name of a Financial Institution / Funder / Bank)	
Location	
Client name	
Client contact details (email and phone numbers)	
Sector	
Main Features of the Project	
Unique features or innovative features of The project, if any.	
Positions Held	
Project Value / Transaction value in ZAR (South African currency)	
Activities Performed	

Enclosures: Attach copies of academic qualification certificates and professional registration certificates, together with a detailed CV. For professional registration, provide the registration number or full name shown on the certificate so that status can be verified through the relevant professional body during evaluation. Foreign qualifications should preferably be accompanied by SAQA verification. SAQA levels changed in June 2009.

Replicate the project list template in full and provide complete, accurate information for each project.

APPENDIX C:

COMPANY EXPERIENCE / TRACK RECORD TEMPLATE

List relevant projects that the company has started and successfully completed, using the company experience table below.

EMPLOYER/ CLIENT (NAME AND TEL. No.)	NATURE OF WORK (DESCRIPTION OF SERVICES. VERY DETAILED)	PROJECT VALUE/ TRANSACTION / ENTERPRISE VALUE (Rands value)	START DATE	COMPLETION DATE
	Project 1			
	Project 2			
	Project 3			
	Project 4			
	Project 5			

Reproduce this template or use your own format, provided every required field is included. Attach a reference letter for each completed project.