Broadband Infraco IFISA

TERMS OF REFERENCE

FOR THE PROCUREMENT OF TRANSACTION ADVISORS FOR THE SAEX EAST SUBSEA FIBRE-OPTIC CABLE PROJECT (PHASE 1)

1. INTRODUCTION

The Infrastructure Finance and implementation Support Agency (IFISA) is looking to procure a suitably qualified and experienced Transaction Advisory entity or Consortium comprising technical, financial and legal experts to undertake a bankability assessment of the SAEx East Subsea Fibre-Optic Cable Project (Phase 1) and to develop a business case for the government of South Africa's participation in the Project. The business case shall clearly demonstrate the strategic, technical, commercial and financial linkages between the SAEx East Subsea Fibre-Optic Cable Project and the SA Connect Phase 3 to be implemented by Broadband Infraco (BBI), and provide justification for the proposed government investment.

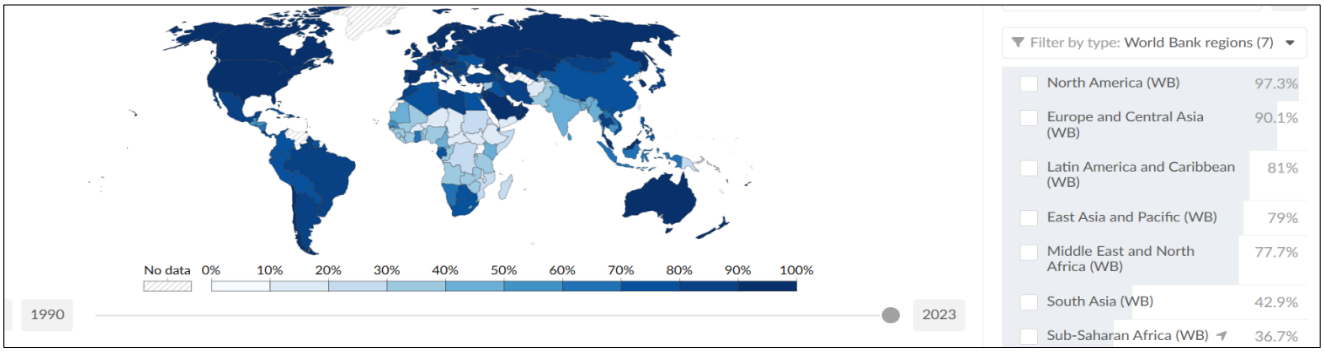
2. BACKGROUND

Growth in global internet traffic drives exponential expansion of the global submarine fibre cable network in terms of number of links and total capacity. These cables provide scale and efficiency due to speed and carry more than 99 per cent (%) of international data and satellites about 1%. South Africa's current international connectivity predominantly relies on Europe-bound subsea cables that are outdated in terms of design and capacity as well as its existing connections to the dynamic growth markets in Asia, of which the direct route via the outdated South Africa Far East (SAFE) cable has reached its end of life. Several initiatives are ongoing to replace it and establish an improved direct connection between SA and the Asia (e.g. the T4 by Mauritius Telecom and the Waterworth project by Meta which is to follow largely the same route).

Despite the above initiatives, SA struggles to close the digital gap with peers, being faced with challenges of poor competitiveness in a) high latencies and poor reliability, b) data affordability, c) dependence end of life cable systems (like SAFE) and implementation of the direct cable connection initiatives. Without new direct connections to dynamic growth markets in Asia, SA's ability to achieve an advanced digital economy and meet national broadband goals will remain severely constrained.

Figure 1 illustrates that while most regions of the world enjoy high internet access rates sub-Saharan Africa continues to lag significantly behind. SA's internet access rate is at 75%, with majority of connections relying on satellite infrastructure. However, the quality, speed and affordability of these services are often inadequate. SA faces digital divide, particularly in rural and low-income communities, where access to reliable connectivity is limited. Affordability of data remains a challenge with data costs being relatively high compared to income levels serving as a barrier to broader adoption and digital inclusion.

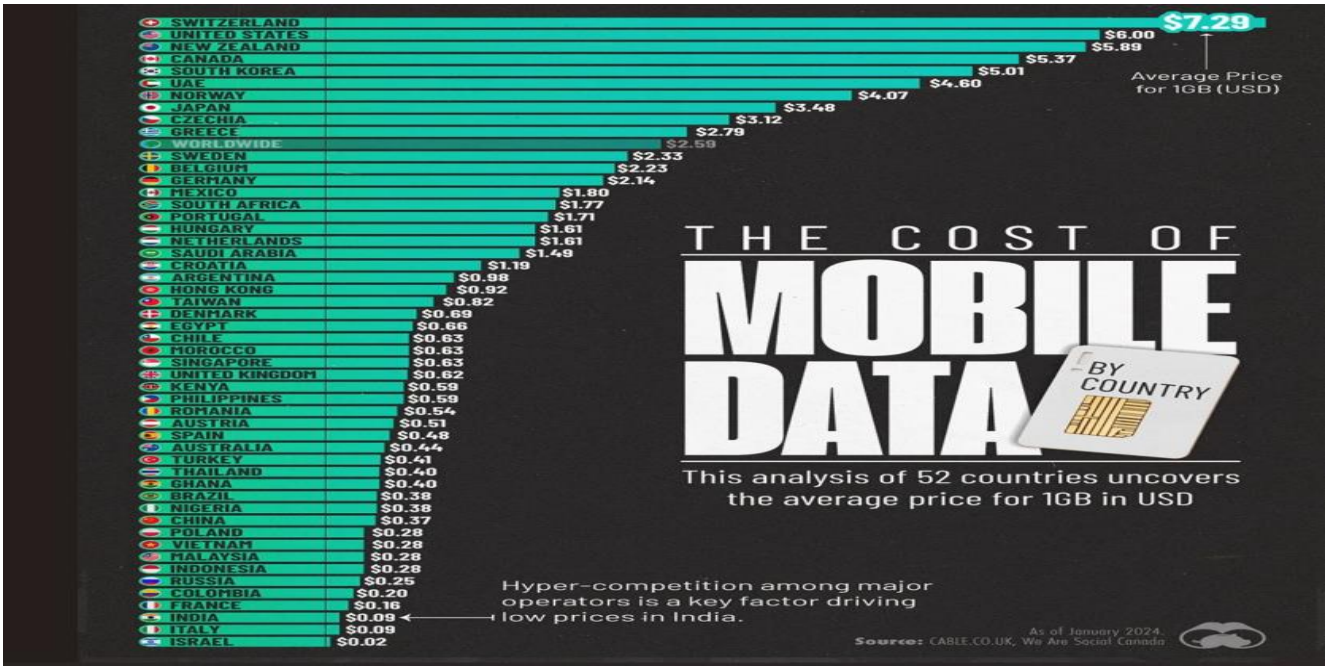
Figure 1: Share of the population using the Internet, 2023



Source: International Telecommunication Union (ITU), via World Bank (2025)

Adding international subsea capacity is important to drive down prices. Without added capacity to connect Africa to the world combined with population growth, Sub-Saharan Africa will struggle to close the gap. **Figure 2** shows global data prices. SA was ranked 14th even above countries with high digital competitiveness like Singapore. On the competitiveness scale, SA was ranked 59th with a score of 48.6% and Singapore was ranked first with a score of 97.4%.

Figure 2: Global prices for internet data (USD) as of January 2024



Source: Cable.CO.UK

The challenge that SAEx East intends to help solve is SA's very slow progress toward achieving an advanced digital economy. While the country is among the more digitally developed economies in Africa, it still lags significantly behind global leaders such as Estonia, South Korea, or Singapore. SA has demonstrated strengths in certain sectors, yet it continues to grapple with significant challenges that constrain overall progress. Regulatory challenges and policy uncertainty have slowed the rollout of key digital initiatives like licensed-spectrum mobile 5G networks. The process for allocating spectrum has been delayed for years, affecting the growth of high-speed networks. The government has implemented various digital initiatives, including government platforms and efforts to digitise public

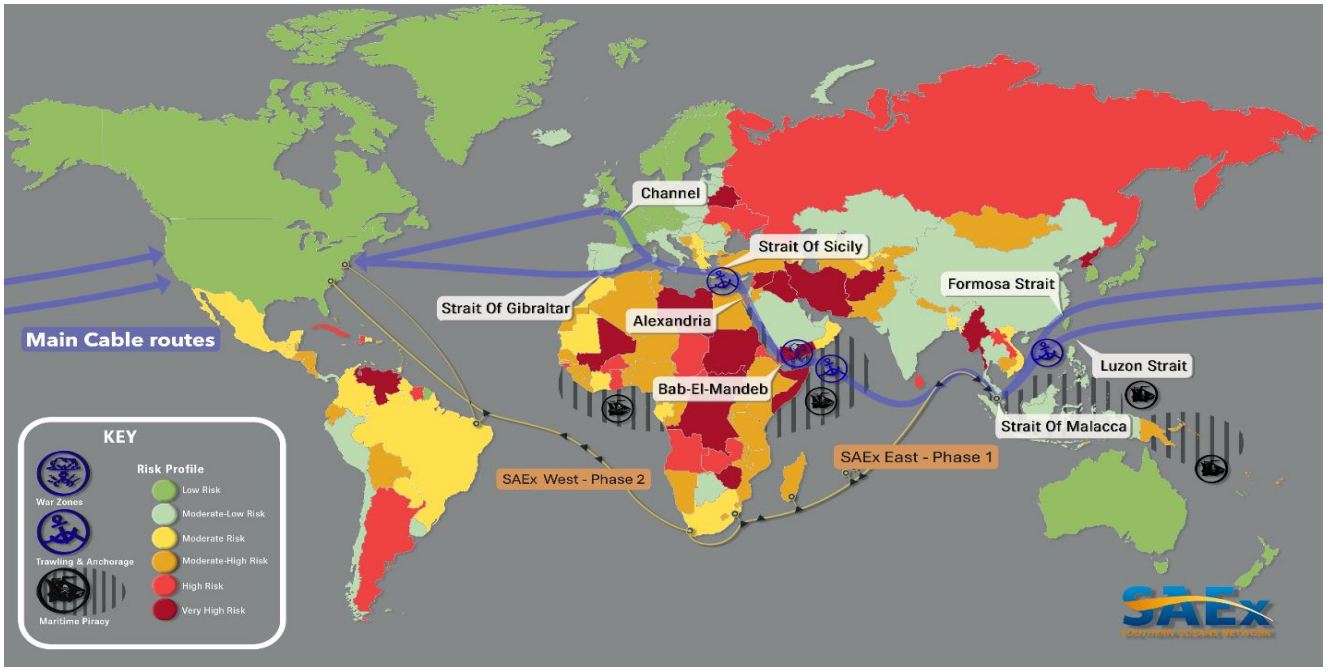
services. However, these efforts are unevenly enforced and often hampered by inefficiency and lack of infrastructure in rural areas. Compared to leading digital economies, SA's investment in research and development (R&D) and tech innovation is limited. This constrains the country's ability to produce cutting-edge technologies and solutions at a global scale.

3. PROJECT DESCRIPTION

SAEX Undersea Cable

SAEx East subsea fibre optic telecommunications cable is Phase 1 of the SAEx Southern Oceans Network (SON) Project. Phase 2 will be developed later and involves the extension of the cable from Cape Town (CT) to the Americas and West Africa. **Figure 3** provides an overview of both phases of SON. While both phases are independent, together they aim to establish a super-fast and secure alternative to the existing main submarine cable routes which run the Middle East. The East subsea cable length is approximately 11,700 km between Cape Town and Singapore.

Figure 3: SAEx SON Submarine Cable: East and West



Source: SAEx International Management Ltd. and Atradius, April 2025

SAEx SON has been conceptualized to leverage South Africa's strategic geographic location and enhance international connectivity by providing additional routing and capacity options linking the country to the world (Africa, Asia, Latin America, and North America) as depicted in **Figure 3**. Key features include

- Core Landings: Cape Town, Amanzimtoti, and Mauritius AA.
- Additional landings: East London (at the request of BBI), Réunion and Malaysia.
- Future ready branching units: for India and Thailand to capture future traffic growth.

Strategically at the Eastern end of the system, Singapore acts as a global Hub providing connectivity to Southeast and Northeast Asia as well as Australasia, linking SA to systems serving China, South Korea, Japan, and other countries in that region. Singapore is well-positioned to facilitate future traffic for SA (and the rest of Africa), from the Asia Pacific region.

SAEx fibre Project is designed to have 12 fibre pairs (with recent plans to expand the design to up to16 fibre pairs). The project is meant to meet SA's growing data requirements, support hyperscale data centre connectivity, strengthen national and regional digital infrastructure resilience and advance the country's policy objectives of building an advanced digital economy under the NDP 2030 and NIP 2050 frameworks.

The Project is designed to create a robust and resilient fibre-optic direct connection between SA and Singapore, traversing a unique and entirely undersea (all-wet) deep-ocean route. Unlike conventional cable systems that often rely on a mix of terrestrial and submarine segments, SAEx East will follow a continuous underwater path—offering potential advantages in terms of reduced latency and enhanced security. The Project is planned for implementation within 4 years with key activities only expected to commence immediately after financial close. SAEx East intends to provide:

- A direct, reduced latency connection between Asia and SA, offering long-term diversity that optimally connects SA to the rapidly growing global markets in the east.
- A single point of access/interconnection at Singapore to these major emerging markets (and hubs) in S.E. Asia and N.E. Asia.
- A strategically secure, all-wet, deep-water, geologically and geopolitically calm alternative to the congested Middle East, Red Sea, and Suez Canal or proposed terrestrial Saudi Arabian routes to reach markets via third-party systems in Europe, and the Americas (North America and Latin/South America) either directly on SAEx West or third-party systems. It will have one potential dry interface en route (at Mauritius for power regeneration) from the origin to its end destination (Singapore).
- Collaboration with other cable systems and interconnect their Asia Pacific-USA networks, aiming to create global resilience and establish an international "mesh" network. The same kind of opportunity may exist in SA at both Amanzimtoti and Cape Town, to connect to other new African systems going north to Europe.

SA Connect

South Africa has a large portion of its population, especially those in the rural areas and in the low-income parts of urban areas, who either have no access to the internet, or if they do, it is through mobile network operators (MNOs) at rates that are unaffordable. The South African government has acknowledged the need to increase broadband access and has set goals to provide 100% of citizens with broadband access at 5Mbps by 2020 through initiatives like SA Connect. The South African Broadband Policy sets an ambitious target of achieving a universal average broadband download speed of 100 Mbps by 2030, while ensuring a minimum user experience of 5 Mbps for households and 10 Mbps for government facilities. However, there is still a lot of work to be done to achieve this target. Limited infrastructure, lack of spectrum, and high costs remain significant barriers. Mobile Network Operators (MNOs) such as MTN, Vodacom, and Telkom continue to leverage their existing mobile infrastructure to increase data access, recently expanding their 4G and LTE network, however, data costs remain high relative to income levels in South Africa. Private telecommunications companies

have little incentive to invest in infrastructure where low population density and income levels limit the potential for return on investment.

The South African government has made expanding broadband access a priority through policy initiatives, which aim to increase broadband quality access at an affordable cost. To meet the national objective of more affordable broadband access for all, South Africa Connect allows for both demand and supply side policy interventions. The broadband policy adopts an integrated approach and leverages the linkages in the ICT ecosystem to create a more equitable broadband connectivity, a knowledge economy and information society. These are reflected in a four-pronged strategy that intends to close the gap between the currently poor status of broadband in the country, and the country's vision of a seamless network of networks that by 2030 will make broadband universally accessible at a cost and quality that meets the needs of citizens, formal and informal business and the public sector.

Through the Department of Communications and Digital Technologies (iDCDT), government has made significant investment in South Africa's backbone telecommunications infrastructure and connecting public institutions to broadband networks through Broadband Infraco, complementing private sector networks. In 2017 Broadband Infraco SOC Ltd (BBI) was mandated by the Minister of Telecommunication and Postal Service (DTPS) as SA Connect Phase 1 Lead Agency. In 2018 the implementation of Phase 1 started in eight district municipalities with reduced scope of 970 government facilities. A total of 713 sites were rolled out successfully with additional 257 facilities upgraded.

In September 2021, the Department launched SA Connect Phase 2 to deploy limited number of 32 050 WiFi Hotspots, 30 000 public service institutions and 14 000 government offices, nationally. The deployment of Wi-Fi Hotspots commenced in January 2024 with the rollout of 4 226 Wi-Fi hotspots providing a household coverage of 726 872 by 31st March 2024. Fibre network extension, Points of Presence and Base stations are scheduled for 2024 to 2026. The programme has continued to gain momentum, with Broadband Infraco (BBI) having deployed more than 16,000 Wi-Fi hotspots by March 2026, significantly expanding broadband access in rural and township communities

SA Connect Phase 3 will entail three Data Centres in East London, Bloemfontein and Limpopo, Terrestrial fibre network nationally and 92 385 community Wi-Fi hotspots to provide household coverage to 9 238 500 over the next five (5) years in order to meet the NDP objectives of 100% broadband coverage of 10Mbps user experience by year 2030.

4. PROJECT PROPONENTS

4.1. INFRASTRUCTURE FINANCE AND IMPLEMENTATION SUPPORT AGENCY

IFISA was established through a tripartite Memorandum of Agreement (MOA) in January 2026 and became operational on 01 April 2026. IFISA consolidates the Public-Private Partnerships (PPP) of the Government Technical Advisory Centre, the Neighbourhood Development Partnership Programme of the National Treasury and the Infrastructure Fund.

IFISA is a Project Management Office that is located in the DBSA and was established as a single structure that will systematically crowd-in private sector participation to augment limited public sector

capacity, capability, and finances. IFISA has a robust and continuous pipeline of investable projects, structure financial arrangements to reduce reliance on fiscal funding and promote alternative funding, financing and delivery mechanisms. For more information on the IFISA, please visit the website: https://www.ifisa.co.za/

BROADBAND INFRACO SOC LTD

BBI is a State-Owned Enterprise (SOE) incorporated as a company under an Act of Parliament, the Broadband Infraco Act No. 33 of 2007. BBI is mandated to provide wholesale broadband connectivity and digital infrastructure services to government, private sector, and community stakeholders. BBI's vision is to intelligently connect government, people, devices, and communities to access the opportunities of a digitally enabled world. This vision will be delivered through affordable, innovative digital infrastructure services and solutions to enable communication, transactions, and transformation for government, communities, and enterprises.

BBI is a licensed SOC, operating in the telecommunications sector, and is a Tier 1 investor in the West African Cable System (WACS). It is responsible for over 70% of BBI's 11.4% portion of the total capacity on the WACS system, intended to support key projects of national interest for the South African Government. BBI's regional network extensions have been implemented to provide fibre connectivity to Botswana, Lesotho, Mozambique, Namibia, Swaziland and Zimbabwe. Through its national terrestrial network, BBI can connect South African traffic to the EASSy and SEACOM subsea cable systems on the East Coast, thereby providing the Government with access to international connectivity.

Given this background, BBI has also been identified as the most appropriate state-owned company to channel and manage the Government's investment in the SAEx East special-purpose vehicle (SPV). Furthermore, in terms of SA Connect programme, the Department of Communication and Digital Technologies (DCDT) has mandated BBI to collaborate and roll-out broadband services to SA Connect identified facilities. In this regard, BBI is mandated to build, buy or lease ICT infrastructure from SOCs and private sector players, in line with its Supply Chain Management (SCM) policy and the Public Finance Management Act 1 of 1999 (PFMA) to achieve this objective.

4.2. SAEx International Management Limited

SIML is the Sponsor and Co-Developer of the SAEx East Project ("the Project"). SIML is based in Mauritius with a subsidiary company (SAEx SA (Pty) Ltd) in South Africa. SIML is co-developing this first phase Project together with the Industrial Development Corporation of South Africa (the IDC).

5. SCOPE OF WORK

5.1. Scope Statement

IFISA seeks to appoint a multidisciplinary Transaction Advisory Consortium comprising technical, financial and legal experts to undertake a bankability assessment of the SAEx East Subsea Fibre-Optic Cable Project (Phase 1), develop a Business Case for Government participation in the project, and prepare a funding application for submission to the Budget Facility for Infrastructure (BFI).

The advisor shall first undertake a comprehensive assessment of the project's technical, commercial, financial, legal, procurement, environmental and institutional aspects to determine its bankability and

identify any gaps, risks and interventions required to achieve financial close and implementation readiness.

Subject to a positive bankability assessment, the advisor shall develop a Business Case to evaluate and justify Broadband Infraco's participation in the Project and demonstrate the strategic, technical, commercial and financial linkages between the SAEx East Subsea Fibre-Optic Cable Project and SA Connect Phase 3. The Business Case shall assess the public policy rationale, value proposition, costs, benefits, risks and funding requirements associated with the proposed Government investment.

Based on the approved Business Case and SAEX bankability assessment outcome, the Advisor shall update the existing BFI appraisal report and funding application in accordance with the applicable Budget Facility for Infrastructure Guidelines and any requirements prescribed by National Treasury. Refer to Annexure A for the BFI guidelines.

Lastly, the Advisor shall provide independent technical assurance to IFISA and BBI that the proposed SA Connect Phase 3 network design, architecture and connectivity requirements are appropriately aligned with the SAEx East Subsea Fibre-Optic Cable Project and capable of supporting the intended strategic, operational and service delivery objectives.

5.2. Deliverables & Timelines

Table 1: Deliverables and Timelines

DELIVERABLE	DESCRIPTION OF DELIVERABLE	TARGET DATE
Phase 1: Project Suitability and Bankability Assessment		
Objective: Assess the overall bankability of the SAEx East Subsea Fibre-Optic Cable Project and identify actions required to achieve financial close and implementation readiness		
Inception Report including Undersea Cable Industry Situational Analysis Report	• Methodology, work plan, stakeholder engagement plan and programme. • High Level Research and Analysis of the Industry, Status Quo and Market Dynamics.	6 weeks
Strategic Suitability Assessment	Description: Comprehensive assessment of the project's suitability, including but not limited to • Identification of anchor users, assessment of customer demand and end-user requirements to determine the suitability (technical and financial) of the proposed service and its role within the broader digital infrastructure ecosystem • Project's strategic rationale and its role within the broader digital infrastructure ecosystem.	2 weeks
Bankability Assessment Report	• Assessment of all project dimensions including but not limited to: - Technical assessment including Options analysis. - CAPEX, OPEX and Lifecycle costs. - Commercial assessment. - Financial assessment. - Socio-Economic Assessment. - Legal and regulatory assessment. - Procurement and contractual assessment. - Environmental and social assessment. - Institutional and governance assessment. • Identification of risks and constraints.	8 weeks

	• Assessment of the project's bankability from a lender and investor perspective. • Assessment of the project's readiness for financing.	
Gap Analysis and Action Plan	• Identification of critical gaps and constraints affecting bankability. • Recommended interventions required to achieve investment readiness and financial close.	4 weeks
Bankability Opinion Report	• Summary findings. • Bankability opinion. • Recommendation on whether the project should proceed to Business Case development.	4 weeks
Phase 2: Government Participation Business Case		
Objective: Develop a robust Business Case demonstrating the rationale and value proposition for Broadband Infraco's participation in the SAEx East Subsea Fibre-Optic Cable Project. This includes the justification for IFISA / National Treasury Funding Support Timelines are a guide. It is expected that some of these deliverables will run in parallel.		
Government Participation and Investment Options Assessment	The Service Provider shall undertake • Analysis of potential forms of Government participation and support. • Assessment of investment, ownership, capacity purchase and other participation models. • Demonstrate linkages between the SAEx East Subsea Fibre-Optic Cable Project and SA Connect Phase 3. • Assess the project's contribution to national broadband, digital infrastructure and economic development objectives. • Determine the most appropriate structure for Broadband Infraco's involvement. The assessment shall consider, amongst others: • Equity participation by BBI in the project company/SPV. • Acquisition of fibre pairs through long-term capacity purchase arrangements. • BBI acting as a local landing partner. • Hybrid participation models. • Other forms of Government support that may enhance project outcomes and investment readiness.	12 weeks
Financial Model and Financial Structuring Assessment	The Service Provider shall review the existing financial model and produce an updated robust and auditable financial model for the Project to support investment decision-making and Business Case development. The financial model shall: • Assess the financial viability of the Project under various investment and funding scenarios. • Develop a separate BBI participation model assessing the financial performance, balance sheet and cash flow implications of each participation option. • Identify the optimal participation structure through comparative scenario analysis. • Assess suitability of commercial debt, export credit financing, equity and blended financing structures. • Evaluate the impact of alternative Government participation mechanisms on project bankability. • Assess project returns, affordability, sustainability and long-term financial performance. • Evaluate the impact of alternative participation structures on tariffs and affordability for end-users.	6 weeks

	• Assess the implications of BBI taking an equity stake in the Project compared to alternative participation models, including the purchase of fibre pairs and acting as a landing partner. • Quantify the impact of Government participation on project risk allocation, financing costs and investor attractiveness. • Review exit and monetisation options available to BBI over the life of the investment.	
Economic and Value-for-Money Assessment	Building on the preferred financial and participation structure identified above, the Service Provider shall update an existing economic and value-for-money assessment that: • Quantifies the broader socio-economic benefits of the Project by updating the existing CBA and SEIAS models and reports. • Assesses the strategic benefits to SA Connect Phase 3. • Evaluates digital inclusion, connectivity and economic development impacts. • Determines whether Government participation generates net public value. • Assesses the extent to which the proposed intervention addresses market failures or strategic national objectives. • Evaluates the economic rationale for Government support relative to alternative interventions. Emphasis shall be placed on demonstrating the strategic public-interest rationale for Government participation in the Project, especially in circumstances where the Project may otherwise be capable of attracting commercial financing without direct Government investment.	4 weeks
Legal, Regulatory and Institutional Analysis	Review and analyse all legislative frameworks applicable to the Project, to the extent applicable, these may include but not limited to: i. The TA must conduct a comprehensive analysis of all current and applicable legislation, regulatory frameworks and policies which may have a bearing on the Project, both directly and indirectly. The TA's analysis needs to be conducted in close collaboration with the other areas of the scope. ii. Review the regulatory approvals assertion by SIML that will be obtained post FC especially the marine permits and landing party agreements for each country that the cable will be landing in and EIAs can only be tested by the Diligence processes. iii. Conduct a gap analysis of the applicable legal and regulatory requirements. iv. Recommend on the appropriate legal contracts / agreements structure to be entered into between BBI, IFISA and SMIL and third party operators or data center owners v. Provide a detailed evaluation of options for the proposed institutional arrangements for the implementation of the Project. vi. Review and explore the legal implications and risks of the proposed implementation structure. vii. Identify, analyse and provide mitigation of all institutional and implementation risks.	4 weeks
Procurement Strategy	• Supplier selection • Contract Structuring • Third party agreements	4 weeks

Risk Allocation and Institutional Assessment	• Evaluation of project governance, institutional arrangements and risk allocation between stakeholders. • Development of a detailed Risk Assessment report and Matrix.	2 weeks
Comprehensive Business Case	The Service Provider shall prepare a comprehensive Business Case that: • Demonstrates the strategic linkage between the SAEx East Subsea Fibre-Optic Cable Project and SA Connect Phase 3. • Presents the findings of the technical, legal, commercial, financial and economic assessments. • Provides a clear justification for Government participation. • Recommends the preferred participation structure. • Identifies funding requirements and implementation arrangements. • Provides recommendations for consideration by IFISA, BBI and National Treasury.	2 weeks
Phase 3: Budget Facility for Infrastructure (BFI) Funding Application		
Objective: Prepare a complete and compliant application for Government funding in support of BBI's participation in the Project		
BFI Appraisal Report	• Review the existing BFI appraisal report Preparation of all analyses and supporting documentation required in terms of the BFI Guidelines to support Government participation • Complete funding application package, including all technical, financial, legal and economic supporting documentation. • Incorporation of comments from IFISA, BBI and National Treasury stakeholders. • Submission-ready appraisal report and funding application.	6 weeks
Phase 4: SA Connect Phase 3 Technical Alignment and Design Assurance		
Objective: To provide independent technical assurance to IFISA and BBI that the proposed SA Connect Phase 3 network design, architecture and connectivity requirements are appropriately aligned with the SAEx East Subsea Fibre-Optic Cable Project and capable of supporting the intended strategic, operational and service delivery objectives		
Technical Alignment and Design Assurance Report	The Service Provider shall review and validate the proposed SA Connect Phase 3 technical solution and assess its suitability for integration with the SAEx East Subsea Fibre-Optic Cable Project. The Service Provider shall provide independent assurance that the proposed SA Connect Phase 3 solution can effectively utilise the capacity and functionality envisaged under the SAEx East Subsea Fibre-Optic Cable Project and support Government's long-term broadband objectives. The assessment shall include, but not be limited to: • Review of the proposed SA Connect Phase 3 network architecture and design. • Assessment of the technical alignment between SA Connect Phase 3 requirements and the proposed SAEx infrastructure solution. • Validation of network integration requirements and interfaces. • Review of connectivity, transmission and routing requirements. • Assessment of network resilience, redundancy and business continuity provisions. • Evaluation of landing station and terrestrial backhaul integration requirements. • Route and permitting details • Interconnection agreements • Review of scalability and future expansion capabilities.	8 weeks

	• Assessment of operational and maintenance implications arising from the proposed integration. • Identification of technical risks, constraints and dependencies that may affect successful integration between the two projects. • Recommendations on design modifications, enhancements or additional requirements necessary to achieve optimal alignment between SA Connect Phase 3 and the SAEx East Subsea Fibre-Optic Cable Project. • Engagement with service providers appointed on SA Connect Phase 2 Transaction.	

6. PROJECT PERIOD

The contract period is expected to take 24 months.

7. EXPERTISE AND EXPERIENCE

Demonstration of Skills and Experience

The bidder must be able to demonstrate a comprehensive understanding of telecommunications sector and subsea cables as well as the ability to undertake business cases and feasibility studies. The Specialists must have expertise and experience in the following areas:

- Telecommunications sector and subsea cables;
- Financial analysis and modelling;
- Legal expertise;
- Procurement and complex supply chain logistics and
- Socio-economic assessment and modelling.

CVs of the following specialists with a clear indication of which role an individual will play on the Project must be provided:

i. Finance and Commercial TA Lead;

ii. Telecommunications and subsea cable expert (data centre and subsea cable network specialist or engineer);
iii. Legal Specialist;
iv. Economist / Socio – economic Specialist; and
v. Supporting Resources / roles including but not limited to
    a. Financial Modeler;
    b. Risk Management Specialist; and
    c. Project Manager.

The CVs must clearly state the individual's relevant qualifications including the national qualification level. All international qualifications will be verified through the South African Qualification Authority (SAQA) prior to appointment. Detailed work history which includes the organisation, role, tenor (indicating the dates of commencement and departure), responsibilities and sector should be provided to support the number of years of professional experience.

8. TENDERING REQUIREMENTS

The evaluation of bidders' submissions will be conducted in accordance with the Treasury prescripts, DBSA policies and bid conditions, and will encompass the following five key evaluation phases:

a) **Step 1: Eligibility Criteria** – to determine compliance with the mandatory administrative and statutory requirements;
b) **Step 2: Functionality Criteria** – to assess the bidder's technical capability and capacity to deliver the required services;
c) **Step 3: Price** – assess the reasonableness of the price offered, seek clarification and negotiation where possible; and
d) **Step 4: Preference** – to evaluate the final financial proposal in line with the 80/20 preference point system.
e) **Step 5**: Objective Criteria & Risk Analysis: To assess employer's appetite to risks and other considerations.

A. 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.
- 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.
- Demonstratable Qualifications and experience of the **ICT/Digital Infrastructure Expert** as follows:

Table 2: eligibility criteria

#	ELIGIBILITY CRITERIA	Yes/No
1. KEY PERSONNEL		
1.1	**ICT/Digital Infrastructure Expert**	
A	Minimum Degree in Telecommunications Engineering, Electronic Engineering, Electrical Engineering, Computer Engineering or a related field. *Submit proof of qualification and professional registration*	
B	Minimum 15 years' experience in Telecommunications Engineering and Digital Infrastructure. *Submit a detailed work history which includes the organisation, transactions, role, tenor (indicating the dates of commencement and departure) and responsibilities should be provided to support the number of years of professional experience.*	

C	In addition to relevant experience under (b), the expert must possess the following experience: • has participated in at least three (3) large scale fibre optic infrastructure projects of which one (1) is a subsea fibre optic cable project (including subcontracting); • project stage(s) during which the Expert was involved (e.g., feasibility, project preparation, transaction advisory, funding mobilisation, financial close, implementation support, etc.) • can demonstrate a substantive role and material contribution to the project outcomes *The project experience submitted must demonstrate direct relevance to the proposed role*	

A bidder that meets all the above requirements will then be assessed on the functionality criteria.

B. 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. At this stage, bidders will be assessed on the following aspects: demonstrated qualifications; years of relevant experience; evidence of projects; proposed methodology and execution plan; and the bidder's capacity-building and skills-transfer approach.
- To pass the Functionality criteria, a bidder must obtain a minimum score of **75 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.
- **Table 3** outlines the evaluation elements that will be used to assess whether a bidder possesses the requisite experience, capacity, and technical capability. Scoring will be based solely on the verifiable supporting documentation submitted.
- For Sub-criteria 1 and 2, bidders are encouraged to utilise the Curriculum Vitae (CV) standard template provided in **Annexure B** as a guideline to ensure that all required information is submitted in a clear and consistent format.
- Bidders are advised to submit more than the minimum required number of projects (*for sub criteria 3 below*) to safeguard against delisting of project due to incompleteness.
- Only bidders who meet or exceed the prescribed functionality threshold will have their financial proposals opened and subjected to a comprehensive price and preference evaluation.

Table 3: Functional Criteria

NO	CRITERIA	SCORING	MAX SCORE	ACTUAL SCORE
1	**Financial and Commercial Lead**		**20**	
1a	**Qualification:** Qualification in Finance or Accounting, Economics or Commerce or Actuarial Science, or Engineering, Business Administration or related discipline	**Score** — **Rating and Description** 5 — Master's Degree or above (NQF level 9) 4 — Honours Degree (NQF level 8) 3 — Bachelor's Degree (NQF level 7) 2 — National Diploma 0 — Below National Diploma or Irrelevant Qualifications or non-submission of copies of Qualifications	**5**	
1b	The Lead shall demonstrate experience in: - Infrastructure finance. - Financial modelling and investment appraisal. - Development of business cases. - Commercial structuring of large infrastructure programmes. Detailed work history which includes the organisation, role, tenor (indicating the dates of commencement and departure), responsibilities and sector should be provided to support the number of years of professional experience. (Refer to Annexure A – CV Template)	**Score** — **Rating and Description** 10 — Above 15 years 8 — 13-15 years 6 — 9-12 years 4 — 6-8 years 2 — Less than 6 years 0 — No relevant or related experience	**10**	
1c	Provide a list of projects undertaken by the **Financial and Commercial Lead** demonstrating experience as reflected in 1b above. a leading role in projects. Project must have a minimum investment value of R100 million Highlight projects undertaken in the past 15 years (Refer to Annexure A – CV Template)	**Score** — **Rating and Description** 5 — 4 or more projects 3 — 3 Projects 2 — 1 -2 Projects 0 — Anything below 1 project:	**5**	
2	**Technical Lead**		**14**	
2a	**Qualifications** Qualification in Engineering or equivalent and registration as Professional Engineer or Professional Engineering Technologist (Pr. Eng or Pr Eng Tech.).	**Score** — **Rating and Description** 3 — Master's Degree (NQF 9) or above and professional registration 2.5 — Postgraduate Degree (NQF 8) and Professional registration 2 — Degree (NQF 7) and professional registration 1 — Diploma (NQF 6) and professional registration 0.5 — Certificate (NQF 5) and professional registration 0 — Irrelevant Qualifications or non-submission of Qualifications	**3**	

<table>
<tr><td>2b</td><td>Skills and experience
- At least 15 years of demonstrable experience in the telecommunication engineering environment and project management of infrastructure projects..

- Detailed work history which includes the organisation, role, tenor (indicating the dates of commencement and departure), responsibilities and sector should be provided to support the number of years of professional experience.
- (Refer to Annexure A – CV Template)</td><td><table><tr><th>Score</th><th>Rating and Description</th></tr><tr><td>7</td><td>Above 15 years</td></tr><tr><td>5</td><td>13-15 years</td></tr><tr><td>4</td><td>9-12 years</td></tr><tr><td>3</td><td>6-8 years</td></tr><tr><td>1</td><td>Less than 6 years</td></tr><tr><td>0</td><td>No relevant or related experience</td></tr></table></td><td>7</td><td></td></tr>
<tr><td>2c</td><td>Provide a list of projects undertaken by the Technical Expert demonstrating experience as reflected in 2b above.. Project must have a minimum investment value of R100 million

Highlight projects undertaken in the past 15 years (Refer to Annexure A – CV Template)</td><td><table><tr><th>Score</th><th>Rating and Description</th></tr><tr><td>4</td><td>4 or more projects</td></tr><tr><td>3</td><td>3 Projects</td></tr><tr><td>2</td><td>2 Projects</td></tr><tr><td>0</td><td>Anything below 1 project</td></tr></table></td><td>4</td><td></td></tr>
<tr><td>3</td><td>Legal Lead</td><td></td><td>13</td><td></td></tr>
<tr><td>3a</td><td>Qualifications
A formal Legal qualification and professional registration</td><td><table><tr><th>Score</th><th>Rating and Description</th></tr><tr><td>3</td><td>Master’s Degree (NQF 9) or above and professional registration</td></tr><tr><td>2.5</td><td>Postgraduate LLB (NQF 8) and Professional registration</td></tr><tr><td>2</td><td>Legal Degree (NQF 7) and professional registration</td></tr><tr><td>1</td><td>Relevant Legal Diploma (NQF 6)</td></tr><tr><td>0.5</td><td>Legal Certificate (NQF 5)</td></tr><tr><td>0</td><td>Irrelevant Qualifications or non-submission of Qualifications</td></tr></table></td><td>3</td><td></td></tr>
<tr><td>3b</td><td>Skills and experience
- The Lead shall demonstrate experience in drafting of a development agreement, contract agreements and, commercial law. and regulatory and compliance requirements.

Detailed work history which includes the organisation, role, tenor (indicating the dates of commencement and departure), responsibilities and sector should be provided to support the number of years of professional experience.

Refer to CV Template</td><td><table><tr><th>Score</th><th>Rating and Description</th></tr><tr><td>7</td><td>Above 15 years</td></tr><tr><td>5</td><td>13-15 years</td></tr><tr><td>4</td><td>9-12 years</td></tr><tr><td>3</td><td>6-8 years</td></tr><tr><td>1</td><td>Less than 6 years</td></tr><tr><td>0</td><td>No relevant or related experience</td></tr></table></td><td>7</td><td></td></tr>
</table>

3c	Provide a list of projects undertaken by the **Legal Expert** demonstrating experience as reflected in 3b above.. Project must have a minimum investment value of R100 million Highlight projects undertaken in the past 15 years (Refer to Annexure A – CV Template)	**Score** **Rating and Description** 3 4 or more projects 2 3 Projects 1 1 -2 Projects 0 Anything below 1 project:	**3**	
4	**Economist / Socio Economic Specialist**		**13**	
4a	**Qualifications** Qualification in Economics, Development Economics, Econometrics, or related field.	**Score** **Rating and Description** 3 Master's degree or above 2.5 Honours Degree 2 Bachelor's Degree 1 Diploma 0.5 Certificate 0 Irrelevant Qualifications or non-submission of Qualifications	**3**	
4b	**Skills and experience** • The economist/specialist shall demonstrate experience in: - Cost Benefit Analysis (CBA) / Cost Effectiveness Analysis (CEA). - Socio-economic impact assessments. - Economic appraisal of infrastructure projects. Detailed work history which includes the organisation, role, tenor (indicating the dates of commencement and departure), responsibilities and sector should be provided to support the number of years of professional experience.	**Score** **Rating and Description** 7 Above 15 years 5 13-15 years 4 9-12 years 3 6-8 years 1 Less than 6 years 0 No relevant or related experience	**7**	
4c	Provide a list of projects undertaken by the **Economist/Specialist** demonstrating experience as reflected in 4b above.. Project must have a minimum investment value of R100 million Highlight projects undertaken in the past 15 years (Refer to Annexure A – CV Template)	**Score** **Rating and Description** 3 4 or more projects 2 3 Projects 1 1 -2 Projects 0 Anything below 1 project:	**3**	
5	**EXPERIENCE OF THE BIDDER**		**30**	
5a	• The bidder portfolio should demonstrate experience in: ○ Infrastructure bankability assessments and investment readiness evaluations; ○ Infrastructure feasibility studies and option analyses; ○ Development of business cases for public sector investment decisions;	**Score** **Rating and Description** 30 Above 12 Projects 26 10-12 Projects 22 8 – 10 Projects 18 5 – 7 Projects 12 3 – 4 Projects 6 2 Projects 0 Below 2 Projects or No relevant project or not all streams covered by the submitted projects.	**30**	

	○ Telecommunications, broadband, fibre-optic or digital infrastructure projects; ○ Submarine/subsea fibre-optic cable systems or similar international connectivity infrastructure; ○ Public-private infrastructure projects and blended financing arrangements; ○ Financial modelling and project finance analysis; ○ Evaluation of alternative funding and investment structures; ○ Cost-benefit, economic impact and socio-economic assessments; ○ Infrastructure funding applications and investment submissions; ○ Transaction advisory services supporting infrastructure financing and financial close; ○ Government participation in commercially funded infrastructure projects; ○ Infrastructure procurement and contractual structuring; ○ Assessment of institutional, governance and implementation arrangements for major infrastructure projects. • The bidder must provide a portfolio of completed infrastructure projects with a minimum investment of R100 million undertaken during the past fifteen (15) years, indicating: ○ Client; ○ Project Name and Project Value; ○ Brief description of the project and key infrastructure types (e.g. submarine fibre-optic cable systems, broadband infrastructure, national backbone networks, open-access fibre networks, telecommunications infrastructure, data centres, digital infrastructure or similar projects); ○ Services performed; ○ Project stage(s) at which the bidder was involved (e.g. feasibility studies, bankability assessment, business case development, transaction advisory, project financing, procurement, implementation support, financial close, operations, etc.); ○ Role of the bidder; ○ Funding model utilised (where applicable);			

	○ Completion status. *The above experience may be demonstrated either through projects undertaken by the bidding entity (or consortium member) or through the relevant experience of proposed key personnel assigned to the Project. Where experience is demonstrated through key personnel, bidders shall provide details of the individual's role and responsibilities on the project template provided for ease of evaluation..* *NB: Only a list of projects with a project value of over R 100 million or above that have reached financial close will be considered.*			
6	**Methodology, Work Plan and Information Requirements**		**10**	
6a.	The bidder shall submit a detailed Methodology and Work Plan demonstrating its understanding of the assignment and proposed approach to delivering the required outputs. The methodology should include the following: a. Bidder's understanding of the assignment b. The bidder shall describe its proposed methodology for i. Bankability assessment ii. Government participation business case iii. Technical alignment and design assurance c. The bidder shall submit a preliminary Request for Information (RFI) identifying the information, documentation and stakeholder engagements required to undertake the scope of work. d. The bidder shall provide for the work to be done, sequencing of activities, critical milestones, deliverable schedule, quality assurance approach, stakeholder engagement plan and governance and reporting arrangements. e. The bidder shall identify key assignment risks, key project risks, critical assumptions and dependencies that may impact successful delivery of the assignment.	**Score** / **Rating and Description** 10 Excellent: Comprehensive, clear and well-structured methodology fully addressing all requirements. 8 Good: Clear methodology addressing all key requirements with minor gaps. 5 Adequate: Acceptable methodology addressing the main requirements. 3 Partially adequate: Methodology addresses some requirements but contains significant gaps. 0 Poor: Methodology is inadequate, unclear or does not address the requirements.	**10**	

NB: NO INDIVIDUAL CAN BE EVALUATED FOR MORE THAN 1 ROLE; IT IS A REQUIREMENT TO HAVE A RESOURCE FOR EACH OF THE ROLES PROPOSED.

ONLY BIDS WHICH SATISFY ALL THE ABOVE ELIGIBILITY AND FUNCTIONALITY CRITERIA (STEP 1 & 2) WILL BE EVALUATED ON PRICING.

IT IS RECOMMEND TO LIST MORE THAN THE MINIMUM REQUIRED NUMBER OF PROJECTS TO SAFEGUARD AGAINST DELISTING OF PROJECT DUE TO INCOMPLETENESS.

Subcontracting

The bidder may subcontract part of the works and/or services as stipulated to the extent and with such subcontractor(s) as may be approved in advance by the IFISA, subject to the following conditions:

- it is the responsibility of the bidder to select competent subcontractors that possess the expertise stipulated in these Terms of Reference;
- the bidder shall be responsible for all due diligence of the selected subcontractors and will be held liable for any non-performance of the subcontractor;
- no separate contract shall be entered into between the IFISA and any such subcontractors. Copies of the signed agreements between the relevant parties must be attached to the proposal responses; and
- 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).

Notwithstanding the above, the Bidder shall retain full responsibility for providing the services to the IFISA. The bidder shall not subcontract the whole of the services.

C. STEP 3: PRICE PROPOSAL

- Only bidders who meet and pass Step(s) 1 and 2 above will proceed to this phase: the Price Proposal.
- Bidders will then have their financial proposals opened and subjected to a comprehensive price review and scrutiny.
- Price proposals will be scrutinized to verify the absence of arithmetical errors, omissions, and inconsistencies. Bidders will be notified of all errors or omissions that are identified in the tender offer and either confirm the bid offer as tendered or accept the corrected total of prices.
- The pricing offer will be binding upon acceptance by the IFISA.
- Nonetheless, the IFISA reserves the right to negotiate the pricing offer with the preferred bidder.
- Bidders are kindly cautioned that the pricing proposal should be submitted 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

  BIDDERS WHO FAIL TO SUBMIT THEIR PRICING PROPOSAL IN A SEPARATE FOLDER MAY FACE DISQUALIFICATION FROM THE PROCESS

- This assignment will be a fixed-price contract, notwithstanding that cost components may be based on hourly rates.

- Accordingly, the bidder is required to propose pricing on a lump sum basis, broken down by stages, using Table 4 below. The pricing per stage may be split per deliverable in that stage. The pricing offer should be all-inclusive.
- The following remuneration schedule is set for each part of the contract. Bidders should adhere to these in their proposals, within the total budget given.

Table 4: Pricing Percentage Allocation

Deliverable	Percentage[1]
PHASE 1	**35%**
Inception and Undersea Cable Industry Situational Analysis Reports	5%
Strategic Suitability Assessment	5%
Bankability Assessment Report	15%
Gap Analysis and Action Plan	5%
Bankability Opinion Report	5%
PHASE 2	**50%**
Government Participation and Investment Options Assessment	15%
Financial Model and Financial Structuring Assessment	10%
Economic and Value-for-Money Assessment	10%
Legal, Regulatory and Institutional Analysis	10%
Risk Allocation and Institutional Assessment	5%
PHASE 3	**5%**
BFI Submission	5%
PHASE 4: **SA Connect Phase 3 Technical Alignment and Design Assurance**	**10%**
Technical Alignment between SAEX Cable and SA Connect Project and Design Assurance Report	10%

Deliverables completed per the remuneration schedule will be approved by the project team/project steering committee, after which invoices may be submitted for payment as per the remuneration schedule. IFISA will pay within 30 days of receiving the approved invoice.

It is envisaged that the scope of work to be covered is mostly desktop, however, should the bidder be required to travel, the consultants will be able to claim reimbursable expenses on the project for costs such as airline tickets (at economy fare rates) and hotel accommodations (within an approved list of hotels) to the extent that the travels have been approved in advance with the IFISA. All claims must strictly align with the relevant Government Gazette or official published public sector rates."

All other expenses including but not limited to telecom costs, taxi, printing and photocopies, meals etc. will not be subject to reimbursement.

[1] Each deliverable's pricing should not exceed the % indicated above.

D. STEP 4: PREFERENCE

Bidders whose prices have been clarified, negotiated, or accepted in accordance with Step 3 above will be evaluated on either the 80/20 or 90/10 preference point system. Once bidder(s) are received, the lowest acceptable bidder will be used to determine the preference point system to be used for the evaluation of tenders. Where the lowest acceptable tender is below R50 million, the 80/20 preference point system will be used. If the lowest acceptable bidder is above R50 million, the 90/10 preference point system will be used. 80 or 90 points are allocated for Price, and 20 and/or 10 points for B-BBEE status.

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.

E. STEP 5: OBJECTIVE CRITERIA AND RISK ANALYSIS

Bidders whose price and preference points have been calculated and ranked will be subjected to further due diligence to confirm full compliance with all bid requirements and conditions. The due-diligence process will consist of the following actions:

- The decision to award will be based on the above stipulated strategy, best commercial offer.
- In addition to the financial offer and preference evaluation, the Bidders having the highest ranking / number of points, will additionally be reviewed against the following points, in order to ascertain suitability for award – we reserve the right to clarify any aspects listed hereunder where applicable:
    - if having passed Responsiveness, the Bidder will again be checked in terms of having a Compliant Tax Status at time of recommendation to confirm that the status has not changed, based on an active and Tax Complaint Pin issued by the South African Revenue Services;
    - fully compliant and registered with the National Treasury Central Supplier Database;
    - no misrepresentation in the tender information submitted;
    - 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;
    - the Bidder has completed the Compulsory Enterprise Questionnaire and there are no conflicts of interest which may impact on the Bidder's ability to perform the contract in the best interests of the employer or potentially compromise the tender process;

  - not convicted by a court of law for fraud and corruption; and
  - not removed from a contract between them and any organ of state on account of failure to perform on or comply with the contract.
- The decision to award will be based on best commercial offer and value for money principle for the IFISA.
- Where the next highest ranked bidder is being considered for an offer of award), the IFISA reserves the right to negotiate with the next highest ranked bidder in hierarchical order, to ensure the value for money principle is not compromised.
- In cases where negotiations are unsuccessful, IFISA may revert back to a higher ranked bidder.

2. RULES OF BIDDING, OBJECTIVITY CRITERIA, AND CONDITION OF AWARDS

8.1 Rules of bidding

- The IFISA will enter into a contract with the advisor for the work set out in these Terms of Reference. The advisor must be a single legal entity, which must obtain expertise through sub-contracts if necessary. Any proposal submitted by a consortium or joint venture of two or more firms must be accompanied by the consortium formation document or joint venture agreement, as applicable, authenticated by a Notary Public, which sets forth the precise responsibilities of each of the parties thereto. Consortia and joint venture members should be advised that each member would be held jointly and severally liable for the performance of the consortium or joint venture.
- The IFISA reserves the right to terminate this appointment or temporarily defer the work, or any part thereof. If the contract between IFISA and the advisor is terminated by either party due to reasons not attributable to the advisor, the advisor will be remunerated for the appropriate portion of work completed up to a maximum amount of not more than the total fee bid by the advisor for the appropriate phase of the project during which the appointment was terminated.
- The persons proposed for professional work on the project shall remain on the project unless permission is granted in writing by the IFISA to change the resource. Such permission will only be granted in exceptional circumstances.
- The advisor may not use any material or information derived from the provision of the services in terms of the contract for any purpose. Copyright of all documents and electronic aids, software programmes prepared or developed in terms of this appointment shall vest in the IFISA.
- The costs of preparing proposals and of negotiating the contract are not reimbursable.
- The advisor and its affiliates are disqualified from providing goods, works and services to any bidding consortium or members of such a consortium and/or the private party to the agreement, or to any eventual project that may result, directly or indirectly from these services.
- The IFISA will not accept any late bid submissions and will return late bid submissions unopened. Bidders may not contact IFISA 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.

8.2 CONDITIONS OF AWARD

The following award conditions are applicable:

- The successful bidder will be required to enter into a services agreement with the IFISA on such terms as will be specified at the contracting stage, which will include the IFISA's standard terms for similar agreements.
- The consultants will report to the Head: Strategic Partnerships and Origination (at IFISA) and may, from time to time, be required to present and submit progress reports within stipulated

timeframes. The consultants will be expected to confirm professional indemnity cover for the active duration of the assignment.

- The services 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 the IFISA's management of payment and approval processes for similar services.
- The professionals allocated by the consultant team 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.
- Intellectual property developed as a consequence of the consultant's work on the assignment will vest in the IFISA.
- The services agreement will provide for the protection of confidential information, which will be based on the IFISA's standard terms and conditions for similar agreements.
- The costs of preparing proposals and negotiating the contract are not reimbursable;
- The IFISA is not obligated to accept any of the proposals submitted and reserves the right to negotiate the price with the preferred bidder;
- The Transaction Advisor 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;
- The DBSA will not accept any late bid submissions. Bidders may not contact the DBSA or IFISA 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.
- 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.
- IFISA reserves the right to change any information in, or to issue an addendum to this document before the closing time. IFISA 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 exercise its right to change information, it may seek amended responses from all bidders.

IFISA CAN CANCEL OR AMEND OR PARTIALLY AWARD THE CONTRACT ACCORDING TO ITS REQUIREMENTS.

APPENDIX B: STANDARD CV TEMPLATE

CV Template	
Proposed resource Information	
Proposed Position as per the TOR	
Name of the Firm	
Date of Employment	
Name of the staff member	
Date of birth	
Nationality	

Education		
Date Obtained	**Institution**	**Degrees Obtained and National Qualification Level**

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

Project list template

Key Projects Undertaken 1	
Name of the Assignment/Project	
Period	
Location	
Client	
Sector	
Main Economic Features of the Project	
Positions Held	

Project Value in ZAR	
Has the project reached financial close? (Yes / No) Please elaborate	
Activities Performed	
Key Projects Undertaken 2	
Name of the Assignment / Project	
Period	
Location	
Client	
Sector	
Main Project features	
Positions Held	
Project Value in ZAR	
Has the project reached financial close (Yes / No) Please elaborate	
Activities Performed	
Key Projects Undertaken 3	
Name of the Assignment / Project	
Period	
Location	
Client	
Sector	
Main Project features	
Positions Held	
Project Value in ZAR	
Has the project reached financial close (Yes / No) Please elaborate	
Activities Performed	
Key Projects Undertaken 4	
Name of the Assignment / Project	

Period	
Location	
Client	
Sector	
Main Project features	
Positions Held	
Project Value in ZAR	
Has the project reached financial close **(Yes / No) Please elaborate**	
Activities Performed	
Key Projects Undertaken 5	
Name of the Assignment / Project	
Period	
Location	
Client	
Sector	
Main Project features	
Positions Held	
Project Value in ZAR	
Has the project reached financial close **(Yes / No) Please elaborate**	
Activities Performed	

Enclosure: Copies of certificates of academic qualifications and, if applicable, Certificate of Professional registration (Copies of qualifications along with detailed CV of personnel. Foreign Qualifications may be verified through SAQA where there are no SAQA certificates for the successful bidder.

The bidder is required to replicate this template in full to ensure that all requested information is comprehensively and accurately provide