



INDUSTRIAL DEVELOPMENT CORPORATION

REQUEST FOR PROPOSAL (RFP) FOR

**APPOINTMENT OF A TRANSACTION ADVISOR TO UNDERTAKE A BANKABLE
FEASIBILITY STUDY, DEVELOP A BUSINESS CASE, AND PROVIDE TRANSACTION
IMPLEMENTATION SUPPORT FOR THE REDEVELOPMENT, UPGRADE, AND LONG-
TERM OPERATION OF PILANESBERG INTERNATIONAL AIRPORT**

RFP number	T57/10/2026
Closing date and time	27 October 2026 at 11h00
Tender validity period	120 days from the closing date and time
Responses to this RFP should ONLY be forwarded to	https://idcza-my.sharepoint.com/:f:/g/personal/moitlisim_idc_co_za/lgCFf4kT4sEsTr5wcb129PgrAUBWfruwjW_MJ76xb7WTPMM

TABLE OF CONTENTS

SECTION 1: GENERAL CONDITIONS OF BID	3
1. PROPRIETARY INFORMATION	4
2. ENQUIRIES	4
3. BID VALIDITY PERIOD	4
4. INSTRUCTIONS ON SUBMISSION OF BIDS	4
5. PREPARATION OF BID RESPONSE	5
6. SUPPLIER PERFORMANCE MANAGEMENT	5
7. ENTERPRISE AND SUPPLIER DEVELOPMENT	5
8. IDC'S RIGHTS	6
9. UNDERTAKINGS BY THE BIDDER.....	6
10. REASONS FOR DISQUALIFICATION	7
11. RETURNABLE SCHEDULES	7
12. EVALUATION CRITERIA AND WEIGHTINGS	8
SECTION 2: FUNCTIONAL REQUIREMENTS SPECIFICATION	11
1. SPECIAL INSTRUCTIONS TO BIDDERS	12
2. BACKGROUND INFORMATION.....	12
3. SCOPE OF WORK/TERMS OF REFERENCE	13
4. PROJECT TIMELINES	17
5. TECHNICAL EVALUATION CRITERIA	18
SECTION 3: COST PROPOSAL	22
SECTION 4: ANNEXURES.....	27
ANNEXURE 1: RESPONSE FORMAT FOR SECTION 2	28
ANNEXURE 2: ACCEPTANCE OF BID CONDITIONS AND BIDDER'S DETAILS.....	30
ANNEXURE 3: TAX COMPLIANCE REQUIREMENTS	31
ANNEXURE 4: BIDDER'S DISCLOSURE	32
ANNEXURE 5: SHAREHOLDERS AND DIRECTORS INFORMATION	34
ANNEXURE 6: BEE COMMITMENT PLAN	35
ANNEXURE 7: DISCLOSURE STATEMENT.....	36
ANNEXURE 8: PRIVACY & PROTECTION OF PERSONAL INFORMATION ACT 4 OF 2013 REQUIREMENTS	37

SECTION 1: GENERAL CONDITIONS OF BID

SECTION 1: GENERAL CONDITION OF BID

1. PROPRIETARY INFORMATION

Industrial Development Corporation of SA Ltd (IDC) considers this Request for Proposal (RFP) and all related information, either written or verbal, which is provided to the respondent, to be proprietary to IDC. It shall be kept confidential by the respondent and its officers, employees, agents and representatives. The respondent shall not disclose, publish, or advertise this RFP or related information to any third party without the prior written consent of IDC.

2. ENQUIRIES

- 2.1. All communication and attempts to solicit information of any kind relative to this RFP should be submitted **in writing** to:

Name: **Ntombifikile Mokgeseng**

Telephone Number: Office: **011 269 3767**

Email address: **NtombifikileM@idc.co.za**

- 2.2. Enquiries in relation to this RFP will not be entertained after **16h00 PM on 12 October 2026**.
- 2.3. The enquiries will be consolidated, and IDC will issue one response, and such response will be posted, within two days after the last day of enquiries, onto the IDC website (www.idc.co.za) under tenders i.e., next to the same RFP document.
- 2.4. The IDC may respond to any enquiry in its absolute discretion and the bidder acknowledges that it will have no claim against the IDC on the basis that its bid was disadvantaged by lack of information, or inability to resolve ambiguities.

3. BID VALIDITY PERIOD

- 3.1. Responses to this RFP received from bidders will be valid for a period of **120** days counted from the bid closing date.

4. INSTRUCTIONS ON SUBMISSION OF BIDS

- 4.1. Bid responses must be submitted in electronic format only and must be sent to the dedicated platform as provided herein.
- 4.2. Bid responses should be in generally acceptable / standard electronic file format/s (i.e., Microsoft suite of products or pdf) to enable access thereto by the IDC for purposes of evaluating responses received. Where documents are presented in a format which cannot be accessed by the IDC through generally acceptable formats, such bid response will be disqualified.
- 4.3. The closing date for the submission of bids is **27 October 2026 not later than 11:00 AM** (before midday). No late bids will be considered. Bids must only be sent to **T57/10/26** https://idcza-my.sharepoint.com/:f/g/personal/moitlisim_idc_co_za/lgCFf4kT4sEsTr5wcb129PgrAUBWfru_wjW_MJ76xb7WTPMM. Bids sent to any other platform other than the one specified herein will be disqualified and will not be considered for evaluation. It is the bidder's responsibility to ensure that the bid is sent to the correct platform and that this is received by the IDC before the closing date and time in IDC's dedicated platform: **T57/10/26** https://idcza-my.sharepoint.com/:f/g/personal/moitlisim_idc_co_za/lgCFf4kT4sEsTr5wcb129PgrAUBWfru_wjW_MJ76xb7WTPMM
- 4.4. Bidders are advised to submit / send its bid responses at least **30 minutes** before the 11:00AM deadline to avoid any Information Technology (IT) network congestions or technical challenges in this regard which may result in bid responses being received late. IDC's platform is configured to receive documents with sizes up to 50MB.

- 4.5. The IDC will not be held responsible for any of the following:
- 4.5.1. bid responses sent to the incorrect platform;
 - 4.5.2. bid responses being inaccessible due to non-standard electronic file formats being utilised to submit responses by bidders;
 - 4.5.3. any security breaches and unlawful interception of tender / bid responses by third parties outside the IDC's IT network domain;
 - 4.5.4. bid responses received late due to any IT network related congestions and/or technical challenges; and
 - 4.5.5. bid responses with file size limits greater than IDC's platform capacity of 50MB.
- 4.6. Only responses received via the specified platform will be considered.
- 4.7. Where a complete bid response (Inclusive of all relevant Schedules) is **not received** by the IDC in its electronic platform (https://idcza-my.sharepoint.com/:f/g/personal/moitlisim_idc_co_za/lqCFf4kT4sEsTr5wcb129PgrAUBWfru_wjW_MJ76xb7WTPMM) by the closing date and time, such a bid response will be regarded as incomplete and late. Such late and / or incomplete bid will be disqualified. **It is the IDC's policy not to consider late bids for tender evaluation.**
- 4.8. Amended bids may be sent to the electronic platform (https://idcza-my.sharepoint.com/:f/g/personal/moitlisim_idc_co_za/lqCFf4kT4sEsTr5wcb129PgrAUBWfru_wjW_MJ76xb7WTPMM) **marked** "Amendment to bid" and should be received by the IDC **before** the closing date and time of the bid.

5. PREPARATION OF BID RESPONSE

- 5.1. All the documentation submitted in response to this RFP must be in English.
- 5.2. The bidder is responsible for all the costs that it shall incur related to the preparation and submission of the bid document.
- 5.3. Bids submitted by bidders which are companies or are comprised of companies must be signed by a person or persons duly authorised thereto by a resolution of the applicable Board of Directors, a copy of which Resolution, duly certified, must be submitted with the bid.
- 5.4. The bidder should check the numbers of the pages of its bid to satisfy itself that none are missing or duplicated. No liability will be accepted by IDC regarding anything arising from the fact that pages of a bid are missing or duplicated.
- 5.5. Bidder's tax affairs with SARS must be in order (tax compliant status) and bidders must provide written confirmation to this effect as part of their tender response.
- 5.6. In the event that the bidding structure is a Prime Contractor with Sub-contractor/(s), then the Prime Contractor must not hold lower % of the contract value than any of the subcontractors.

6. SUPPLIER PERFORMANCE MANAGEMENT

- 6.1. Supplier Performance Management is viewed by the IDC as a critical component in ensuring value for money acquisition and good supplier relations between the IDC and all its suppliers.
- 6.2. The successful bidder shall upon receipt of written notification of an award, be required to conclude a Service Level Agreement (SLA) with the IDC, which will form an integral part of the supply agreement. The SLA will serve as a tool to measure, monitor, and assess the supplier performance and ensure effective delivery of service, quality and value-add to IDC's business.
- 6.3. Successful bidders will be required to comply with the above condition and provide a scorecard on how their product / service offering is being measured to achieve the objectives of this condition.

7. ENTERPRISE AND SUPPLIER DEVELOPMENT

The IDC promotes enterprise development. In this regard, successful bidders may be required to mentor SMMEs and/ or Youth-Owned businesses. The implications of such arrangement will be subject to negotiations between the IDC and the successful bidder.

8. IDC'S RIGHTS

- 8.1.** The IDC is entitled to amend any bid condition, bid validity period, RFP specification, or extend the bid closing date, all before the bid closing date. All bidders, to whom the RFP documents have been issued and where the IDC have record of such bidders, may be advised in writing of such amendments in good time and any such changes will also be posted on the IDC's website under the relevant tender information. All prospective bidders should therefore ensure that they visit the website regularly and before they submit their bid response to ensure that they are kept updated on any amendments in this regard.
- 8.2.** The IDC reserves the right not to accept the lowest priced bid or any bid in part or in whole. It normally awards the contract to the bidder who proves to be fully capable of handling the contract and whose bid is functionally acceptable and financially advantageous to the IDC.
- 8.3.** The IDC reserves the right to conduct site visits at bidder's corporate offices and / or at client sites if so required.
- 8.4.** The IDC reserves the right to request all relevant information, agreements, and other documents to verify information supplied in the bid response. The bidder hereby gives consent to the IDC to conduct background checks, including FICA verification, on the bidding entity and any of its directors / trustees / shareholders / members.
- 8.5.** The IDC reserves the right, at its sole discretion, to appoint any number of vendors to be part of this panel of service providers, if applicable (i.e., where a panel is considered).
- 8.6.** The IDC reserves the right of final decision on the interpretation of its tender requirements and responses thereto.
- 8.7.** The IDC reserves the right to consider professional conduct and experiences it had with any bidder which rendered similar services to the IDC in the past 5 years over and above the references put forward by the bidder in its response.

9. UNDERTAKINGS BY THE BIDDER

- 9.1.** By submitting a bid in response to the RFP, the bidder will be taken to offer to render all or any of the services described in the bid response submitted by it to the IDC on the terms and conditions and in accordance with the specifications stipulated in this RFP document.
- 9.2.** The bidder shall prepare for a possible presentation should IDC require such and the bidder will be required to make such presentation within five (5) days from the date the bidder is notified of the presentation. Such presentation may include a practical demonstration of products or services as called for in this RFP.
- 9.3.** The bidder agrees that the offer contained in its bid shall remain binding upon him/her and receptive for acceptance by the IDC during the bid validity period indicated in this RFP and its acceptance shall be subject to the terms and conditions contained in this RFP document read with the bid.
- 9.4.** The bidder furthermore confirms that he/she has satisfied himself/herself as to the correctness and validity of his/her bid response; that the price(s) and rate(s) quoted cover all the work/item(s) specified in the bid response documents; and that the price(s) and rate(s) cover all his/her obligations under a resulting contract for the services contemplated in this RFP; and that he/she accepts that any mistakes regarding price(s) and calculations will be at his/her risk.
- 9.5.** The successful bidder accepts full responsibility for the proper execution and fulfilment of all obligations and conditions devolving on him/her under the supply agreement and SLA to be concluded with IDC, as the principal(s) liable for the due fulfilment of such contract.
- 9.6.** The bidder accepts that all costs incurred in the preparation, presentation and demonstration of the solution offered by it shall be for the account of the bidder. All supporting documentation and manuals submitted with its bid will become IDC property unless otherwise stated by the bidder/s at the time of submission.

10. REASONS FOR DISQUALIFICATION

- 10.1.** The IDC reserves the right to disqualify any bidder which does any one or more of the following, and such disqualification may take place without prior notice to the offending bidder:
- 10.1.1.** bidder whose Tax Status is non-compliant, after they have been notified accordingly and remain non-compliant;
 - 10.1.2.** bidder who submit incomplete information and documentation according to the requirements of this RFP document;
 - 10.1.3.** bidder who submit information that is fraudulent, factually untrue, or inaccurate information;
 - 10.1.4.** bidder who receive information not available to other potential bidders through fraudulent means;
 - 10.1.5.** bidder who do not comply with any of the mandatory requirements as stipulated in the RFP document;
 - 10.1.6.** bidder who fail to comply with POPIA requirements as listed herein; and
 - 10.1.7.** bidder as the prime contractor, who holds a lower percentage in terms of the value of the contract than any of its subcontractor/(s).

11. RETURNABLE SCHEDULES

Bidders shall submit their bid responses in accordance with the returnable schedules specified below (each schedule must be clearly marked):

- 11.1. Cover Page:** (the cover page must clearly indicate the RFP reference number, bid description and the bidder's name)

11.2. Schedule 1:

- 11.2.1.** Executive Summary (explaining how you understand the requirements of this RFP and the summary of your proposed solution).

11.3. Schedule 2:

- 11.3.1.** Copy of Board Resolution, duly certified;
- 11.3.2.** Originally certified copy of ID document for the Company Representative;
- 11.3.3.** Annexure 2: Acceptance of Bid Conditions and Bidder's Details (duly completed and signed).
- 11.3.4.** Annexure 3: Tax Compliance Requirements (duly completed and signed).
- 11.3.5.** Annexure 4: Bidders Disclosure (duly completed and signed).
- 11.3.6.** Annexure 5: Shareholders and Directors Information (duly completed and signed)
- 11.3.7.** Annexure 6: BEE Commitment Plan.
 - 11.3.7.1.** Bidders must submit a B-BBEE verification certificate. For Exempted Micro Enterprises (EME) with an annual revenue of less than R10 million and Qualifying Small Enterprises (QSE) with an annual revenue of between R10 million and R50 million per annum, a sworn affidavit confirming the annual total revenue and level of black ownership may be submitted. Any misrepresentation in terms of the declaration constitutes a criminal offence as set out in the B-BBEE Act as amended.
- 11.3.8.** Annexure 7: Disclosure Statement (duly responded to).
- 11.3.9.** Annexure 8: Privacy & Protection of Personal Information (duly completed and signed, if applicable).
- 11.3.10.** Statement of Financial Position of the Bidder: Latest Audited Financial Statements (where applicable in terms of the Company's Act) and/or independently reviewed financial statements and/or Cashflow Budget for new entities with no financial records.

11.3.11. Copy of Joint Venture/ Consortium/ Subcontracting Agreement duly signed by all parties (if applicable).

Note: If a bidder is a Consortium, Joint Venture or Prime Contractor with Subcontractor(s), the documents listed above must be submitted for each Consortium/ JV member or Prime Contractor and Subcontractor(s).

11.4. Schedule 3:

11.4.1. Response to Section 2: Functional Requirements Specification, in line with the format indicated in this RFP document.

11.4.2. Annexure 1: Response format for section 2 of this RFP document duly completed and signed.

11.5. Schedule 4:

Price Proposal (response to Section 3 of this RFP document).

Note: Must be submitted as a separate file/document marked Schedule 4: Price/Cost Proposal

12. EVALUATION CRITERIA AND WEIGHTINGS

Bids shall be evaluated in terms of the following process:

12.1. Phase 1: Initial Screening Process: During this phase, bid responses will be reviewed for purposes of assessing compliance with RFP requirements including the general bid conditions and the Specific Conditions of Bid, which requirements include the following:

- IDC will make use of the Central Supplier Database (CSD) to access key information which is required to conduct supplier vetting including Company Registration status, tax compliance status and any other relevant checks conducted on CSD.
- In the event that the bidding structure is a Prime Contractor with Sub-contractor/(s), then IDC will evaluate the information provided in Annexure 2 (Acceptance of Bid Conditions and Bidder's Details) and if determined that the Prime Contractor holds a lower percentage in terms of the value of the contract than any of its subcontractor/(s), then the bid will be disqualified.
- Submission of ID copy for the Company Representative as referenced in 11.3.2 above.
- BEE Status Certification as referenced in 11.3.7.1. above.
- Completion of all Standard Bidding Documents and other requirements, as reflected in this RFP, which covers the following:
 - Section 2: Statement of compliance with the Functional Evaluation Criteria for this RFP.
 - Section 3: Cost Proposal and Price Declaration Form.
 - Annexure 1: Response Format for Section 2.
 - Annexure 2: Acceptance of Bid Conditions and Bidders Details.
 - Annexure 3: Tax Compliance Requirements.
 - Annexure 4: Bidder's Disclosure.
 - Annexure 5: Shareholders And Directors Information.
 - Annexure 6: BEE Commitment Plan.
 - Annexure 7: Disclosure Statement.
 - Annexure 8: Privacy & Protection of Personal Information Act 4 of 2013 Requirements.

Note: Failure to comply with the requirements assessed in Phase 1 (compliance), may lead to disqualification of bids.

12.2. Phase 2: Technical/ Functionality Evaluation

Bid responses will be evaluated in accordance with the Functional criteria as follows:

12.2.1. Mandatory Functional/ Technical Requirements

All bid responses that do not meet the Mandatory Functional Requirements will be disqualified and will not be considered for further evaluation on the Other Functional

Requirements. The Mandatory Functional Requirements are stated in section 2 of this RFP document.

Note: Failure to comply with the Mandatory Functional Requirements assessed in this phase will lead to disqualification of bids.

12.2.2. Other Functional/ Technical Requirements

With regards to the other Functional Requirements, the following criteria (set out in more detail in section 2 of this RFP document) and the associated weightings will be applicable:

ELEMENT	WEIGHT
Bidder's relevant Experience	30
Bidder's proposed Methodology and approach	30
Bidders proposed Project Plan	10
Qualifications, Skills and Experience of The Team	30
TOTAL	100

Note: The minimum qualifying score for functionality is 70%. All bidders that fail to achieve the minimum qualifying score on functionality shall not be considered for further evaluation on Price and Specific Goals.

12.3. Phase 3: Preference Point System

All bids that achieve the minimum qualifying score for Functionality (acceptable bids) will be evaluated further in terms of the preference point system, as follows:

CRITERIA	POINTS
Price	80
Specific Goals ¹	20
TOTAL	100

¹Specific Goals for this tender and points that may be claimed are indicated per table below:

SPECIFIC GOALS	POINTS
	(80/20 system)
Black ownership ²	10
30% Black women ownership	5
Any % of ownership by Black Designated Groups ³	2
Reconstruction Development Programme Objective: Promotion of SMMEs (Entities that are EME or QSE)	3
TOTAL POINTS	20

²Black ownership: 100% black owned entities will score the full 10 points (if 80/20 system), and between 51% - 99.99% black owned entities will score 4 points (if 80/20 system).

³Black Designated Groups has the meaning assigned to it in the codes of good practice issued in terms of section 9(1) of the Broad-Based Black Economic Act as amended.

Note: Only enterprises with direct Black shareholding that fall under the four categories below be considered for allocation of points on Specific Goal:

- Exercisable voting rights in the hands of Black people
- Exercisable voting rights in the hands of Black women
- Exercisable voting rights in the hands of Black Designated Groups
- Employee Share Ownership Programmes ("ESOPs") with direct shareholding and

exercisable voting rights in the hands of Black People, Black woman, and Black Designated Groups.

12.4. Phase 4: Objective Criteria

This contract will be awarded to the bidder scoring the highest points unless an objective criterion justifies the award of the tender to a bidder other than the highest scoring bidder.

12.4.1. Objective Criteria are:

The bidder must pose less risk to the IDC. The risk will be assessed in terms of, but not limited to, the following:

- Reputational Risk: This will be assessed in line with the bidder's disclosure (Refer to Annexure 7: Disclosure statement of this document) and the IDC Compliance and Regulatory Affairs Department (CRAD) screening report.
- Concentration Risk: Over exposure to a single bidder.
- The bidder's financial capability in relation to the execution of the contract.
- The bidder's past performance in IDC contracts.

13. PROMOTION OF EMERGING BLACK OWNED SERVICE PROVIDERS

It is the IDC's objective to promote transformation across all industries and/ or sectors of the South African economy and as such, bidders are encouraged to partner with a black owned entity (being 50%+1 black owned and controlled). Such partnership may include the formation of a Joint Venture and/ or subcontracting agreement etc., where a portion of the work under this tender would be undertaken by black owned entities. To give effect to this requirement, bidders are required to submit a partnership / subcontracting proposal detailing the portion of work to be outsourced, level of involvement of the black owned partner and where relevant, submit either a consolidated B-BBEE scorecard or each bidder of the partnership in their individual capacity to submit a BEE certificate or Sworn Affidavit in case of an EME or QSE which will be considered as part of the Specific Goals scoring listed in 12.3.

SECTION 2: FUNCTIONAL REQUIREMENTS SPECIFICATION

SECTION 2: FUNCTIONAL REQUIREMENTS

1. SPECIAL INSTRUCTIONS TO BIDDERS

- 1.1.** Should a bidder have reason to believe that the Functional Requirements are not open/fair and/or are written for a particular service provider; the bidder must notify IDC Procurement within five (5) days after publication of the RFP.
- 1.2.** Bidders shall provide full and accurate answers to the questions posed in this RFP document, and, where required explicitly state “Comply/Not Comply” regarding compliance with the requirements. Bidders must substantiate their response to all questions, including full details on how their proposal/solution will address specific functional/ technical requirements; failure to substantiate may lead to the bidder being disqualified. All documents as indicated must be supplied as part of the bid response.

2. BACKGROUND INFORMATION

2.1.

Infrastructure South Africa (ISA) is a government agency established in terms of the Infrastructure Development Act, 2014 (Act 23 of 2014) to coordinate and drive South Africa's national infrastructure investment programme. Its mandate includes supporting the development and implementation of strategic infrastructure projects that accelerate economic growth, improve service delivery and enhance infrastructure investment outcomes through coordinated planning and expedited decision-making processes.

The Pilanesberg International Airport Upgrade Project aligns with ISA's mandate to support catalytic infrastructure that enhances connectivity and drives regional economic development. Located in the North West Province, Pilanesberg International Airport serves as a key gateway to major tourism destinations, including Pilanesberg National Park, Sun City and surrounding hospitality facilities, making it an important enabler of tourism and investment within the Bojanala Platinum District.

2.2. Project Need and Strategic Rationale

The need for the upgrade has become critical following a fire in August 2023 that destroyed the airport's main terminal building and necessitated operations from temporary facilities. Subsequent assessments identified significant deterioration and damage to key infrastructure, including the terminal building, air traffic control tower, fire station, electrical systems, runway, taxiway, apron, lighting infrastructure, parking facilities and associated support services. In particular, the runway, apron and airfield lighting require substantial rehabilitation to improve operational safety, compliance and the airport's ability to support night-time operations.

The project presents an opportunity not only to restore damaged infrastructure but also to reposition Pilanesberg International Airport as a strategic regional aviation hub. The upgrade is expected to improve regional and international connectivity, strengthen access to a high-value tourism corridor and support broader economic activity across the North West Province. In the short term, the project is expected to stimulate construction activity, create employment and support local supply chains. Over the longer term, it is expected to contribute to tourism growth, private sector investment, SMME development and wider economic diversification.

2.3. Project Development Support

To realise these outcomes, the project requires coordinated technical, commercial, financial, legal, regulatory and institutional support to advance it from its current stage into a bankable and implementable infrastructure programme.

The PICC Technical Task Team, housed within the Industrial Development Corporation (IDC) and operating in support of ISA's infrastructure development objectives, is responsible for advancing strategic infrastructure projects of national importance.

Accordingly, the IDC, on behalf of ISA, intends to appoint a suitably qualified and experienced Transaction Advisor (TA) to undertake a comprehensive Bankable Feasibility Study, develop a Business Case, and provide transaction advisory and implementation support to advance the Pilanesberg International Airport Upgrade Project to a bankable and implementable stage.

3. SCOPE OF WORK/TERMS OF REFERENCE

3.1. Scope of Work Overview

The appointed service provider shall provide multidisciplinary Transaction Advisory services for the redevelopment, upgrade and long-term operation of Pilanesberg International Airport in the North-West Province. The Transaction Advisor shall prepare a comprehensive bankable feasibility study and business case and provide transaction implementation support to enable the Client to determine and implement the most appropriate, affordable, financially viable and sustainable delivery mechanism for the airport.

The assignment must build on and consolidate the existing airport condition assessments, technical reports, design work and other studies completed to date. The Transaction Advisor shall undertake the technical, commercial, financial, economic, legal, regulatory, institutional and procurement work required to move the project from its current stage into a bankable and implementable infrastructure programme. The preferred delivery and funding approach shall be determined through the feasibility process and shall not be predetermined at the commencement of the assignment.

The appointed service provider should deliver the following services:

i. Inception (Stage 1)

- a) Inception Plan and Schedule
- b) Data Collection, review of existing studies and project steering meetings
- c) Demand, Market and Revenue Analysis
- d) Technical Options and Infrastructure Due Diligence
- e) Implementation Options Analysis
- f) Delivery Mechanism Summary and Interim Recommendations

ii. Conduct Comprehensive Bankable Feasibility Study (Stage 2A)

- a) Project Readiness, Legal and Regulatory Due Diligence and Environmental Authorisations
- b) Economic, Financial and Commercial Viability Assessment
- c) Procurement and Implementation Plan (Draft)

- d) Comprehensive Bankable Feasibility Study Report

iii. Preparation of Business Cases (Stage 2B)

- a) Intermediate Business Case utilising the ISA 5-Case Model as the base
- b) Summarised Business Case suitable for funding, approval and investment decision-making

iv. Transaction Implementation (Stage 3)

- a) Procurement and transaction implementation support
- b) Contracting, funding / financial close support (Draft)

At the conclusion of each stage, the Transaction Advisor shall submit a comprehensive report detailing the work undertaken, key findings and recommendations to ISA, the Provincial Department of Public Works and Roads, and the North-West Department of Community Safety and Transport Management for review and approval. Progression between stages shall be subject to acceptance of the preceding deliverables and the Client's decision on the preferred delivery and funding mechanism.

3.2. Detailed scope of work for the Phases

3.2.1. INCEPTION (STAGE 1)

A. Task 1 - Inception Plan and Schedule

The Transaction Advisor shall prepare an Inception report and detailed programme setting out the methodology, organisation, work streams, responsibilities, information requirements, stakeholder interfaces, programme, milestones and resource commitments for the assignment. The plan must provide a practical management tool that enables the Client and Project Steering Committee to monitor progress and coordinate the multidisciplinary work required for the airport project.

B. Task 2 - Data Collection and Review of Existing Studies

The Transaction Advisor shall collate and review all existing and available information concerning Pilanesberg International Airport, including condition assessments, design work completed to date, technical reports, operational information, regulatory records, financial information and previous studies. The Transaction Advisor shall identify information gaps, confirm assumptions and interfaces, undertake site verification where required, and prepare an information request matrix identifying additional inputs necessary to achieve bankability.

C. Task 3 - Demand, Market and Revenue Analysis

The Transaction Advisor shall undertake a comprehensive demand, market and revenue assessment for the airport. The assessment shall include passenger and cargo demand forecasting, tourism and regional market analysis, airline and route potential, market positioning, commercial and non-aeronautical revenue opportunities, and scenario and sensitivity analysis. The work shall provide an evidence-based demand and revenue forecast to support the technical sizing, financial model and investment case.

D. Task 4 - Technical Options and Infrastructure Due Diligence

The Transaction Advisor shall review and validate the existing condition assessments and technical information for the airport, including the terminal building, air traffic control tower, fire station, runway, taxiway, apron, electrical systems, airfield and area lighting, parking areas and supporting building services. The Transaction Advisor shall identify gaps and additional investigations required, assess rehabilitation, replacement and upgrade options, and define the technical scope necessary to restore safe, compliant and sustainable airport operations. The technical options analysis shall include preliminary capital cost estimates, operating and maintenance cost implications, lifecycle considerations, implementation sequencing and interfaces with applicable aviation, environmental and other regulatory requirements.

E. Task 5 - Implementation Options Analysis

The Transaction Advisor shall identify and evaluate viable project delivery, ownership, operating, procurement and funding options for the redevelopment and long-term operation of the airport. The assessment shall compare the options against affordability, financial viability, value for money, risk allocation, institutional capacity, implementation complexity, funding availability and long-term operational sustainability. This must also include consideration of alternative operating, ownership, management and concession structures, including stand-alone airport models, networked airport models, multi-airport operating platforms, strategic partnerships and regional airport management arrangements. The analysis must recommend the preferred delivery mechanism without presupposing a particular contracting model.

F. Task 6 - Delivery Mechanism Summary and Interim Recommendations

The Transaction Advisor shall prepare an interim report summarising the findings of Stage 1, including the recommended project scope, demand outlook, technical option, delivery mechanism including options on the possible funding and financing models that can be presented for the enablement of the transaction, and key actions required to proceed to the comprehensive bankable feasibility study. The report shall clearly identify unresolved issues, additional studies, approvals required and the relative merits of stand-alone and network-based operating and delivery models for Stage 2A.

3.2.2. CONDUCT COMPREHENSIVE BANKABLE FEASIBILITY STUDY (STAGE 2A)

The key objective of the Bankable Feasibility Study is to demonstrate that the Pilanesberg International Airport redevelopment is technically feasible, economically justified, financially viable, affordable, legally and institutionally implementable, and capable of being procured and funded through an appropriate delivery mechanism. The study shall integrate the technical, commercial, financial, legal, environmental and institutional work into a single bankable investment proposition.

A. Task 7 - Project Readiness, Legal and Regulatory Due Diligence and Environmental Authorisations

The Transaction Advisor shall undertake legal, regulatory and institutional due diligence relevant to the redevelopment and operation of the airport. This shall include reviewing governance and institutional arrangements, land and asset matters, existing contracts, applicable aviation and safety requirements, environmental approvals, licensing and permitting requirements, procurement obligations and any other approvals that may affect project implementation. The Transaction Advisor shall prepare a project readiness and approvals

matrix with responsibilities and timeframes.

B. Task 8 - Economic, Financial and Commercial Viability Assessment

The Transaction Advisor shall develop a comprehensive economic, financial and commercial assessment of the project. This shall include CAPEX, OPEX and lifecycle costing; demand and revenue modelling; affordability analysis; financial modelling; funding and financing options; potential blended or public funding sources; tariff and commercial revenue principles; cost-benefit and socio-economic impact analysis; risk identification, quantification and allocation; sensitivity and scenario analysis; and assessment of the project's overall financial sustainability. The viability assessment shall evaluate stand-alone and network-based commercial scenarios, including potential revenue enhancement, cost efficiencies, risk allocation and investment attractiveness arising from coordinated operations with other regional airports. The analysis shall support the Client in selecting the most suitable delivery and funding mechanism and shall demonstrate the implications of the preferred option for government, operators, users and funders.

C. Task 9 - Procurement and Implementation Plan

The Transaction Advisor shall prepare a comprehensive procurement and implementation plan for the preferred delivery mechanism. The plan shall define the procurement strategy, packaging of works and services, contracting approach, procurement documentation required, evaluation approach, governance and approval requirements, implementation programme, institutional responsibilities, funding actions and the path to contracting and financial close, where applicable.

D. Task 10 - Comprehensive Bankable Feasibility Study Report – Final

The Transaction Advisor shall address all comments received from the Client and relevant stakeholders and submit the Final Comprehensive Bankable Feasibility Study Report, together with the supporting financial model, technical schedules, risk register, approvals matrix and implementation roadmap. The final report must be suitable to support funding, approval, procurement and investment decision-making.

3.2.3. PREPARATION OF BUSINESS CASES (STAGE 2B)

A. Task 11 - Intermediate Business Case

Upon completion and acceptance of the Comprehensive Bankable Feasibility Study, the Transaction Advisor shall prepare an Intermediate Business Case in accordance with the ISA 5-Case Model. The Business Case shall consolidate the strategic, economic, commercial, financial and management cases for the redevelopment and long-term operation of Pilanesberg International Airport, using the findings and evidence generated through the feasibility study.

B. Task 12 - Summarised Business Case

The Transaction Advisor shall prepare a concise, decision-ready Business Case summary suitable for engagement with approving authorities, funders and prospective investors. The summary shall capture the project need, proposed scope, demand case, preferred delivery and funding mechanism, capital requirements, affordability, economic benefits, key risks, procurement approach, implementation programme and decisions required to progress the project.

3.2.4. TRANSACTION IMPLEMENTATION (STAGE 3)

A. Task 13 - Procurement and Transaction Implementation Support

Following approval of the preferred delivery mechanism and the bankable feasibility study/business case, the Transaction Advisor shall support the Client to implement the transaction. This shall include preparation and/or finalisation of procurement documentation, technical and commercial schedules, evaluation criteria and contractual documentation; management support for bidder engagement and clarification processes; bid evaluation support; negotiations; confirmation of affordability and value; and support in obtaining the approvals required for appointment and contracting.

Where the approved implementation approach requires external financing or investment, the Transaction Advisor shall support funding applications, lender and investor engagement, financial model finalisation, commercial negotiations and the actions necessary to achieve funding and/or financial close.

B. Task 14 - Contracting, funding / financial close support

The Transaction Advisor shall prepare a final Close-Out Report documenting the transaction process, key decisions, approvals, procurement outcomes, funding and contracting status, lessons learned, outstanding implementation actions and the recommended monitoring framework for the next phase of the airport redevelopment.

3.3. GENERAL

- a) A Project Steering Committee comprising government technical resources from IDC/ISA and Provincial Department of Public Works and Roads, Northwest Provincial Treasury will be constituted during the project duration to provide oversight to the project.
- b) The bidder will be required to schedule bi-weekly progress meetings with the project team via Microsoft team or at the consultant's offices if required.
- c) Site meetings and site visits in Northwest province will be scheduled on an ad hoc basis.
- d) It is required that the bidder will engage interested and affected parties. The client would be in attendance to support and contribute.
- e) The Service Provider will provide the ISA / IDC and Provincial Department of Public Works and Roads with all completed documents (Narratives and PowerPoints), technical studies and data collected during the project duration.
- f) The Bidder shall inform the client prior to contacting any third parties to obtain information or discuss the project details.
- g) Final Report and project close out presentation to be scheduled at the Provincial Department of Public Works and Roads offices in Northwest province.
- h) The bidder is required to avail themselves for any meetings of special nature relevant to the project with the client or in support of the client.

4. PROJECT TIMELINES

The successful bidder (s) will be required to start immediately after the award and complete the assignment within a period of twenty-four (24) months.

5. TECHNICAL EVALUATION CRITERIA

5.1 Other Technical Requirements

The service provider must indicate their compliance/ non-compliance to the following requirements and to substantiate as required. The bidder must respond in the format below, where additional information is provided/ attached somewhere else; such information must be clearly referenced.

5.1.1. BIDDER'S EXPERIENCE	Comply	Partially Comply	Not Comply
The bidder must demonstrate experience in providing Transaction Advisory services (technical, financial, commercial, and legal) for the development of comprehensive feasibility studies for transport infrastructure projects or catalytic large-scale infrastructure projects in South Africa or internationally. To substantiate, the bidder must provide three (3) references (not older than 10 years) a contactable reference must be given (name, designation, and relationship in the project, email, and telephone). If such information is not given, the reference shall be deemed to be invalid. Refer to Table (A) Annexure 1 of this document for the response format provided.			
Substantiate / Comments			

5.1.2 BIDDER'S PROPOSED METHODOLOGY AND APPROACH	Comply	Partially Comply	Not Comply
The bidder must demonstrate their thorough understanding of the objectives and deliverables in the development of the project. The proposed approach must provide a detailed (step-by-step) outline demonstrating how the delivery of the project outputs within the required timelines will be achieved. At a minimum, the methodology must address the following critical components: i. Inception, data collection and review/due diligence of existing condition assessments, designs and technical reports. ii. Demand, market and revenue analysis for the airport. iii. Technical options and infrastructure due diligence. iv. Evaluation of viable service delivery, implementation, procurement and funding options without presupposing a particular contracting model. v. Development of a comprehensive bankable feasibility study, including economic, financial, commercial, legal, regulatory, environmental and institutional assessments. vi. Preparation of the Intermediate Business Case and summarised Business Case; and vii. Procurement and transaction implementation support, including contracting and funding/financial close support. The proposed approach should demonstrate flexibility to adapt to changes during implementation and include an outline of the quality management and assurance plan, risk management approach, a stakeholder management and governance plan. Preferably, the deliverables should be packaged in Work Stages, with activities outlined for each milestone.			
Substantiate / Comments			

5.1.3 BIDDER'S PROPOSED PROJECT PLAN	Comply	Partially Comply	Not Comply
The bidder must submit a detailed project plan, which will compliment and align with the above proposed methodology with a final report to be submitted within twenty-four (24) months from date of appointment. The project plan is to be in a form of a detailed Work Breakdown Structure (WBS) and timeframes in a Gantt Chart format.			
Substantiate / Comments			

5.1.4. QUALIFICATIONS, EXPERIENCE AND SKILLS OF KEY PERSONNEL	Comply	Partially Comply	Not Comply
The team must include key technical team members with qualifications, skills and experience relevant to multidisciplinary infrastructure feasibility, business case development and transaction implementation. The team must include the following as a minimum: i. Project Lead - Transaction Advisory Specialist: Must hold a minimum NQF Level 8 qualification in a relevant field, professional registration where applicable (e.g., PrEng, CA(SA), CFA or equivalent), and at least 10 years' experience in infrastructure feasibility studies and transaction advisory services. ii. Transport Engineer: Must hold a minimum NQF Level 8 qualification in Engineering, be professionally registered with ECSA as a Pr. Engineer, and have at least 8 years' experience involving transport infrastructure projects. iii. Project Finance / Financial Modelling / Commercial Structuring Expert: Must hold a minimum NQF Level 8 qualification in Finance or a related field and be professionally registered with SAICA, SAIPA, CFA Institute, CIMA, or an equivalent recognised professional body. The expert must have at least 8 years' experience in infrastructure finance, including feasibility studies, financial modelling, project finance structuring, funding applications and facilitating financial close for infrastructure projects. iv. Legal Specialist / Transactional Lawyer / Contractual Law Expert: Must hold a minimum NQF Level 8 qualification in Law or a related discipline and be admitted as an Attorney of the High Court of South Africa and/or registered with the Legal Practice Council (LPC). The expert must have at least 8 years' experience in infrastructure and transactional legal advisory services, including drafting and negotiation of infrastructure agreements, risk identification and allocation, contract management, commercial negotiations and regulatory compliance. v. Economist / Development Finance Specialist: Must hold a postgraduate degree or equivalent in Development Finance, Economics, Econometrics, Statistics or a related field, and have at least 8 years' relevant experience in cost-benefit analysis of transport infrastructure or large-scale infrastructure projects, including demand and market analysis and socio-economic impact analysis using CBA and CEA methodologies. vi. Any other relevant resources the bidder deems necessary to be part of the team.			

5.1.4. QUALIFICATIONS, EXPERIENCE AND SKILLS OF KEY PERSONNEL	Comply	Partially Comply	Not Comply
<i>The bidders must submit, as part of this proposal, the following:</i> • An organisational structure (organogram) illustrating the proposed project team, including the Team Leader and all key personnel, disciplines/specialist areas, reporting lines, roles and responsibilities. The information must be submitted in accordance with Table B, Annexure 1. • Detailed CVs for all proposed key personnel, clearly demonstrating qualifications, relevant experience, expertise and competency relevant to the scope, objectives and deliverables of the project. • Valid proof of professional registration for all key personnel where such registration is applicable to the specialist discipline.			
Substantiate / Comments			

SECTION 3: COST PROPOSAL

SECTION 3: COST PROPOSAL

1. **NOTE: All prices must be VAT inclusive (where applicable) and must be quoted in South African Rand (ZAR).**

2. Are the rates quoted firm for the full period of the contract?

YES	NO
-----	----

Important: If not firm for the full period, provide details of the basis on which price adjustments shall be applied e.g., CPI etc.

3. All additional costs associated the bidder's offer must be clearly specified and included in the Total Bid Price.

4. Is the proposed bid price linked to the exchange rate?	YES	NO
<i>If yes, the bidder must indicate CLEARLY which portion of the bid price is linked to the exchange rate:</i>		

5. Payments will be linked to specified deliverables after such deliverables have been approved by the IDC. Payments will be made within 30 days from date of invoice.	Comply	Not Comply

6. COSTING MODEL

Activity/ Deliverable	Resource(s)*	Rate / Hour / per resource	No. of hours	Total Cost (VAT Excl.)
INCEPTION (STAGE 1) (Ref. to SOW 3.2.1)				
Task 1 - Inception Plan and Schedule				
Task 2 - Data Collection, Review of Existing Studies and Project Steering Meetings				
Task 3 - Demand, Market and Revenue Analysis				
Task 4 - Technical Options and Infrastructure Due Diligence				
Task 5 - Implementation Options Analysis				
Task 6 - Delivery Mechanism Summary				
Sub-Total for Stage 1 (VAT excl.)				
COMPREHENSIVE BANKABLE FEASIBILITY STUDY (STAGE 2A) (Ref. to SOW 3.2.2)				
Task 7 - Project Readiness, Legal and Regulatory Due Diligence and Environmental Authorisations				
Task 8 - Economic, Financial and Commercial Viability Assessment				
Task 9 - Procurement and Implementation Plan				
Task 10 - Comprehensive Bankable Feasibility Study Report - Final				
Sub-Total for Stage 2A (VAT excl.)				
PREPARATION OF BUSINESS CASES (STAGE 2B) (Ref. to SOW 3.2.3)				
Task 11 - Intermediate Business Case (ISA 5-Case Model)				
Task 12 - Summarised Business Case				
Sub-Total for Stage 2B (VAT excl.)				
TRANSACTION IMPLEMENTATION (STAGE 3) (Ref. to SOW 3.2.4)				
Task 13 - Procurement and Transaction Implementation Support				
Task 14 - Contracting, funding / financial close support				
Sub-Total for Stage 3 (VAT excl.)				
DISBURSEMENTS				
TOTAL BID PRICE (VAT EXCL.)				
VAT @ 15%				
TOTAL BID PRICE (VAT INCL.)				

Note:

Bidder to name / list the resource/s to be allocated for the different deliverables.

The bidder must provide a detailed breakdown of the Disbursements as follows:

Cost Element	Cost (VAT Excl.)
Sub-Total Disbursements	

Note on pricing:

Disbursements (incidental expenses other than professional fees e.g., travel and accommodation, printing costs, etc.) must be clearly defined, outlining all assumptions. It is of utmost importance to submit clear and comprehensive cost proposals to allow the IDC to fairly compare bid price / cost proposals. If there is no additional fee envisaged for Disbursements, then the bidder must clearly indicate “No Charge / Free of Charge”. Failure to clearly indicate this, would result in IDC penalising your bid response by taking the cost of the highest bidder and adding 50% thereto and apply this rate for purposes of price comparisons. Bidders are therefore requested to respond clearly and comprehensively on this aspect of their bid response.

SUMMARY OF THE PROPOSAL

DESCRIPTION	BIDDER'S PROPOSAL
Number of resources (personnel)	
Project duration (in hours)	
Project duration (in months)	
Commencement Date	

PRICE DECLARATION FORM

Dear Sir,

Having read through and examined the Request for Proposal (RFP) Document, RFP no. **T57/10/26**, the General Conditions, and all other Annexures to the RFP Document, we offer to provide Transaction Advisory Services for ***the Redevelopment, Upgrade, And Long-Term Operation Of Pilanesberg International Airport*** to IDC as specified in this RFP document.

R.....(Including VAT)

In words

R.....(Including VAT)

We confirm that this price covers all activities associated with the service, as called for in the RFP document. We confirm that IDC will incur no additional costs whatsoever over and above this amount in connection with the provision of this service.

We undertake to hold this offer open for acceptance for a period of 120 days from the date of submission of offers. We further undertake that upon final acceptance of our offer, we will commence with the provision of the required service when required to do so by the IDC.

We understand that you are not bound to accept the lowest or any offer, and that we must bear all costs which we have incurred in connection with preparing and submitting this bid.

We hereby undertake for the period during which this bid remains open for acceptance, not to divulge to any persons, other than the persons to whom the bid is submitted, any information relating to the submission of this bid or the details therein except where such is necessary for the submission of this bid.

SIGNED

DATE

(Print name of signatory)

Designation

**FOR AND ON BEHALF
OF:**

COMPANY
NAME

Tel No

Fax No

Cell No

SECTION 4: ANNEXURES

ANNEXURE 1: RESPONSE FORMAT FOR SECTION 2

Bidder's Experience and the proposed Project Team

Request for Proposal No:

Name of Bidder:

Authorised signatory:

[Note to the Bidder: The bidder must complete the information set out below in response to the requirements stated in Section 2 of this bid document. If the bidder requires more space than is provided below it must prepare a document in substantially the same format setting out all the information referred to below and return it with this Returnable Schedule 3.]

The bidder must provide the following information:

Table (a) Details of the bidder's experience in Transaction Advisory Services *for the Redevelopment, Upgrade, And Long-Term Operation Of Pilanesberg International Airport Under* (please refer to Section 2 par 5.1.1):

[illegible]

Table (b) Details of the key personnel of the bidders' proposed team: (please refer to par 5.1.4 of Section 2 of this RFP document):

Name	Position	Role / Duties in this Project	Relevant Project Experience	
			Project description, Client, Project period	Project Cost

ANNEXURE 2: ACCEPTANCE OF BID CONDITIONS AND BIDDER'S DETAILS

Request for Proposal No: _____
Name of Bidder: _____
Authorised signatory: _____
Name of Authorised Signatory _____
Position of Authorised Signatory _____

By signing above the bidder hereby accept full responsibility for the proper execution and fulfilment of all obligations and conditions devolving on him/her under this RFP.

[Note to the Bidder: The Bidder must complete all relevant information set out below.]

CENTRAL SUPPLIER DATABASE (CSD) INFORMATION

Bidders that are registered on the Central Supplier Database (CSD) of National Treasury are required to submit as part of this proposal both their CSD supplier number and CSD unique registration reference numbers below:	
Supplier Number	
Unique registration reference number	

BIDDING STRUCTURE

Indicate the type of Bidding Structure by marking with an 'X':	
Individual Bidder	
Joint Venture/ Consortium	
Prime Contractor with Subcontractors	
Other	

REQUIRED INFORMATION

If Individual Bidder:	
Name of Company	
Registration Number	
Vat registration Number	
Contact Person	
Telephone Number	
Cellphone Number	
Fax Number	
Email address	
Postal Address	
Physical Address	

If Joint Venture or Consortium, indicate the following for each partner:	
Partner 1	
Name of Company	
Registration Number	
Vat registration Number	
Contact Person	
Telephone Number	
Cellphone Number	
Fax Number	
Email address	
Postal Address	
Physical Address	
Scope of work and the value as a % of the total value of the contract	

Partner 2	
Name of Company	
Registration Number	
Vat registration Number	
Contact Person	
Telephone Number	
Cellphone Number	
Fax Number	
Email address	
Postal Address	
Physical Address	
Scope of work and the value as a % of the total value of the contract	

If bidder is a Prime Contractor using Sub-contractors, indicate the following:	
Prime Contractor	
Name of Company	
Registration Number	
Vat registration Number	
Contact Person	
Telephone Number	
Cellphone Number	
Fax Number	
Email address	
Postal Address	
Physical Address	
Sub-contractors	
Name of Company	
Company Registration Number	
Vat registration Number	
Contact Person	
Telephone Number	
Cellphone Number	
Fax Number	
Email address	
Postal Address	
Physical Address	
Subcontracted work as a % of the total value of the contract	

ANNEXURE 3: TAX COMPLIANCE REQUIREMENTS

1. TAX COMPLIANCE REQUIREMENTS		
1.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS. 1.2 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VIEW THE TAXPAYER'S PROFILE AND TAX STATUS. 1.3 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) OR PIN MAY ALSO BE MADE VIA E-FILING. IN ORDER TO USE THIS PROVISION, TAXPAYERS WILL NEED TO REGISTER WITH SARS AS E-FILERS THROUGH THE WEBSITE WWW.SARS.GOV.ZA. 1.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS TOGETHER WITH THE BID. 1.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE PROOF OF TCS / PIN / CSD NUMBER. 1.6 WHERE NO TCS IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.		
2. QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS		
2.1 IS THE BIDDER A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)? ☐ YES ☐ NO 2.2 DOES THE BIDDER HAVE A BRANCH IN THE RSA? ☐ YES ☐ NO 2.3 DOES THE BIDDER HAVE A PERMANENT ESTABLISHMENT IN THE RSA? ☐ YES ☐ NO 2.4 DOES THE BIDDER HAVE ANY SOURCE OF INCOME IN THE RSA? ☐ YES ☐ NO IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN, IT IS NOT A REQUIREMENT TO OBTAIN A TAX COMPLIANCE STATUS / TAX COMPLIANCE SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 1.3 ABOVE.		
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:	

ANNEXURE 4: BIDDER'S DISCLOSURE

1. PURPOSE OF THE FORM

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

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

2. BIDDER'S DECLARATION

2.1 Is the bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest ¹ in the enterprise, employed by the state? **YES/NO**

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

Full Name	Identity Number	Name of State institution

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

2.2.1 If so, furnish particulars:

.....
.....

2.3 Does the bidder or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise whether or not they are bidding for this contract?

YES/NO

2.3.1 If so, furnish particulars:

.....
.....

3 DECLARATION

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

3.1 I have read, and I understand the contents of this disclosure;

3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect;

¹ the power, by one person or a group of persons holding the majority of the equity of an enterprise, alternatively, the person/s having the deciding vote or power to influence or to direct the course and decisions of the enterprise.

- 3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement, or arrangement with any competitor. However, communication between partners in a joint venture or consortium² will not be construed as collusive bidding.
- 3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.
- 3.4 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
- 3.5 There have been no consultations, communications, agreements, or arrangements made by the bidder with any official of the procuring institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.
- 3.6 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

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

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

.....
Signature

.....
Date

.....
Position

.....
Name of bidder

² Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.

ANNEXURE 5: SHAREHOLDERS AND DIRECTORS INFORMATION

[Note to the bidder: the bidder must complete the information set out below. If the bidder requires more space than is provided below it must prepare a document in substantially the same format setting out all the information referred to below and return it with Returnable Schedule 2.]

1 Shareholders/ Members

Name of the shareholder	ID Number	Race	Gender	% Shares

Note: The bidder must also attach the detailed Company/ Group Structure where relevant.

2 Trust Information

With reference to point 8.6 IDC Rights, should a trust form part of the Company / Group structure then the following must be submitted as part of your proposal.

Documents necessary to verify the Identity of a Trust	☐	Copy of trust deed or other founding document by which trust is created.
	☐	Letters of authority (as issued by the Master of the High Court)
	☐	Personal details of each Trustee, each Beneficiary, the Founder, and the person authorised to act on behalf of the Trust

3 Black Shareholders/ Members as per the B-BBEE Certificate

Name of the shareholder	ID Number	Race	Gender	% Shares
Total Black Shareholding % as per the current and valid B-BBEE Certificate				

4 Directors

Name of the shareholder	ID Number	Race	Gender

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

CERTIFY THAT THE INFORMATION FURNISHED ABOVE IS CORRECT.

.....
Signature

.....
Date

.....
Position

.....
Name of bidder

ANNEXURE 6: BEE COMMITMENT PLAN

The IDC encourages existing vendors and prospective bidders to support the objectives of B-BBEE and as far as possible strive to improve their B-BBEE contribution status. For bid evaluation purposes, bidders are allocated points in terms of a preference point system based on the Specific Goals which requires the bidder to have a valid B-BBEE certificate or a sworn affidavit in case of a EME or QSE.

Bidders are therefore required to submit a B-BBEE improvement plan in view of the new B-BBEE Codes of Good Practice. Bidders must indicate the extent to which their ownership, management control, employment equity, preferential procurement and enterprise development will be maintained or improved over the contract period in the event that they are successful in this bid process.

ANNEXURE 7: DISCLOSURE STATEMENT

In terms of the tender condition 8.6, which allows the IDC to conduct background checks on bidders and its shareholders and directors, the IDC hereby requires bidders to provide the following additional information:

1. The IDC considers the integrity of its appointed service providers to be of critical importance. The IDC reserves the right to apply its objective criteria to award to any bidders whose integrity, based on past conduct (during the 5 years immediately preceding the bid submission date), it considers questionable.
2. To this end, the IDC requires each bidder to include in its bid, a disclosure statement which details the following (sufficient information and supporting documentation for the IDC to make its own assessment as to the materiality or seriousness of allegations regarding the bidder's integrity or conduct): any criminal charges made against the bidder or any of its directors, shareholders, or management officials regarding their professional conduct;
 - 2.1. any civil proceedings initiated against the bidder or any of its directors, shareholders, or management officials regarding their professional conduct; and
 - 2.2. any other enquiry or similar proceedings initiated or threatened against the bidder or any of its directors, shareholders, or management officials regarding their professional conduct.
3. Where the bidder is a consortium, the disclosure statement referred to in paragraph 2.2 above must be made separately in respect of each consortium partner.
4. In the event that the bidder's circumstances change, after submission of its bid, regarding any matter referred to in paragraph 2.2 above or in regard to any matter referred to in its disclosure statement, the bidder must submit a written notification to IDC indicating the nature and extent of such changed circumstances.
5. The IDC reserves the right to seek such additional information from any bidder, in respect of the disclosure statement referred to in paragraph 2.2 above, as it may, in its sole discretion, determine, whether such information has been requested under this RFP or otherwise, and may require the bidder to make oral presentations for clarification purposes or to present supplementary information, in respect of the disclosure statement if so required by the IDC.
6. Based on its own assessment of the contents of the bidder's disclosure statement and any publicly available information which is relevant to the contents of such disclosure statement, the IDC will decide whether the bidder's conduct or any allegations relating thereto pose a risk, reputational or otherwise, to the IDC; and if it reaches an adverse conclusion the IDC will in its sole discretion have the right not to award a contract or order.

SIGNED

DATE

(Print name of signatory)

Designation

FOR AND ON BEHALF OF:

COMPANY NAME

Tel No

Fax No

Cell No

ANNEXURE 8: PRIVACY & PROTECTION OF PERSONAL INFORMATION ACT 4 OF 2013 REQUIREMENTS

Request for Proposal No:	
Name of Bidder:	
Authorised signatory:	

Protecting personal information is important to the Industrial Development Corporation (IDC). To do so, IDC follows general principles in accordance with applicable privacy laws and the Protection of Personal Information Act 4 of 2013 (POPIA).

IDC's role as a responsible party, is amongst others to process personal information for the intended purpose for which it was obtained and in line with legal agreements with its respective/ prospective clients, third parties, suppliers, and operators.

Who is an Operator? A person or body/ entity which processes personal information for the IDC in terms of a contract or mandate.

Who is a Supplier? a natural or juristic person that provides a product or renders a service to the IDC. A supplier could also be considered as an operator, an independent responsible party or (together with IDC) a joint responsible party.

If the supplier or business partner provides IDC with its related persons' personal information, the supplier or business partner warrants that the related persons are aware of and have consented to the sharing and processing of their personal information with/by IDC. IDC will process the personal information of related persons as stated under a contractual agreement or as required by any related legislation.

Examples of the personal information of the supplier or business partner where relevant may include (but are not limited to): financial information, including bank statements provided to the IDC; invoices issued by the supplier or business partner; the contract/ legal agreement between the IDC and the supplier or business partner; other identifying information, which includes company registration numbers, VAT numbers, tax numbers and contact details; marital status and matrimonial property regime (e.g. married in community of property); nationality; age; language; date of birth; education; financial history; identifying numbers (e.g. an account number, identity numbers or passport numbers); email address; physical address (e.g. residential address, work address or physical location); information about the location (e.g. geolocation or GPS location); telephone numbers; online and other unique identifiers; social media profile/s; biometric information (like fingerprints, facial recognition signature; race; gender; sex; criminal history).

Example of Special personal information is personal information about the following: · criminal behaviour, or any proceedings in respect of any offence allegedly committed by a data subject or the disposal of such proceedings; religious and philosophical beliefs; trade union membership; political beliefs; health, including physical or mental health, disability, and medical history; or biometric information (e.g. to verify identity).

RESPONSIBILITIES OF SUPPLIERS AND BUSINESS PARTNERS WHO ARE OPERATORS UNDER POPIA

Where a supplier or business partner, in terms of a contract or mandate, processes personal information for the IDC and is considered an operator of the IDC, the supplier or the business partner will be required to adhere to the obligations set out in the IDC data privacy or POPIA policy. This policy sets out the rules of engagement in relation to how personal information is processed by suppliers and business partners on behalf of the IDC as well as the minimum legal requirements that IDC requires the suppliers and business partners to adhere to, including compliance with POPIA as summarised in the below table.

ITEM	GUIDING CONDITIONS FOR PROCESSING PERSONAL INFORMATION	YES	NO
1.	Accountability The respective clients, third parties, suppliers and operators and its members will ensure that the provisions of POPIA, the guiding principles outlined in the policy and all the measures that give effect to such provisions are complied with at the time of the determination of the purpose and means of the processing and during the processing itself. In the event that an employee of the IDC or any person acting on behalf of the corporation who through their intentional or negligent actions and/or omissions fail to comply with the principles and responsibilities outlined, proper corrective measures will be applied.	Yes ☐	No ☐
2.	Processing Limitation The respective clients, third parties, suppliers and operators and its members will ensure that information is only processed for the justifiable reason and processing is compatible with the purpose of the collection.	Yes ☐	No ☐
3.	Purpose Specification All respective clients, third parties, suppliers and operators and its members will process personal information only for specific, explicitly defined, and legitimate reasons. The respective clients, third parties, suppliers and operators will inform IDC of reasons prior to collecting or recording their PI.	Yes ☐	No ☐
4.	Further Processing Limitation Personal information will not be processed for a secondary purpose unless that processing is compatible with the original purpose. Thus, where the respective clients, third parties, suppliers and operators seek to process personal information it holds for a purpose for which it was originally collected, and where this secondary purpose is not compatible with the original purpose, respective clients, third parties, suppliers and operators will first obtain additional consent from the IDC.	Yes ☐	No ☐
5.	Information Quality The respective clients, third parties, suppliers and operators will take reasonable steps to ensure that all personal information collected is complete, accurate and not misleading. Where PI is collected or received from third parties, the respective clients, third parties, suppliers and operators will take reasonable steps to confirm that the information is correct by verifying the accuracy of the information directly with the data subject or by way of independent sources.	Yes ☐	No ☐
6.	Open Communication Reasonable steps will be taken by the respective clients, third parties, suppliers and operators to ensure that the IDC is notified of the purpose for which the information is being collected, used, and processed.	Yes ☐	No ☐
7.	Security Safeguards It is a requirement of POPIA for responsible parties, business partners and operators to adequately protect personal information. IDC will need to review suppliers or business partner security controls and processes to ensure that personal Information is compliant with the conditions of the lawful processing of personal information as set out in the POPIA. This would be continuous monitoring and review that will be conducted by the IDC at its discretion.	Yes ☐	No ☐
8.	Data Subject Participation A data subject whose PI has been collected, stored, and processed by the respective clients, third parties, suppliers and operators must have communication channels to attend to may request for the correction or deletion of such information.	Yes ☐	No ☐

I, _____ (print name) hereby certify that the information, facts, and representations are correct and that I am duly authorized to sign on behalf of the company.

Name of Company/ Entity: _____

Company/ Entity Registration Number: _____

Company/ Entity VAT Registration Number: _____

Signature (Company/ Entity Representative)

Date