



DEPARTMENT OF
**CO-OPERATIVE GOVERNANCE,
HUMAN SETTLEMENTS & TRADITIONAL AFFAIRS**

**PART A
INVITATION TO BID**

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE (NAME OF DEPARTMENT/ PUBLIC ENTITY)

| | | | | | |
|--------------------|--------------------------|----------------------|---------------|----------------------|-------|
| BID NUMBER: | CoGHSTA B20 / 2025-26 FY | CLOSING DATE: | 24 MACRH 2026 | CLOSING TIME: | 11h00 |
|--------------------|--------------------------|----------------------|---------------|----------------------|-------|

APPOINTMENT OF PROFESSIONAL SERVICE PROVIDER FOR THE REVIEW AND UPDATING OF THE LIMPOPO PROVINCIAL

BID RESPONSE DOCUMENTS MAY BE DEPOSITED IN THE BID BOX SITUATED AT (STREET ADDRESS)

20 RABE STREET
HENSA TOWERS
POLOKWANE, 0699

| | |
|---|--|
| BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO | TECHNICAL ENQUIRIES MAY BE DIRECTED TO: |
|---|--|

| | | | |
|-------------------------|----------------------------------|-------------------------|----------------------------------|
| CONTACT PERSON | MOKALAPA M.J | CONTACT PERSON | MOGOTSI KP |
| TELEPHONE NUMBER | 015 294 2262 | TELEPHONE NUMBER | 015 284 5165 |
| E-MAIL ADDRESS | mokalapa.johannes@limpopo.gov.za | E-MAIL ADDRESS | mogotsikp@coghsta.limpopo.gov.za |

SUPPLIER INFORMATION

| | | | |
|-----------------------------------|----------------------------|--------|------------------------------------|
| NAME OF BIDDER | | | |
| POSTAL ADDRESS | | | |
| STREET ADDRESS | | | |
| TELEPHONE NUMBER | CODE | NUMBER | |
| CELLPHONE NUMBER | | | |
| FACSIMILE NUMBER | CODE | NUMBER | |
| E-MAIL ADDRESS | | | |
| VAT REGISTRATION NUMBER | | | |
| SUPPLIER COMPLIANCE STATUS | TAX COMPLIANCE SYSTEM PIN: | OR | CENTRAL SUPPLIER DATABASE No: MAAA |

| | | | |
|---|--|--|--|
| ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES OFFERED? | <input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES ENCLOSE PROOF] | ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES OFFERED? | <input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES, ANSWER THE QUESTIONNAIRE BELOW] |
|---|--|--|--|

QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS

| | |
|--|--|
| IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)? | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| DOES THE ENTITY HAVE A BRANCH IN THE RSA? | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA? | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA? | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION? | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN IT IS NOT A REQUIREMENT TO REGISTER FOR A TAX COMPLIANCE STATUS SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 BELOW. | |

**PART B
TERMS AND CONDITIONS FOR BIDDING**

| | |
|---------------------------------------|---|
| 1. BID SUBMISSION: | |
| 1.1. | BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION. |
| 1.2. | ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED (NOT TO BE RE-TYPED) OR IN THE MANNER PRESCRIBED IN THE BID DOCUMENT. |
| 1.3. | THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT, 2000 AND THE PREFERENTIAL PROCUREMENT REGULATIONS, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT. |
| 1.4. | THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM (SBD7). |
| 2. TAX COMPLIANCE REQUIREMENTS | |
| 2.1 | BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS. |
| 2.2 | BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VERIFY THE TAXPAYER'S PROFILE AND TAX STATUS. |
| 2.3 | APPLICATION FOR TAX COMPLIANCE STATUS (TCS) PIN MAY BE MADE VIA E-FILING THROUGH THE SARS WEBSITE WWW.SARS.GOV.ZA. |
| 2.4 | BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID. |
| 2.5 | IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED; EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER. |
| 2.6 | WHERE NO TCS PIN IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED. |
| 2.7 | NO BIDS WILL BE CONSIDERED FROM PERSONS IN THE SERVICE OF THE STATE, COMPANIES WITH DIRECTORS WHO ARE PERSONS IN THE SERVICE OF THE STATE, OR CLOSE CORPORATIONS WITH MEMBERS PERSONS IN THE SERVICE OF THE STATE." |

NB: FAILURE TO PROVIDE / OR COMPLY WITH ANY OF THE ABOVE PARTICULARS MAY RENDER THE BID INVALID.

SIGNATURE OF BIDDER:

CAPACITY UNDER WHICH THIS BID IS SIGNED:
(Proof of authority must be submitted e.g. company resolution)

DATE:

PRICING SCHEDULE
(Professional Services)

| | |
|-----------------------|-----------------------------------|
| NAME OF BIDDER: | BID NO.: COGHSTA B20 / 2025-26 FY |
| CLOSING TIME 11:00 | CLOSING DATE: 24 MARCH 2025 |

OFFER TO BE VALID FOR 90 DAYS FROM THE CLOSING DATE OF BID.

| ITEM NO | DESCRIPTION | BID PRICE IN RSA CURRENCY (ALL APPLICABLE TAXES INCLUDED) |
|---------|-------------|--|
|---------|-------------|--|

1. The accompanying information must be used for the formulation of proposals.

2. Bidders are required to indicate a ceiling price based on the total estimated time for completion of all phases and including all expenses inclusive of all applicable taxes for the project. R.....

3. PERSONS WHO WILL BE INVOLVED IN THE PROJECT AND RATES APPLICABLE (CERTIFIED INVOICES MUST BE RENDERED IN TERMS HEREOF)

| 4. PERSON AND POSITION | HOURLY RATE | DAILY RATE |
|------------------------|-------------|------------|
| | R..... | |

5. PHASES ACCORDING TO WHICH THE PROJECT WILL BE COMPLETED, COST PER PHASE AND MAN-DAYS TO BE SPENT

| | | | |
|-------|--------|-------|------|
| | R..... | | days |
| | R..... | | days |
| | R..... | | days |
| | R..... | | days |

5.1 Travel expenses (specify, for example rate/km and total km, class of airtravel, etc). Only actual costs are recoverable. Proof of the expenses incurred must accompany certified invoices.

| DESCRIPTION OF EXPENSE TO BE INCURRED | RATE | QUANTITY | AMOUNT |
|---------------------------------------|-------|----------|--------|
| | | | R..... |
| | | | R..... |
| | | | R..... |
| | | | R..... |

TOTAL: R.....

** "all applicable taxes" includes value-added tax, pay as you earn, income tax, unemployment insurance contributions and skills development levies.

Bid No.:

Name of Bidder:

5.2 Other expenses, for example accommodation (specify, eg. Three star hotel, bed and breakfast, telephone cost, reproduction cost, etc.). On basis of these particulars, certified invoices will be checked for correctness. Proof of the expenses must accompany invoices.

| DESCRIPTION OF EXPENSE TO BE INCURRED | RATE | QUANTITY | AMOUNT |
|---------------------------------------|-------|----------|--------|
| | | | R..... |
| | | | R..... |
| | | | R..... |
| | | | R..... |

TOTAL: R.....

6. Period required for commencement with project after acceptance of bid

7. Estimated man-days for completion of project

8. Are the rates quoted firm for the full period of contract? *YES/NO

9. If not firm for the full period, provide details of the basis on which adjustments will be applied for, for example consumer price index.

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

*[DELETE IF NOT APPLICABLE]

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 interest¹ 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.

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.

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.

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

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

.....
Signature

.....
Date

.....
Position

.....
Name of bidder

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

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

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

1. GENERAL CONDITIONS

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

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

1.2 To be completed by the organ of state:

The applicable preference point system for this tender is the 80/20 preference point system.

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

- (a) Price; and
- (b) Specific Goals.

1.4 To be completed by the organ of state:

The maximum points for this tender are allocated as follows:

| | POINTS |
|--|---------------|
| PRICE | 80 |
| SPECIFIC GOALS | 20 |
| Total points for Price and SPECIFIC GOALS | 100 |

1.5 Failure on the part of a tenderer to submit proof or documentation required in terms of this tender to claim points for specific goals with the tender, will be interpreted to mean that preference points for specific goals are not claimed.

- 1.6 The organ of state reserves the right to require of a tenderer, either before a tender is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

2. DEFINITIONS

(a) “**tender**” means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation;

(b) “**price**” means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;

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

(d) “**tender for income-generating contracts**” means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions; and

(e) “**the Act**” means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000).

3. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES

3.1. POINTS AWARDED FOR PRICE

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

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

$$Ps = 80 \left(1 - \frac{Pt - P_{min}}{P_{min}} \right) \quad \text{or} \quad Ps = 90 \left(1 - \frac{Pt - P_{min}}{P_{min}} \right)$$

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmin = Price of lowest acceptable tender

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

3.2.1. POINTS AWARDED FOR PRICE

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

80/20

or

90/10

$$P_s = 80 \left(1 + \frac{P_t - P_{max}}{P_{max}} \right) \text{ or } P_s = 90 \left(1 + \frac{P_t - P_{max}}{P_{max}} \right)$$

Where

P_s = Points scored for price of tender under consideration

P_t = Price of tender under consideration

P_{max} = Price of highest acceptable tender

4. POINTS AWARDED FOR SPECIFIC GOALS

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

4.2. In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the tender documents, stipulate in the case of—

(a) an invitation for tender for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or

(b) any other invitation for tender, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system,

then the organ of state must indicate the points allocated for specific goals for both the 90/10 and 80/20 preference point system.

Table 1: Specific goals for the tender and points claimed are indicated per the table below. (Note to organs of state: Where either the 90/10 or 80/20 preference point

system is applicable, corresponding points must also be indicated as such.)

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

| The specific goals allocated points in terms of this tender | Number of points allocated (80/20 system) (To be completed by the organ of state) | Number of points claimed (80/20 system) (To be completed by the tenderer) |
|---|---|--|
| Limpopo Province- Latest (not older than three months) Municipal Account/Traditional Council letter | 04 | |
| Black people -Valid Sworn Affidavit | 04 | |
| Youth - Certify ID copy (not older than six months) | 04 | |
| Women - Certified ID copy (not older than six months) | 06 | |
| SMME`s | 02 | |
| TOTAL | 20 | |

DECLARATION WITH REGARD TO COMPANY/FIRM

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

4.4. Company registration number:

4.5. TYPE OF COMPANY/ FIRM

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

[TICK APPLICABLE BOX]

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

- i) The information furnished is true and correct;
- ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;
- iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 4.2, the contractor may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct;
- iv) If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have –
 - (a) disqualify the person from the tendering process;
 - (b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
 - (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
 - (d) recommend that the tenderer or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been applied; and
 - (e) forward the matter for criminal prosecution, if deemed necessary.

| | |
|---|----------------|
| SIGNATURE(S) OF TENDERER(S) | |
| SURNAME AND NAME: | |
| DATE: | |
| ADDRESS: | |



LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF
CO-OPERATIVE GOVERNANCE,
HUMAN SETTLEMENTS & TRADITIONAL AFFAIRS

TERMS OF REFERENCE

FOR THE APPOINTMENT OF A PROFESSIONAL
SERVICE PROVIDER FOR THE REVIEW AND
UPDATING OF THE LIMPOPO PROVINCIAL
INFORMAL SETTLEMENTS UPGRADING
STRATEGY FROM 2024 UNTIL 2029

TERMS OF REFERENCE FOR THE APPOINTMENT OF A PROFESSIONAL SERVICE PROVIDER FOR THE REVIEW AND
UPDATING OF THE LIMPOPO PROVINCIAL INFORMAL SETTLEMENTS UPGRADING STRATEGY FROM 2024 UNTIL 2029.

Initials of DBSC members: A.C. - T.I. K.P.

Initials of HOD MM

TERMS OF REFERENCE FOR THE APPOINTMENT OF A PROFESSIONAL SERVICE PROVIDER FOR THE REVIEW AND UPDATING OF THE LIMPOPO PROVINCIAL INFORMAL SETTLEMENTS UPGRADING STRATEGY FROM 2024 UNTIL 2029

1. INTRODUCTION

Given the common phenomenon to developing countries undergoing a process of rapid urbanization with limited resources to address the housing needs, which result in citizens who are in pursuit of better living conditions resorting to informal settlements. As such, government has consequently identified and prioritized the Informal Settlement Upgrading Program. The program seeks to upgrade the living conditions of millions of poor people by providing secure tenure and access to basic services as well as housing.

Given the experience that access to basic services, secure tenure and a house provides a springboard to households to improve their social and economic circumstances. As such, in ensuring that fragile community survival networks are not compromised and empowered to take charge of their own settlements, the main deliverables of the Upgrading of Informal Settlements can summarily be presented as:

- a. Securing formal tenure: arrangements enabling persons rights to be living in a dwelling
- b. Providing basic engineering services: designing and installation of upgradable and sustainable infrastructure that is affordable to informal settlements in ascertaining health and security of its beneficiaries.
- c. Empowering communities, households, and individuals in a sustainable manner

With the above considerations, it is therefore one of the basic tenets of the program that beneficiary communities be involved throughout the project cycle. The program therefore aims to bring about social cohesion, stability and security in integrated developments as well as create jobs and economic wellbeing for communities which have not previously had access to land; business services; formal housing as well as social and economic amenities.

TERMS OF REFERENCE FOR THE APPOINTMENT OF A PROFESSIONAL SERVICE PROVIDER FOR THE REVIEW AND UPDATING OF THE LIMPOPO PROVINCIAL INFORMAL SETTLEMENTS UPGRADING STRATEGY FROM 2024 UNTIL 2029.

Initials of DBSC members: A C T O J K P

Initials of HOD: MM

Every province is required to contribute towards the achievement of the national targets in line with the current MTSF targets of the provision of assistance to households through the Informal Settlements Upgrading Programme, including the mining town's initiative to Phase 2 level of services by improving access to basic water, sanitation, and road infrastructure and services.

The Department therefore seeks to appoint a suitably qualified service provider to update, enhance and review the provincial informal settlements upgrading and management strategy.

2. PURPOSE

The Upgrading Informal Settlements Programme (UISP) is a programme of the NDoHS that is outlined in Part 3 of the National Housing Code 2009. It is envisaged as an incremental process culminating in the full upgrading of settlements over time. The main objectives of the UISP as defined by the National Housing Code are:

- a. Facilitate structured *in situ* upgrading of informal settlements as opposed to relocation.
- b. Recognise and formalise the tenure rights of residents within informal settlements.
- c. Provide affordable and sustainable basic municipal engineering infrastructure that allows for scaling up in the future.
- d. Address social and economic exclusion by focusing on community empowerment and the promotion of social and economic integration, build social capital through participative processes and address broader social needs of communities.

The main objective of this assignment is as follows:

- a. To update, enhance and review the Provincial Informal Settlement Upgrading and Management Strategy
- b. To facilitate the necessary consultative forums with the province and relevant municipalities

TERMS OF REFERENCE FOR THE APPOINTMENT OF A PROFESSIONAL SERVICE PROVIDER FOR THE REVIEW AND UPDATING OF THE LIMPOPO PROVINCIAL INFORMAL SETTLEMENTS UPGRADING STRATEGY FROM 2024 UNTIL 2029.

Initials of DBSC members: A-C T.I. KP

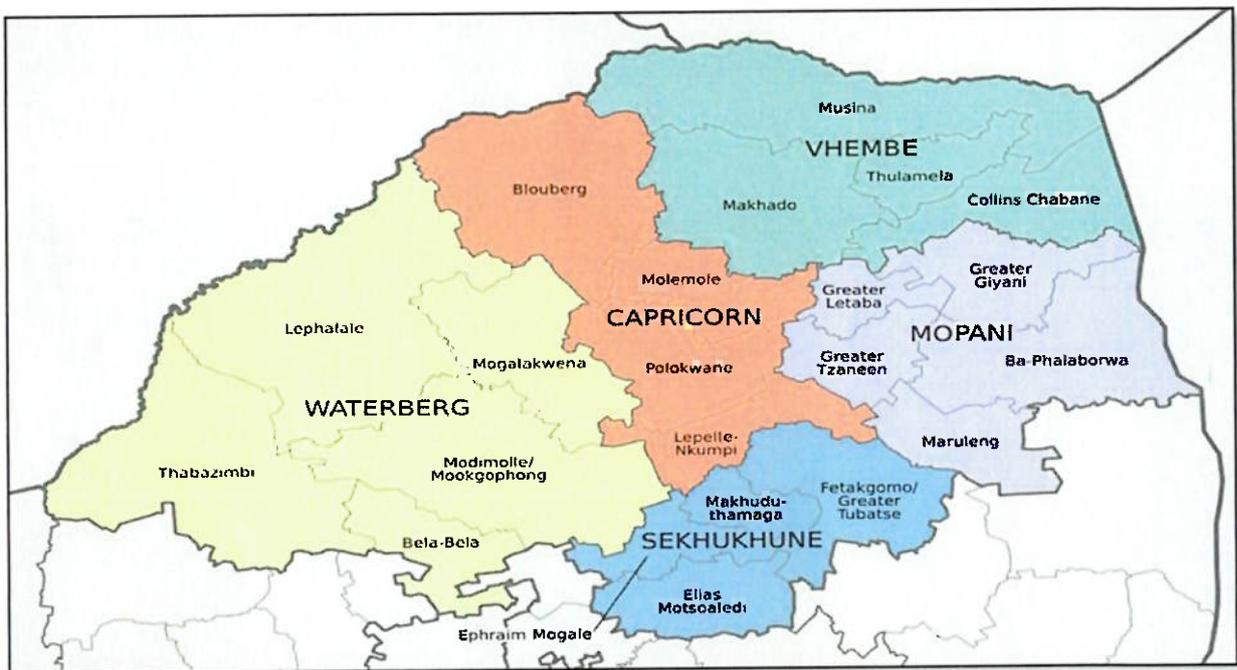
Initials of HOD MM

- c. To develop a detailed Action/Operational Plan linked to Provincial Budgets and MTEF;
- d. To develop an Informal Settlement Upgrading Pipeline.

3. LOCATION OF THE PROJECT

Below is a pictorial illustration of the footprint of the municipal constituency of the Limpopo Province with various district and local Municipalities is shown below represented as Figure 1.

Figure 1: Pictorial illustration of Limpopo Province with District and Local Municipalities



TERMS OF REFERENCE FOR THE APPOINTMENT OF A PROFESSIONAL SERVICE PROVIDER FOR THE REVIEW AND UPDATING OF THE LIMPOPO PROVINCIAL INFORMAL SETTLEMENTS UPGRADING STRATEGY FROM 2024 UNTIL 2029.

Initials of DBSC members: AC - TAI KP

Initials of HOD MM

Table 1: The Limpopo Province is geographically constituted of 5 District Municipalities and 22 Local Municipalities as indicated below:

| Province of the Limpopo Municipal Composition | |
|---|--|
| District Classification / Designation | Local Municipalities |
| Capricorn | Blouberg Molemole Polokwane Lepelle-Nkumpi |
| Mopani | Greater Givani Greater Letaba Greater Tzaneen Ba-Phalaborwa Maruleng |
| Sekhukhune | Fetakgomo-Tubatse Ephraim Mogale Elias Motsoaledi Makhuduthamaga |
| Waterberg | Thabazimbi Lephalale Modimolle-Mookgophong Bele-Bela Mogalakwena |
| Vhembe | Musina Collins Chabane Thulamela Makhado |

4. SCOPE OF WORK

The Department therefore intends to utilize the services of a well experienced service provider, to update, enhance and review the Limpopo Informal Settlement Upgrading and management Strategy, based on a review and collating of existing information which will be supplied by the Department, as well as extensive stakeholder consultations with province to assist with the finalisation of the process. At a high level, the objective of the assignment is to undertake the following:

- a. Updating the relevant legislative framework in line with national directives and imperatives as well as provincial imperatives about Informal Settlement Upgrading

TERMS OF REFERENCE FOR THE APPOINTMENT OF A PROFESSIONAL SERVICE PROVIDER FOR THE REVIEW AND UPDATING OF THE LIMPOPO PROVINCIAL INFORMAL SETTLEMENTS UPGRADING STRATEGY FROM 2024 UNTIL 2029.

Initials of DBSC members: RC TL KP

Initials of HOD: MM

- b. Incorporate all existing assessment and categorisation information as well as that of upgrading plans that have been developed.
- c. Develop a prioritisation matrix for the implementation of informal settlements upgrading programme and projects.
- d. Develop key strategic pillars for the implementation of the provincial strategy taking into account the following key issue (incrementalism, land availability, sectoral alignment)
- e. Develop a Monitoring & Evaluation Framework to provide a mechanism for reporting and monitoring progress related to the implementation of the provincial upgrading strategy.
- f. Developed Informal Settlement Upgrading and Management Strategy to include a concise Action/Operational Plan and Project Pipeline
- g. Institutional plan for the internal management of co-ordination and implementation as well as the structuring of external relationships with other key stakeholders and institutions
- h. Creation/enhancement of a database of Informal Settlements in the Province.
- i. Development of a Provincial Informal Upgrading Strategy and Implementation Plan for the Limpopo Province.
- j. Develop a multi-year upgrading operational plan linking to the 3 Phases of Upgrading
- k. Inclusion of a priority schedule aligning to specific settlements and alignment to annual budgeting
- l. Undertake a public participation process to ensure affected parties are given opportunities to comments to the strategy.
- m. Development of a summation for annual budgeting in line with the proposed upgrading's

Further to provide guidance on expected constituents, it is expected that the upgrading shall address the following salient aspects as sections of the upgrading strategy:

TERMS OF REFERENCE FOR THE APPOINTMENT OF A PROFESSIONAL SERVICE PROVIDER FOR THE REVIEW AND UPDATING OF THE LIMPOPO PROVINCIAL INFORMAL SETTLEMENTS UPGRADING STRATEGY FROM 2024 UNTIL 2029.

Initials of DBSC members: A-C T-I K-P

Initials of HOD: MM

4.1 Data Capturing:

- a) Engagement with the Provincial Human Settlements on gathering tangible and currently relevant information for purposes of developing an effective upgrading strategy.
- b) Engagement with the District and Local Municipalities on gathering tangible and currently relevant information for purposes of developing an effective upgrading strategy.
- c) Development of GIS based pictorial illustrations of settlements.
- d) Comparison of settlement assessment and categorization against NUSF outputs.
- e) Addressing with accuracy indigent conditions relating to population dynamics.
- f) Addressing bulk infrastructure conditional assessment in tandem with municipal plans

4.2 Intervention Response:

- a) Due consideration of the holistic situation and the application of policy, legislation and the Housing Code in providing for a sustainable and effective upgrading response strategy.
- b) Provision of economically stimulating response propositions.
- c) Due consideration of building technologies that would be associated with the proposed upgrading and not solely focusing on conventional interventions.
- d) Provide avenues that give rise to promotion of social amenities and economically stimulating activity in the upgrading response.
- e) Provide for categorization of non-formal and formal types of settlements.
- f) Undertake Public Participation on Provincial Gazette and local newspaper
- g) Provide for prioritization of clusters aligned with different economic activity (Mining, Agriculture & Main Urban Centres).
- h) Creativity and assertion in deriving mechanism to be efficient in responding to upgrading requirements.
- i) Provision of alignment on the response mechanism required to unlock bulk infrastructure.

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Initials of HOD MM

- j) Include other aspects that are known to the industry as key to driving sustainable human settlements projects especially those aligned with upgrading of informal settlements.

4.3 Assignment Implementation Plan

- a) As part of the response to this bid, the service provider shall give clear indications of the methodology they would follow in undertaking the task of developing this upgrading strategy and management plan.
- b) The presentation of the response should give clear indication of the understanding by the service provider to the assignment at hand.
- c) Due cognizance of the points alluded to above must form part of this response and inclusion into the proposed implementation plan.

4.4 Schedule of all informal settlements

The number of informal settlements previously identified in the province was estimated at 81. There is a need for review as they might be more informal settlement from the previous count. After the categorization is complete, a schedule including the following must be developed:

- a. A list of all settlements each with their respective categorization, developmental pathway and intended response which must align with their assigned category.
- b. The rationale for designating each settlement with a specific category (this must be done with every settlement in the area).
- c. A schedule prioritizing each settlement against the other in terms of upgrading which must include the underlying rationale.
- d. Develop time frame for Upgrading:
 - Align upgrading timelines with developmental pathway priorities, especially with the provision of essential services and ensure equitable distribution of resources.
 - Timelines should be realistic and align with other municipal plans and budgets (IDP, MYHSDP etc)

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4.5 Rapid Assessment of all Informal Settlements

This is to determine appropriate developmental pathway and response: desktop & site visits.

4.6 Methodology and Work-plan

The potential service providers (PSP) are to provide a work methodology which is representative of clear understanding of the project scope stipulated above. It is expected that the PSP would provide all necessary details in light of the needs of the project inclusive of indicative timelines and resources.

5. REQUIRED SKILLS

The service provider must demonstrate the following characteristics as an indication of its capacity and readiness to implement the assignment:

- a. At least 10 years' experience in the field of human settlements development with emphasis on the informal settlements upgrading programme.
- b. Extensive and demonstrable experience in human settlements programme(s), of the National Housing Code
- c. Knowledge of the South African legislative and regulatory environment relating to human settlements, informal settlement upgrading and planning processes.
- d. Proven ability in effective written and oral communication.
- e. Proficiency in the use of standard word processing, web browsers, and presentation software.
- f. Institutional capacity to successfully carry out an assignment of this nature.

The following skills and experience are required for this project:

- a. Urban Planner(s)
- b. Town Planner(s)
- c. Civil Engineer/s
- d. Electrical Engineer
- e. Geotechnical Engineers
- f. Social Facilitation Specialist

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- g. Environmental Consultant
- h. Land Surveyors
- i. GIS Specialist
- j. Health and Safety Practitioners
- k. Quantity Surveyors

6. DELIVERABLES AND OUTPUTS

In anticipation of the sequence of work to be undertaken, the following sequencing would be envisaged. The table below encapsulates milestones and timeframes. It must be noted that this is formed as a guide and is not exhaustive nor does it limit the service provider to respond comprehensively to the call of this terms of reference noting the importance of this assignment. the deliverables & outputs includes the following:

- a. A Final Report
- b. A Stakeholder Workshop
- c. Project Close Out Report
- d. Three copies of the printed and wire ring binding of the full documents in A4 or A3 format – the compilation graphics and maps may be provided in the same paper size of the main documents; and
- e. Three USBs containing high-resolution versions of the report in Microsoft word, Excel, PowerPoint as well as pdf.

Ownership and publication of deliverables – The Department will become the owner of all data collected, reports, unique indicators tailored for use by the Department, furnished and/or compiled by the service provider during the course of and for the purposes of executing the agreement. To the extent that copyright in any intellectual property compiled by the service provider during the course of and for purposes of the agreement vests with the service provider, such copyright will become the property of the Department, unless otherwise agreed by the Department in writing.

Confidentiality - information gathered and data used by the service provider shall remain confidential.

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Initials of HOD M.M.

6.1 Data Quality

In accordance with the relevant standards and procedures for professional practice, and contracted scope of work, the professional service provider will submit the work as outlined above and in a format that is possible to calibrate and manipulate with other GIS-related tools and CAD software (DWG/DXF/Shape Files). All the material data which affects the site shall be accurately measured and geo-referenced and projected in the appropriate survey system. No inferior, inaccurate or incompatible data will be accepted by the Department. A clear interpretation and analysis of all the material issues about the scope of works are required.

7. REPORTING

The oversight committee consisting of key role players namely the National, Provincial, and the Local Municipality as well as Departmental staff for the project. The project will be managed by a project manager assigned to the project from within the Department.

- 7.1. The service provider will be expected to have weekly meetings, monthly strategic (progress) meetings with Departmental project managers and other relevant project stakeholders:
- 7.2. The successful Service Provider must produce and submit weekly and monthly reports covering:
- 7.3. Minutes of workshops/meetings.
- 7.4. Monthly project progress reports (milestone reporting).
- 7.5. Project status reports.
- 7.6. Stakeholder Engagement & workshop.
- 7.7. Any specific reporting that may be required.

8. PROFESSIONAL INDEMNITY INSURANCE

Upon appointment, the service provider will be required to furnish the Department with a **Professional Indemnity Insurance amounting to R1m minimum** from accredited financial institution. Such insurance must be submitted within 14 working days after receipt of the official appointment letter.

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Initials of HOD: MM

9. BID EVALUATION CRITERIA

This Bid will be evaluated in terms of the Preferential Procurement Policy Framework Act (Act No. 5 of 2000) and related regulations as follows:

The bid will be evaluated in three (3) phases namely:

Phase 1: Bid Conditions (Phase 1a: Administrative Compliance and Phase 1b: Mandatory Compliance).

Phase 2: Technical/Functionality Evaluation.

Phase 3: Price and Specific Goals.

The Department reserves the right to accept all, some, or none of the bids submitted – either wholly or in part.

9.1 Phase 1a: Administrative Compliance

The following returnable documents and requirements should be adhered to and be provided in the proposals:

9.1.1 Completed and signed Compulsory Standard Bid Document (SBD1) which form part of the tender document.

9.1.2 Completed and signed SBD 6.1 which form part of the tender. Failure to fully complete and submitting supporting documents will result in zero Specific Goals points. Supporting documents to be submitted as ***original certified copies not older than six months***.

9.1.3 Completed SBD 3.3 form which forms part of the tender document.

NB: The successful bidder will be required to sign SBD 7.2 Contract form.

9.2 PHASE 1b: Mandatory Compliance

The following returnable documents and requirements should be adhered to and be provided in the proposals. Failure to comply will result in an offer being disregarded and not considered for further evaluation:

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- 9.2.1 In bids where Consortia / Joint Ventures / Sub-contractors are involved, each party must submit separate required documents, any other clearance or registration forms.
- 9.2.2 In the case of a Joint Venture/Consortium/Partnerships submitting a tender, include the following:
- a. joint venture agreement indicating the lead partner.
 - b. resolution by its members authorising a member of the joint venture to sign the documents on behalf of the joint venture.
- 9.2.3 Proof of authority to sign on behalf of the bidder (e.g. company resolution) must be attached.
- 9.2.4 Completed and signed Compulsory Standard Bid Document (SBD4) which forms part of the tender document (***in case where the required information is more than the allocated space include an annexure and must be referenced***).
- a. Bidders should take note of clause no.3.3 to 3.6 of the SBD 4 form.
- 9.2.5 Quotation must be submitted as per (**Annexure A attached**) indicating:
- a. Price Total bid prices. **The validity of bid prices is 90 days.**
 - b. Price should include VAT (***where applicable***).
 - c. Prices should be firm as the Department will not allow any increases after appointment.
- 9.2.6 Submit CV and certified copy of NQF 9 in Civil Engineering/Social and Human Sciences/ Town and Regional Planning/ Public Administration/ Development Studies/ Economics/ Finance/ Project and Programme Management/ Research and Data Analysis Strategic Planning/ Governance and Policy/ Law for **Project Manager**.
- 9.2.7 Submit CV and certified copy of NQF 8 in Civil Engineering/Social and Human Sciences/ Town and Regional Planning/ Public Administration/ Development Studies/ Economics/ Project and Programme Management/ Research and Data Analysis Strategic Planning/ Governance and Policy/ Law for **Project Co-Ordinator**.
- 9.2.8 Submit CV and certified copy of NQF 7 in Public Administration/ Social Science/ Business Management, Accounting, Auditing for **Project Administrator**.

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- 9.2.9 It is the bidder's responsibility to have foreign qualifications evaluated by the South African Qualification Authority (SAQA) and submit proof of SAQA accreditation certificate.
- 9.2.10 The Bidder must submit proof of successfully completed similar and/or comparative projects: Informal Settlements Upgrading strategy/plans or Development of Municipal Housing Sector Plans or Provincial Sector Plans (e.g. Multi- Year Human Settlements Development Plan, Spatial Development Framework, Integrated Development Plan, Infrastructure Master Plans, Local Economic Development Strategy, Human Settlements Frameworks etc), by attaching copies of appointment letter and Employer's Reference Letter / Completion Letter (**completion letter must state start / commencement date and completion date**) for each completed project.
- 9.2.11 Period of contract will be 06 months.
- 9.2.12 Delivery period will be 06 months upon receiving a purchase order.
- 9.2.13 This bid is subject to the GCC (General Condition of Contract).
- 9.2.14 Bidders should make use of the prescribed bid documents. Do not reproduce or amend.
- 9.2.15 Bid documents must be returned in their original format. Do not rearrange.
- 9.2.16 Closing time for all bids is 11:00 on the closing date. Bids received after the specified closing time on the closing date shall be regarded as late and will not be accepted and/or considered.
- 9.2.17 Bids submitted through e-mail or fax will not be considered.
- 9.2.18 Each bid should be lodged in a sealed separate envelope with the **name and address of the bidder, bid number and closing date**.
- 9.2.19 Use of correction pen is prohibited.
- 9.2.20 No amendments without initializing will be accepted.
- 9.2.21 The Department will not enter into a contract with service providers who are not registered on the Centralized Supplier Database (CSD).
- 9.2.22 Deviation from Specifications/Terms of Reference is not permitted.

NB: All Service Providers should after award furnish the Department with proof of All Risk Insurance policy with a short-term insurer registered in terms of the Short-Term Insurance Act 1998 (Act 53 of 1998), minimum of R1m of Professional Indemnity (PI).

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9.3 Phase 2: Technical/ Functionality Evaluation

100% (80 points) will be allocated for technical requirements in accordance with the following rating scale:

0 = Very Poor, 1 = Poor, 2 = Average, 3 = Good, 4 = Very Good, 5 = Excellent

With regard to functionality the following criteria will be applicable, and the Maximum weight of each criterion is indicated hereunder:

| Criteria A: Tenderer's experience | | points |
|--|--|--------|
| <p>Project completed: <i>The Bidder must submit proof of successfully completed similar and/or comparative projects: Informal Settlements Upgrading strategy/Plans or Development of Municipal Housing Sector Plans or Provincial Sector Plans (e.g. Multi- Year Human Settlements Development Plan, Spatial Development Framework, Integrated Development Plan, Infrastructure Master Plans, Local Economic Development Strategy, Human Settlements Frameworks, Municipal Capacity building, Provincial Capacity Building etc), by attaching copies of appointment letter(s) and Completion certificate(s) / Completion Letter for each completed project.</i></p> <p>NB:(Attach appointment letter(s) and completion certificate(s) that indicate the start and completion dates for similar work done)</p> | <p>Number of projects completed of similar nature with verifiable references, appointment letters and completion certificates.</p> <p>Rating scale 5 (5 projects completed Informal Settlements Upgrading strategy/Plans or Development of Municipal Housing Sector Plans or Provincial Sector Plans = 30 points)</p> <p>Rating scale 4 (4 projects completed) Informal Settlements Upgrading strategy/Plans or Development of Municipal Housing Sector Plans or Provincial Sector Plans = 24 points)</p> <p>Rating scale 3 (3 project completed) Informal Settlements Upgrading strategy/Plans or Development of Municipal Housing Sector Plans or Provincial Sector Plans = 18 points)</p> <p>Rating scale 2 (2 project completed) Informal Settlements Upgrading strategy/Plans or Development of Municipal Housing Sector Plans or Provincial Sector Plans = 12 points)</p> <p>Rating scale 1 (1 project completed) Informal Settlements Upgrading strategy/Plans or Development of Municipal Housing Sector Plans or Provincial Sector Plans = 06 points)</p> <p>Rating scale 0 (0 project completed) Informal Settlements Upgrading strategy/Plans or Development of Municipal Housing Sector Plans or Provincial Sector Plans = 00 points)</p> | 30 |

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| Criteria B: Experience of technical project team post obtaining qualification | | | |
|--|--|--|---------------|
| Criteria | Qualifications | Relevant Work Experience | points |
| Project Manager | Minimum 5 years' experience (post obtaining qualification) and Minimum NQF 9 in Civil Engineering/ Social and Human Sciences/ Town and Regional Planning/ Public Administration/ Development Studies/Economics/ Finance/Project and Programme Management/Research and Data Analysis Strategic Planning/ Governance and Policy/ Law | Experience as Project Manager Rating scale 5 (5 years and above = 25 points) Rating scale 4 (4 but less than 5 year = 20 points) Rating scale 3 (3 but less than 4 years = 15 points) Rating scale 2 (2 but less than 3 years = 10 points) Rating scale 1 (1 but less than 2 years = 05 points) Rating scale 0 (0 but less than 1year = 00 points) | 25 |
| | CVs and certified copies of original qualifications must be submitted | | |
| Project Co-ordinator | Minimum 5 years' experience (post obtaining qualification) and Minimum NQF 8 in Civil Engineering/Social and Human Sciences/ Town and Regional Planning/ Public Administration/ Development Studies/ Economics/ Project and Programme Management/ Research and Data Analysis Strategic Planning/Governance and Policy/ Law | Experience as Project Co-ordinator Rating scale 5 (5 years and above = 15 points) Rating scale 4 (4 but less than 5 year = 12 points) Rating scale 3 (3 but less than 4 years = 09 points) Rating scale 2 (2 but less than 3 years = 06 points) Rating scale 1 (1 but less than 2 years = 03 points) Rating scale 0 (0 but less than 1year = 00 points) | 15 |
| | CVs and certified copies of original qualifications must be submitted | | |
| Project Administrator | Minimum 5 years' experience (post obtaining qualification) and Minimum NQF 7 in Public Administration/Social science, Business Management/Accounting/Auditing etc | Experience as Project Administrator Rating scale 5 (5 years and above = 10 points) Rating scale 4 (4 but less than 5 year = 08 points) Rating scale 3 (3 but less than 4 years = 06 points) Rating scale 2 (2 but less than 3 years = 04 points) Rating scale 1 (1 but less than 2 years = 2 points) Rating scale 0 (0 but less than 1year = 00 points) | 10 |
| | CVs and certified copies of original qualifications must be submitted | | |
| GRAND TOTAL | | | 80 |

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Initials of DBSC members:

A.L. T.L. KP

Initials of HOD

MM

IMPORTANT NOTE:

A bid which scores less than seventy percent (70%) or fifty-six (56 points) in respect of the requirements in Technical or Functionality Evaluation will be deemed to be non-responsive.

9.4 Phase 3: Price and Specific goals

In terms of the Preferential Procurement Policy Framework Act (Act No. 5 of 2000) and related regulations as follows: **the 80/20 preference points system is applicable for the acquisition of goods or services for rand value equal to or below R50 million.**

The adjudication of this bid will be based on the 80/20-point scoring system.

9.4.1 Price

Price will be allocated 80 points.

9.4.2 Specific Goals

A maximum of 20 points may be awarded for the specific goals specified hereunder.

The following specific goals with verifiable means of verification and applicable points will be utilised for awarding of points:

| Ownership | Means of verification | Points |
|------------------|---|---------------|
| Limpopo Province | Latest (not older than three months) Municipal Account/Traditional Council letter | 4 |
| Black People | Valid Sworn Affidavit | 4 |
| Women | Certified ID copy (not older than six months) | 6 |
| Youth | Certified ID copy (not older than six months) | 4 |
| SMME's | Company registration | 2 |
| Total | | 20 |

The tenderer must indicate how they claim points for each preference point system on the SBD 6.1 form.

The scored for the specific goal will be added to the points scored for price and the total will be rounded off to the nearest two decimal places.

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Subject to section 2(1)(f) of the PPPF Act, the contract will be awarded to the tenderer scoring the highest points.

10. SERVICE LEVEL AGREEMENT

The Department will enter into a Service Level Agreement with appointed service provider.

11. SUBMISSION PROCEDURE

All bids must be submitted in the Bid Box @ 20 Rabe Street, Cnr Landdros Mare & Rabe Streets, Polokwane addressed to:

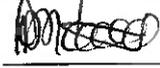
The Chief Director
 Supply Chain Management
 Department of Co-operative Governance, Human Settlements & Traditional Affairs
 Private Bag X9485
 Polokwane
 0700

12. INFORMATION

Should additional information or clarification be required regarding the terms of reference before the closing date of bid, contact may be made through telephone or email with the following officials:

| NAME | TELEPHONE | EMAIL ADDRESS |
|---------------------------------|--------------|----------------------------------|
| Technical Enquiries | | |
| Mogotsi KP | 015 284 5165 | MogotsiKP@coghsta.limpopo.gov.za |
| Administrative Enquiries | | |
| Phiri JM | 015 294 2140 | PhiriJM@coghsta.limpopo.gov.za |
| Peta MM | 015 294 2154 | PetaMM@coghsta.limpopo.gov.za |

DEPARTMENTAL BID SPECIFICATION COMMITTEE SIGNATURES

Chairperson : 
 Deputy Chairperson: 
 Member : 
 HOD : 

TERMS OF REFERENCE FOR THE APPOINTMENT OF A PROFESSIONAL SERVICE PROVIDER FOR THE REVIEW AND UPDATING OF THE LIMPOPO PROVINCIAL INFORMAL SETTLEMENTS UPGRADING STRATEGY FROM 2024 UNTIL 2029.

Initials of DBSC members: A.C. - T.I.

Initials of HOD MM



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF
CO-OPERATIVE GOVERNANCE,
HUMAN SETTLEMENTS & TRADITIONAL AFFAIRS

1. DESCRIPTION OF SERVICES:

APPOINTMENT OF PROFESSIONAL SERVICE PROVIDER FOR THE REVIEW AND UPDATING OF THE LIMPOPO PROVINCIAL INFORMAL SETTLEMENTS UPGRADING STRATEGY (2024-2029)

2. PRICING SCHEDULE

| ITEM | PROJECT MILESTONE | MILESTONE PERCENTAGE | PRICING (RANDS) |
|------|--|----------------------|-----------------|
| 1. | Project Inception | 10% | |
| 2. | Situational Analysis/ Data Collection | 15% | |
| 3. | Stakeholder Engagement | 10% | |
| 4. | First Draft of Strategy | 20% | |
| 5. | Second Draft of Strategy | 20% | |
| 6. | Final Draft of Strategy | 15% | |
| 7. | Close out and Hand Over | 10% | |
| | A - SUB-TOTAL | 100% | |
| | B - VAT (15%) | | |
| | GRAND TOTAL A + B | 100% | |