

REQUEST FOR PROPOSALS

YOU ARE HEREBY INVITED TO SUBMIT A BID TO MEET THE REQUIREMENTS OF THE DEVELOPMENT BANK OF SOUTHERN AFRICA LIMITED	
BID NUMBER:	RFP061/2023
COMPULSORY BRIEFING SESSION DETAILS:	N/A
CLOSING DATE:	28 March 2023
CLOSING TIME:	23H55 (Midnight)
PERIOD FOR WHICH BIDS ARE REQUIRED TO REMAIN OPEN FOR ACCEPTANCE	120 days
DESCRIPTION OF BID:	APPOINTMENT OF A PROFESSIONAL SERVICE PROVIDER TO SUPPORT WITH THE DEVELOPMENT AND IMPLEMENTATION OF A REVENUE ENHANCEMENT PROGRAMME IN MSUNDUZI LOCAL MUNICIPALITY
BID DOCUMENTS ELECTRONIC SUBMISSION:	<p>1. ELECTRONIC SUBMISSIONS</p> <p><u>INSTRUCTIONS:</u></p> <ul style="list-style-type: none"> ➤ Bidders are required to submit written requests for clarification via e-mail to tebogoSCM@dbsa.org ONLY, quoting the RFP Number on the subject of the e-mail. This must be done three (3) working days before submission day. ➤ Bidders will thereafter receive a OneDrive Link to upload their submission documents electronically. ➤ Written requests for clarification will be considered up to and including 24 March 2023 16:00 Johannesburg time. Requests received after this date may not be attended to. ➤ Any requests after the stipulated date and time may be disregarded. <p>NB: Electronic submission is encouraged for all bidders interested in this tender</p> <p>Closing date of this RFP061.2023 is 28 March 2023 before 23:55. No physical bids will be received or accepted at the DBSA offices</p>

NAME OF BIDDER:	
CONTACT PERSON:	
EMAIL ADDRESS:	
TELEPHONE NUMBER:	
FAX NUMBER:	
BIDDER'S STAMP OR SIGNATURE	



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

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

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**PART A
INVITATION TO BID**

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

BID NUMBER: RFP061/2023


DESCRIPTION: APPOINTMENT OF A PROFESSIONAL SERVICE PROVIDER TO SUPPORT WITH THE DEVELOPMENT AND IMPLEMENTATION OF A REVENUE ENHANCEMENT PROGRAMME IN MSUNDUZI LOCAL MUNICIPALITY

Closing time for the OneDrive Link requests - **16h00 on the 24th of March 2023 (Telkom Time)**


CLOSING DATE: 28 March 2023

CLOSING TIME: 23H55

Name

 Bidder Name

Name

 Folder 1_Financial Proposal

 Folder 2_Technical Proposal

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

BID SUBMISSION LINK REQUESTS:

ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS – (NOT TO BE RE-TYPED)

THIS BID IS SUBJECT TO THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT, WHICH ARE SET OUT IN PART C OF THIS DOCUMENT.

THE FOLLOWING PARTICULARS MUST BE FURNISHED (FAILURE TO DO SO MAY RESULT IN YOUR BID BEING DISQUALIFIED).

BIDDERS THAT ARE UNINCORPORATED CONSORTIA CONSISTING OF MORE THAN ONE LEGAL ENTITY MUST SELECT A LEAD ENTITY AND FURNISH THE DETAILS OF THE LEAD ENTITY, UNLESS OTHERWISE SPECIFIED.

NAME OF BIDDER AND EACH ENTITY IN CONSORTIUM:				
POSTAL ADDRESS:				
STREET ADDRESS:				
CONTACT PERSON (FULL NAME):				
EMAIL ADDRESS:				
TELEPHONE NUMBER:				
FAX NUMBER:				
BIDDER REGISTRATION NUMBER OR REGISTRATION NUMBER OF EACH ENTITY IN CONSORTIUM				
BIDDER VAT REGISTRATION NUMBER OR VAT REGISTRATION NUMBER OF EACH ENTITY IN CONSORTIUM				
BBBEE STATUS LEVEL VERIFICATION CERTIFICATE /BBBEE STATUS LEVEL SWORN AFFIDAVIT SUBMITTED? [TICK APPLICABLE BOX]	YES		NO	
IF YES, WHO ISSUED THE CERTIFICATE?				
REGISTERED WITH THE NATIONAL TREASURY CSD [TICK APPLICABLE BOX]	YES		NO	
CSD REGISTRATION NUMBER				

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

PART B
TERMS AND CONDITIONS FOR BIDDING

1. BID SUBMISSION:	
1.1. BIDS MUST BE SUBMITTED ELECTRONICALLY BY THE STIPULATED TIME TO THE LINK PROVIDED. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.	
1.2. ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED – (NOT TO BE RE-TYPED)	
1.3. SOUTH AFRICAN BIDDERS MUST REGISTER ON THE CENTRAL SUPPLIER DATABASE (CSD) TO UPLOAD MANDATORY INFORMATION NAMELY: (BUSINESS REGISTRATION/ DIRECTORSHIP/ MEMBERSHIP/IDENTITY NUMBERS; TAX COMPLIANCE STATUS; AND BANKING INFORMATION FOR VERIFICATION PURPOSES). B-BBEE CERTIFICATE OR SWORN AFFIDAVIT FOR B-BBEE MUST BE SUBMITTED BY BIDDING INSTITUTION.	
1.4. WHERE A BIDDER IS NOT REGISTERED ON THE CSD, MANDATORY INFORMATION NAMELY: (BUSINESS REGISTRATION/ DIRECTORSHIP/ MEMBERSHIP/IDENTITY NUMBERS; TAX COMPLIANCE STATUS MUST BE SUBMITTED WITH THE BID DOCUMENTATION. B-BBEE CERTIFICATE OR SWORN AFFIDAVIT FOR B-BBEE MUST BE SUBMITTED TO BIDDING INSTITUTION.	
2. TAX COMPLIANCE REQUIREMENTS	
2.1 ALL BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS IN THEIR COUNTRY OF RESIDENCE.	
2.2 SOUTH AFRICAN BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VIEW THE TAXPAYER'S PROFILE AND TAX STATUS.	

- 2.3 SOUTH AFRICAN BIDDERS CAN APPLY FOR TAX COMPLIANCE STATUS (TCS) OR PIN MAY ALSO BE MADE VIA E-FILING. IN ORDER TO USE THIS PROVISION, TAXPAYERS WILL NEED TO REGISTER WITH SARS AS E-FILERS THROUGH THE WEBSITE WWW.SARS.GOV.ZA.
- 2.4 SA BIDDERS' MAY ALSO SUBMIT A PRINTED TCS TOGETHER WITH THE BID.
- 2.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED; EACH PARTY MUST SUBMIT A SEPARATE PROOF OF TCS / PIN / CSD NUMBER (TAX COMPLIANCE) IN ACCORDANCE WITH APPLICABLE LEGISLATION IN THEIR COUNTRY OF RESIDENCE.
- 2.6 WHERE SA BIDDERS HAVE NO TCS AVAILABLE BUT ARE REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.

3. QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS

- 3.1. IS THE BIDDER A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?
☐ YES ☐ NO
- 3.2. DOES THE BIDDER HAVE A BRANCH IN THE RSA? ☐
 YES ☐ NO
- 3.3. DOES THE BIDDER HAVE A PERMANENT ESTABLISHMENT IN THE RSA?
☐ YES ☐ NO
- 3.4. DOES THE BIDDER HAVE ANY SOURCE OF INCOME IN THE RSA?
☐ YES ☐ NO

IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN, IT IS NOT A REQUIREMENT TO OBTAIN A TAX COMPLIANCE STATUS / TAX COMPLIANCE SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 ABOVE.

NB: FAILURE TO PROVIDE ANY OF THE ABOVE PARTICULARS MAY RENDER THE BID INVALID.

PART C

CHECKLIST OF COMPULSORY RETURNABLE SCHEDULES AND DOCUMENTS

Please adhere to the following instructions :

- Tick in the relevant block below;
- Ensure that the following documents are completed and signed where applicable; and
- Use the prescribed sequence in attaching the annexes that complete the Bid Document

NB: Should all these documents not be included, the Bidder may be disqualified on the basis of non-compliance

YES NO

<input type="checkbox"/>	<input type="checkbox"/>	One original Bid document in separate folders; Folder 1 - for Pre-Qualifying Criteria and Functional Evaluation and Folder 2 - Price / Financial Proposal – Electronic submission
<input type="checkbox"/>	<input type="checkbox"/>	Part A: Invitation to Bid
<input type="checkbox"/>	<input type="checkbox"/>	Part B: Terms and Conditions of Bidding
<input type="checkbox"/>	<input type="checkbox"/>	Part C: Checklist of Compulsory Returnable Schedules and Documents
<input type="checkbox"/>	<input type="checkbox"/>	Part D: Conditions of Tendering and Undertakings by Bidders
<input type="checkbox"/>	<input type="checkbox"/>	Part E: Specifications/Terms of Reference and Project Brief
<input type="checkbox"/>	<input type="checkbox"/>	Annexure A: Price Proposal Requirement
<input type="checkbox"/>	<input type="checkbox"/>	Annexure B: SBD4 Declaration of Interest
<input type="checkbox"/>	<input type="checkbox"/>	Annexure C: SBD6.1 and B-BBEE status level certificate
<input type="checkbox"/>	<input type="checkbox"/>	Annexure F: Certified copies of your CIPC company registration documents listing all members with percentages, in case of a lose corporation
<input type="checkbox"/>	<input type="checkbox"/>	Annexure G: Certified copies of latest share certificates, in case of a company.
<input type="checkbox"/>	<input type="checkbox"/>	Annexure H: (if applicable): A breakdown of how fees and work will be spread between members of the bidding consortium.
<input type="checkbox"/>	<input type="checkbox"/>	Annexure I: Supporting documents to responses to Pre-Qualifying Criteria and Functional Evaluation Criteria.
<input type="checkbox"/>	<input type="checkbox"/>	Annexure J: General Condition of Contract
<input type="checkbox"/>	<input type="checkbox"/>	Annexure K: CSD Tax Compliance Status and Registration Requirements Report
<input type="checkbox"/>	<input type="checkbox"/>	Annexure J: KfW Declaration of Undertaking

PART D

CONDITIONS OF TENDERING AND UNDERTAKINGS BY BIDDER

1. DEFINITIONS

In this Request for Proposals, unless a contrary intention is apparent:

- 1.1 **B-BBEE** means broad-based black economic empowerment as defined in section 1 of the Broad-Based Black Economic Empowerment Act, 2003;
- 1.2 **B-BBEE Act** means the Broad-Based Black Economic Empowerment Act, 2003;
- 1.3 **B-BBEE status level of contributor** means the B-BBEE status received by a measured entity based on its overall performance used to claim points in terms of regulation 6 and 7 of the Preferential Procurement Regulations, 2022.
- 1.4 **Business Day** means a day which is not a Saturday, Sunday or public holiday in South Africa.
- 1.5 **Bid** means a written offer in the prescribed or stipulated form lodged by a Bidder in response to an invitation in this Request for Proposal, containing an offer to provide goods, works or services in accordance with the Specification as provided in this RFP.
- 1.6 **Bidder** means a person or legal entity, or an unincorporated group of persons or legal entities that submit a Bid.
- 1.7 **Companies Act** means the Companies Act, 2008.
- 1.8 **Compulsory Documents** means the list of compulsory schedules and documents set out in Part B.
- 1.9 **Closing Time** means the time, specified as such under the clause **Error! Reference source not found.** (Bid Timetable) in Part C, by which Tenders must be received.
- 1.10 **DBSA** means the Development Bank of Southern Africa Limited.
- 1.11 **DFI** means Development Finance Institution.
- 1.12 **Evaluation Criteria** means the criteria set out under the clause 26 (Evaluation Process) of this Part C, which includes the Qualifying Criteria, Functional Criteria and Price and Preferential Points Assessment (where applicable).
- 1.13 **Functional Criteria** means the criteria set out in clause 27 of this Part C.
- 1.14 **Intellectual Property Rights** includes copyright and neighbouring rights, and all proprietary rights in relation to inventions (including patents) registered and unregistered trademarks (including service marks), registered designs, confidential information (including trade secrets and know how) and circuit layouts, and all other proprietary rights resulting from intellectual activity in the industrial, scientific, literary or artistic fields.
- 1.15 **PFMA** means the Public Finance Management Act, 1999.
- 1.16 **PPPFA** means the Preferential Procurement Policy Framework Act, 2000.
- 1.17 **PPPFA Regulations** means the Preferential Procurement Regulations, 2022 published in terms of the PPPFA.

- 1.18 **Pre-Qualifying Criteria** means the criteria set out in clause **Error! Reference source not found.** of this Part C.
- 1.19 **Price and Preferential Points Assessment** means the process described in clause **Error! Reference source not found.** of this Part C, as prescribed by the PPPFA.
- 1.20 **Proposed Contract** means the agreement including any other terms and conditions contained in or referred to in this RFP that may be executed between the DBSA and the successful Bidder.
- 1.21 **Request for Proposal** or **RFP** means this document (comprising each of the parts identified under Part A, Part B, Part C and Part D) including all annexures and any other documents so designated by the DBSA.
- 1.22 **SARS** means the South African Revenue Service.
- 1.23 **Services** means the services required by the DBSA, as specified in this RFP Part D.
- 1.24 **SLA** means Service Level Agreement.
- 1.25 **SOE** means State Owned Enterprise, as defined by the Companies' Act.
- 1.26 **Specification** means the conditions of tender set and any specification or description of the DBSA's requirements contained in this RFP.
- 1.27 **State** means the Republic of South Africa.
- 1.28 **Statement of Compliance** means the statement forming part of a Tender indicating the Bidders compliance with the Specification.
- 1.29 **Tendering Process** means the process commenced by the issuing of this Request for Proposals and concluding upon formal announcement by the DBSA of the selection of a successful Bidder(s) or upon the earlier termination of the process.
- 1.30 **Website** means a website administered by DBSA under its name with web address www.dbsa.org

2. INTERPRETATIONS

In this RFP, unless expressly provided otherwise a reference to:

- 2.1 "includes" or "including" means includes or including without limitation; and
- 2.2 "R" or "Rand" is a reference to the lawful currency of the Republic of South Africa.

3. TENDER TECHNICAL AND GENERAL QUERIES

Queries pertaining to this tender must be directed to:-

DBSA Supply Chain Management Unit

Email: tebogoSCM@dbsa.org

No questions will be answered telephonically.

4. SUBMISSION OF TENDERS

LINK REQUESTS: Bidders are asked to nominate one dedicated contact person (name, email address and phone number). The nomination shall be sent to the Tender Officer via email tebogoSCM@dbsa.org by latest on 24 March 2023 at 16:00 prior to expiry of the deadline for submission.

CLOSING DATE: **28 March 2023**

CLOSING TIME: **23H55**

5. RULES GOVERNING THIS RFP AND THE TENDERING PROCESS

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

6. STATUS OF REQUEST FOR PROPOSAL

- 6.1 This RFP is an invitation for person(s) to submit a proposal(s) for the provision of the services as set out in the Specification contained in this RFP. Accordingly, this RFP must not be construed, interpreted, or relied upon, whether expressly or implicitly, as an offer capable of acceptance by any person(s), or as creating any form of contractual, promissory or other rights. No binding contract or other understanding for the supply of services will exist between the DBSA and any Bidder unless and until the DBSA has executed a formal written contract with the successful Bidder.

7. ACCURACY OF REQUEST FOR PROPOSAL

- 7.1 Whilst all due care has been taken in connection with the preparation of this RFP, the DBSA makes no representations or warranties that the content in this RFP or any information communicated to or provided to Bidders during the Tendering Process is, or will be, accurate, current or complete. The DBSA, and its officers, employees and advisors will not be liable with respect to any information communicated which is not accurate, current or complete.
- 7.2 If a Bidder finds or reasonably believes it has found any discrepancy, ambiguity, error or inconsistency in this RFP or any other information provided by the DBSA (other than minor clerical matters), the Bidder must promptly notify the DBSA in writing of such discrepancy, ambiguity, error or inconsistency in order to afford the DBSA an opportunity to consider what corrective action is necessary (if any).
- 7.3 Any actual discrepancy, ambiguity, error or inconsistency in this RFP or any other information provided by the DBSA will, if possible, be corrected and provided to all Bidders without attribution to the Bidder who provided the written notice.

8. ADDITIONS AND AMENDMENTS TO THE RFP

- 8.1 The DBSA reserves the right to change any information in, or to issue any addendum to this RFP before the Closing Time. The DBSA and its officers, employees and advisors will not be liable in connection with either the exercise of, or failure to exercise this right.
- 8.2 If the DBSA exercises its right to change information in terms of clause 8.1, it may seek amended Tenders from all Bidders.

9. REPRESENTATIONS

No representations made by or on behalf of the DBSA in relation to this RFP will be binding on the DBSA unless that representation is expressly incorporated into the contract ultimately entered between the DBSA and the successful Bidder.

10. CONFIDENTIALITY

- 10.1 All persons (including all Bidders) obtaining or receiving this RFP and any other information in connection with this RFP or the Tendering Process must keep the contents of the RFP and other such information confidential, and not disclose or use the information except as required for the purpose of developing a proposal in response to this RFP.

11. REQUESTS FOR CLARIFICATION OR FURTHER INFORMATION

- 11.1 All communications relating to this RFP and the Tendering Process must be directed to the Tender Officer.

- 11.2 All questions or requests for further information or clarification of this RFP or any other document issued in connection with the Tendering Process must be submitted to the Tender Officer in writing, and most preferably by e-mail to tebogoSCM@dbsa.org
- 11.3 Any communication by a Bidder to the DBSA will be effective upon receipt by the Tender Officer (provided such communication is in the required format).
- 11.4 The DBSA has restricted the period during which it will accept questions or requests for further information or clarification and reserves the right not to respond to any enquiry or request, irrespective of when such enquiry or request is received.
- 11.5 Except where the DBSA is of the opinion that issues raised apply only to an individual Bidder, questions submitted and answers provided will be made available to all Bidders by e-mail, as well as on the DBSA's website without identifying the person or organisation which submitted the question.
- 11.6 In all other instances, the DBSA may directly provide any written notification or response to a Bidder by email to the address of the Bidder (as notified by the Bidder to the Tender Manager).
- 11.7 A Bidder may, by notifying the Tender Officer in writing, withdraw a question submitted in accordance with clause 12, in circumstances where the Bidder does not wish the DBSA to publish its response to the question to all Bidders.

12. UNAUTHORISED COMMUNICATIONS

- 12.1 Communications (including promotional or advertising activities) with staff of the DBSA or their advisors assisting with the Tendering Process are not permitted during the Tendering Process, or otherwise with the prior consent of the Tender Officer. Nothing in this clause 12 is intended to prevent communications with staff of, or advisors to, the DBSA to the extent that such communications do not relate to this RFP or the Tendering Process.
- 12.2 Bidders must not otherwise engage in any activities that may be perceived as, or that may have the effect of, influencing the outcomes of the Tendering Process in any way.

13. IMPROPER ASSISTANCE, FRAUD AND CORRUPTION

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

14. ANTI-COMPETITIVE CONDUCT

- 14.1 Bidders and their respective officers, employees, agents and advisors must not engage in any collusion, anti-competitive conduct or any other similar conduct in respect of this Tendering Process with any other Bidder or any other person(s) in relation to:
 - 14.1.1 the preparation or lodgement of their Bid
 - 14.1.2 the evaluation and clarification of their Bid; and
 - 14.1.3 the conduct of negotiations with the DBSA.
- 14.2 For the purposes of this clause 14, collusion, anti-competitive conduct or any other similar conduct may include disclosure, exchange and clarification of information whether or not such information is confidential to the DBSA or any other Bidder or any other person or organisation.
- 14.3 In addition to any other remedies available to it under law or contract, the DBSA may, in its absolute discretion, immediately disqualify a Bidder that it believes has engaged in any collusive, anti-competitive conduct or any other similar conduct during or before the Tendering Process.

15. COMPLAINTS ABOUT THE TENDERING PROCESS

- 15.1 Any complaint about the RFP or the Tendering Process must be submitted to the Supply Chain Management Unit in writing, by email, immediately upon the cause of the complaint arising or becoming known to the Bidder, (tenders@dbsa.org)
- 15.2 The written complaint must set out:
 - 15.2.1 the basis for the complaint, specifying the issues involved;
 - 15.2.2 how the subject of the complaint affects the organisation or person making the complaint;
 - 15.2.3 any relevant background information; and
 - 15.2.4 the outcome desired by the person or organisation making the complaint.
- 15.3 If the matter relates to the conduct of an employee of the DBSA, the complaint should be addressed in writing marked for the attention of the Chief Executive Officer of the DBSA, and delivered to the physical address of the DBSA, as notified.

16. CONFLICT OF INTEREST

- 16.1 A Bidder must not, and must ensure that its officers, employees, agents and advisors do not place themselves in a position that may give rise to actual, potential or perceived conflict of interest between the interests of the DBSA and the Bidder's interests during the Tender Process.
- 16.2 The Bidder is required to provide details of any interests, relationships or clients which may or do give rise to a conflict of interest in relation to the supply of the services under any contract that may result from this RFP. If the Bidder submits its Bid and a subsequent conflict of interest arises, or is likely to arise, which was not disclosed in the Bid, the Bidder must notify the DBSA immediately in writing of that conflict.

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

17. LATE BIDS

- 17.1 Bids must be delivered by the Closing Time. The Closing Time may be extended by the DBSA in its absolute discretion by providing written notice to Bidders.
- 17.2 Bids delivered after the Closing Time or lodged at a location or in a manner that is contrary to that specified in this RFP will be disqualified from the Tendering Process and will be ineligible for consideration. However, a late Bid may be accepted where the Bidder can clearly demonstrate (to the satisfaction of the DBSA, in its sole discretion) that late lodgement of the Bid was caused by the DBSA; that access was denied or hindered in relation to the physical tender box; or that a major/critical incident hindered the delivery of the Bid and, in all cases, that the integrity of the Tendering Process will not be compromised by accepting a Bid after the Closing Time.
- 17.3 The determination of the DBSA as to the actual time that a Bid is lodged is final. Subject to clause 17.2, all Bids lodged after the Closing Time will be recorded by the DBSA and will only be opened for the purposes of identifying a business name and address of the Bidder. The DBSA will inform a Bidder whose Bid was lodged after the Closing Time of its ineligibility for consideration. The general operating practice is for the late Bid to be returned within 5 (five) working days of receipt or within 5 (five) working days after determination not to accept a late Bid.

18. BIDDER'S RESPONSIBILITIES

- 18.1 Bidders are responsible for:
- 18.1.1 examining this RFP and any documents referenced or attached to this RFP and any other information made or to be made available by the DBSA to Bidders in connection with this RFP;
 - 18.1.2 fully informing themselves in relation to all matters arising from this RFP, including all matters regarding the DBSA's requirements for the provision of the Services;
 - 18.1.3 ensuring that their Bids are accurate and complete;
 - 18.1.4 making their own enquiries and assessing all risks regarding this RFP, and fully considering and incorporating the impact of any known and unknown risks into their Bid;
 - 18.1.5 ensuring that they comply with all applicable laws in regard to the Tendering Process particularly as specified by National Treasury Regulations, Guidelines, Instruction

Notes and Practice Notes and other relevant legislation as published from time to time in the Government Gazette; and

- 18.1.6 submitting all Compulsory Documents.
- 18.2 South African bidders with annual total revenue of ZAR10 million or less qualify as Exempted Micro Enterprises (EMEs) in terms of the B-BBEE Act must submit a certificate issued by a registered, independent auditor (who or which is not the Bidder or a part of the Bidder) or an accredited verification agency.
- 18.3 South African bidders other than EMEs must submit their original and valid B-BBEE status level verification certificate or a certified copy, or a sworn affidavit thereof, substantiating their B-BBEE status. The submission of such certificates must comply with the requirements of instructions and guidelines issued by National Treasury and be in accordance with the applicable notices published by the Department of Trade and Industry in the Government Gazette.
- 18.4 The DBSA reserves the right to require of a Bidder, either before a Bid is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the DBSA.
- 18.5 Failure to provide the required information may result in disqualification of the Bidder.

19. PREPARATION OF BIDS

- 19.1 Bidders must ensure that:
 - 19.1.1 their Bid is submitted in the required format as stipulated in this RFP; and
 - 19.1.2 all the required information fields in the Bid are completed in full and contain the information requested by the DBSA.
- 19.2 The DBSA may in its absolute discretion reject a Bid that does not include the information requested or is not in the format required.
- 19.3 Unnecessarily elaborate responses or other representations beyond that which is sufficient to present a complete and effective tender proposal are not desired or required. Elaborate and expensive visual and other presentation aids are not necessary.
- 19.4 Where the Bidder is unwilling to accept a specified condition, the non-acceptance must be clearly and expressly stated. Prominence must be given to the statement detailing the non-acceptance. It is not sufficient that the statement appears only as part of an attachment to the Bid or be included in a general statement of the Bidders usual operating conditions.
- 19.5 An incomplete Bid may be disqualified or assessed solely on the information completed or received with the Bid.

20. ILLEGIBLE CONTENT, ALTERATION AND ERASURES

- 20.1 Incomplete Bids may be disqualified or evaluated solely on information contained in the Bid.

- 20.2 The DBSA may disregard any content in a Tender that is illegible and will be under no obligation whatsoever to seek clarification from the Bidder.
- 20.3 The DBSA may permit a Bidder to correct an unintentional error in its Bid where that error becomes known or apparent after the Closing Time, but in no event will any correction be permitted if the DBSA reasonably considers that the correction would materially alter the substance of the Bid or effect the fairness of the Tendering Process.

21. OBLIGATION TO NOTIFY ERRORS

If, after a Bidder's Response has been submitted, the Bidder becomes aware of an error in the Bidders Response (including an error in pricing but excluding clerical errors which would have no bearing on the evaluation of the Bid), the Bidder must promptly notify the DBSA of such error.

22. RESPONSIBILITY FOR BIDDING COSTS

- 22.1 The Bidders participation or involvement in any stage of the Tendering Process is at the Bidders sole risk, cost and expense. The DBSA will not be held responsible for, or pay for, any expense or loss that may be incurred by Bidders in relation to the preparation or lodgement of their Bid.
- 22.2 The DBSA is not liable to the Bidder for any costs on the basis of any contractual, promissory or restitutionary grounds whatsoever as a consequence of any matter relating to the Bidders participation in the Tendering Process, including without limitation, instances where:
 - 22.2.1 the Bidder is not engaged to perform under any contract; or
 - 22.2.2 the DBSA exercises any right under this RFP or at law.

23. DISCLOSURE OF BID CONTENTS AND BID INFORMATION

- 23.1 All Bids received by the DBSA will be treated as confidential. The DBSA will not disclose contents of any Bid and Bid information, except:
 - 23.1.1 as required by law;
 - 23.1.2 for the purpose of investigations by other government authorities having relevant jurisdiction;
 - 23.1.3 to external consultants and advisors of the DBSA engaged to assist with the Tendering Process; or for the general information of Bidders required to be disclosed as per National Treasury Regulations, Guidelines, Instruction Notes or Practice Notes.

24. USE OF BIDS

- 24.1 Upon submission in accordance with the requirements relating to the submission of Bids, all Bids submitted become the property of the DBSA. Bidders will retain all ownership rights in any intellectual property contained in the Bids.

24.2 Each Bidder, by submission of their Bid, is deemed to have licensed the DBSA to reproduce the whole, or any portion, of their Bid for the sole purposes of enabling the DBSA to evaluate the Bid.

25. BID ACCEPTANCE

All Bids received must remain open for acceptance for a minimum period of 90 (Ninety) days from the Closing Time. This period may be extended by written mutual agreement between the DBSA and the Bidder.

26. EVALUATION PROCESS

26.1 The Bids will be evaluated and adjudicated as follows:

26.1.1 First Stage – Test for administrative Responsiveness

The test for administrative responsiveness will include the following:

Stage 1: Responsiveness

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

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

Responsiveness Criteria		Prequalifying Criteria	Applicable to this Tender (Y/N)
1	Adherence to submitting Tender as a two-folder tender. Folder 1: Functionality and returnable submission separate from Folder 2: Pricing proposal submission	Pre-Qualifier	Y
2	Provide valid proof of membership/registration with (ECSA) Engineering Council of South Africa. Active Pr Eng.(Electrical)	Pre-Qualifier	Y

B. Tenderers who do not adhere to the indicated response time for clarifications requested by the Employer will be deemed to be non-responsive and their submissions will not be evaluated further.

Responsiveness Criteria		Clarification Time	Applicable to this Tender (Y/N)
1	Standard conditions of tender as required.	48 hours	Y
2	Returnable documents completed and signed.	48 hours	Y
3	Submission of Proof of Registration with National Treasury Central Supplier Database (CSD) Summary Report or A Valid and Active Tax Compliance Status Pin issued by SARS for Tax Compliance Status Verification: N.B - Bidder must be fully registered & tax compliant to do business with the DBSA.	48 hours	Y
4	A valid and active Tax Compliance Status Pin issued by SARS	48 hours	Y
5	Valid original/ certified letter of good standing (COIDA).	48 hours	Y
6	3 Years Audited Financial Statements, or Financial Statements signed off by an Accountant.	48 hours	Y
7	Proof of liability cover – R3 million	48 hours	Y

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

26.1.2 Second Stage – Functional criteria

26.1.1 Only those Bidders which score **[70]** points or higher (out of a possible 100) during the functional evaluation of the Second Stage will be evaluated further. Bidders are required to submit supporting documentation evidencing their compliance with each requirement, where applicable.

PART E

THE TERMS OF REFERENCE AND PROJECT BRIEF FOR MSUNDUZI LOCAL MUNICIPALITY REVENUE ENHANCEMENT PROGRAMME

1.INTRODUCTION

The Development Bank of Southern Africa (DBSA) is one of Africa's leading Development Finance Institutions (DFIs) in infrastructure financing, planning, project preparation and institutional development for municipal infrastructure. Owned by the Government of South Africa, the DBSA seeks to support the shareholder's social and economic development imperatives partnering with both the public and the private sectors.

In responding to the shareholder's imperatives, the DBSA is positioned to provide dedicated support to municipalities through the Local Government Support Unit (LGSU) under the

Coverage Division which facilitates an integrated delivery approach that includes lending and non-lending services and products offered by the Project Preparation Division, Transacting Division, Infrastructure Delivery Division, Innovation Unit, Investment Support Unit and the Research Unit. In each of these areas there are dedicated skills focused on municipal built infrastructure development supported by the Local Government Support Unit in extending non-lending capacity development including revenue enhancement, project and contract management, and technical advisory support.

The goal of the DBSA is to approach the project in an integrated and multidisciplinary nature. In line with this goal, the DBSA requires the services of a Professional Service Provider who possess relevant and appropriate skills, including project management, electrical engineering, civil engineering, finance, legal expertise, town planning and GIS in the area of municipal revenue enhancement and all its associated disciplines to provide proposals for the development and implementation of a Revenue Enhancement Programme in support of the Msunduzi Local Municipality.

It is a requirement that the procured team of a Professional Service Provider should be experienced, skilled and registered with professional body(ies) to be able to execute the scope of work outlined below in the subsequent sections.

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2.1 MSUNDUZI LOCAL MUNICIPALITY (MLM) BACKGROUND

The Msunduzi LM is a category B municipality and is situated within the uMgungundlovu District Municipality in the KwaZulu/Natal (KZN) Province. It is bordered by the local municipalities of Mshwati on the north, Mkhambathini on the east and Impendle and Umngeni on the west. It houses the capital town of KZN, namely Pietermaritzburg which is the government and legislative hub in KZN as well as the economic hub of the District and the KwaZulu/Natal Midlands. Msunduzi is constituted by the CBD, Ashburton, Eastern Areas, Edendale (Greater Edendale and Greater Mbali), the Northern Areas as well as the underserved rural settlement of Vulindlela.

The municipality is a Water Service Authority (WSA), Water Services Provider (WSP) and is licensed to distribute electricity.

The municipality is experiencing service delivery challenges, including ageing infrastructure, illegal connections, theft and vandalism of infrastructure, water and power outages and distribution losses.

The DBSA has partnered with MLM to provide support with the creation of operational efficiencies and identify and implement the quick wins/low hanging fruits, flowing from the proposed Revenue Enhancement Programme (REP), with immediate achievable benefits for the municipality of Msunduzi. The short, medium to long term solutions for long term sustainability of the municipality will also be mapped out in the completed REP. The PSP is also required to develop various funding options that the municipality can access towards the implementation of the identified and prioritised interventions/projects flowing from the REP. It is envisaged that the implementation of the revenue enhancement interventions, will assist the municipalities to improve revenue collection, thereby enabling them to provide sustainable services.

2.2 PROJECT OBJECTIVES

The project objectives are to develop and implement Revenue Enhancement Programme (REP) for the Msunduzi Local Municipality specifically to:

- i. Support the municipality to increase their own revenue generation with a focus on improving their financial sustainability.

- ii. Unlock infrastructure that has sufficient capacity taking cognisance of the potential growth of an area.
- iii. Assist the municipality to implement the identified low hanging fruits /quick wins/initiatives.
- iv. Assist the municipality to develop bankable business cases for funding of the short, medium to long term infrastructure requirements to broaden and protect the revenue protocol of the municipality.
- v. Assist the municipality to apply for appropriate grants to address systems development where relevant.

The expected outputs include the following:

- i. Identified and prioritised infrastructure projects for the broadening and protection of the revenue base to be included in the IDP and budget process of the municipality for implementation in the short, medium to long term, post the DBSA project.
- ii. Enhancing revenue directly through exchange transactions e.g., addition of new users and inclusion of those who may have been omitted as consumers in the billing system.
- iii. Enhancing revenue indirectly through non-exchange transactions, e.g. increase in the number of properties that were previously not levied rates or other taxes but now are levied accordingly.
- iv. Cost of supply study report and reviewed tariff's structure, proposed cost reflective tariffs structure/model.
- v. Updated Revenue management related policies and best practice standard operating procedures and staffing requirements that are in line with the Revenue Enhancement Plan.

These will be achieved by undertaking the following steps:

- i. Project inception, review and update the Project Implementation Plan (PIP).
- ii. Stakeholder engagement plan
- iii. Conducting SWOT Analysis and AS-IS assessment of the existing revenue management value chain.
- iv. Conducting the cost of supply studies, tariff structure review and restructuring thereof.
- v. Auditing of electricity and water meters, meter management and land use/zoning, including GPS co-ordinates of where the meters are located.
- vi. Cleansing customer billing data and integration with financial system, property information and GIS.
- vii. Review the existing standard operating procedures and staffing requirements; assist the municipality to update SOP in line with best practice, ensuring alignment with the Revenue Enhancement Plans.

- viii. Implementation of the identified low hanging fruits/ initiatives/ quick wins (within budget) and transfer of skills to the relevant municipal officials.
- ix. Identification and prioritisation of the interventions/infrastructure projects for the short term, medium to long term to broaden and protect the revenue base of the municipality.
- x. Compilation and submission of the final consolidated Revenue Enhancement Programme/ Municipal Revenue Improvement Plan and close out report.

2.3 DETAILED SCOPE OF WORK AND EXPECTED DELIVERABLES

The successful PSP must fully engage the stakeholders to ensure that pertinent information is timeously made available. It is the duty of the PSP to escalate any challenges encountered during the execution of the project to the PSC so that bottle necks are timeously addressed. The sections below outline the project description along with the steps to be undertaken, including the detailed scope of work and the expected deliverables:

2.3.1 Description of Revenue Enhancement Programme

The proposed Revenue Enhancement Programme entails the appointment of a Professional Service Provider to undertake the revenue enhancement project, which *inter alia* entails, AS-IS assessment, audit of water and electricity meters, meter management and land use / zoning, customer billing data cleansing, integration of the billing data with the property information, financial system and GIS, best practice procedures, undertake cost of supply studies and review of the tariff structures for the cost reflectiveness of the main trading services.

The services required by the Employer from the PSP are essentially multi-disciplinary, including electrical engineering, civil engineering, municipal financial expertise, geo-spatial expertise, town planning, project management and legal expertise which are all necessary for the development and implementation of Revenue Enhancement Programme in the MLM areas of supply.

The appointed PSP is expected to follow the steps below:

i) **Project Inception meeting, review and updating of the Project Implementation Plan (PIP)**

The DBSA will introduce the PSP to the municipality, confirm and approve the contracting arrangements between the Municipality and the DBSA and between the DBSA and the PSP,

confirmation of the scope of work as contained in the tender document, which also include the process that will be undertaken to create community awareness. The inception meeting marks the official starting of the project in which the PSP will review the existing Project Implementation Plan (PIP) and update it to align with the delivery of the milestones and within the proposed budget. The PIP will guide the roll out of the project. The updated PIP should be submitted to the DBSA and the municipality, 7days after the inception date and subsequently presented at the 1st Project Steering Committee (PSC) meeting for approval.

ii) Stakeholder Engagement Plan

The PSP will engage with the relevant stakeholders such as the municipal officials, Department of Mineral Resources and Energy (MRE), Eskom, COGTA, National Energy Regulator of South Africa (NERSA), Department of Water and Sanitation (DWS), Water Board/s etc. Obtain relevant information and documents regarding the various elements in the revenue management value chain of the municipality.

iii) Conducting SWOT Analysis and Existing Situation (AS-IS Assessment)

Obtain all relevant existing information and documentation, including customer data and its quality, billing information, customer types/categories and their consumption patterns, consumer management, information on municipality's systems, policies, by laws and tariff structure, cost drivers, the cost of supply studies (if available etc.), the current state of the key revenue value chain elements. Conduct the SWOT analysis, and assess the key elements of the existing situation of the municipal revenue management environment, analyse the findings in terms of their impact to the revenue situation, highlight and quantify the areas of revenue leakages, the quantum of the revenue leakage, the baseline information, the current strategies that the municipality is deploying to address the situation, provide the recommendations to turn the situation around.

The successful PSP will be required to utilize the Single and Integrated Revenue Management Framework (SIRMF) Assessment Tool developed by DBSA in partnership with National Treasury. The tool is Excel-based and focuses on the following performance areas:

- a. Institutional:** institutional arrangements including legal compliance, policies, by-laws, MIS and database.
- b. Financial:** financial indicators, budgeting and long-term financial planning, tariffs, finance department functions and municipal revenue sources.

c. Business Processes: management standard operating procedures (SOP), spatial planning, indigent management, customer care, asset management, loss management, trading services – water, electricity and solid waste.

NOTE: The information obtained through interview conducted with the municipal officials, utilising the SIRM tool, together with the information that the PSP has requested and received from the Municipality and the outcomes of the SWOT analysis should assist the PSP to analyse the existing revenue management environment, analyse the impact of the findings on the municipal revenue, determine the baseline data and also provide the recommendations / solutions to reduce the revenue leakages/losses experienced in the trading services. The tool must also be attached as an annexure to the report.

iv) Conducting the Cost of Supply Studies (COS), (for water and electricity services) tariff structure review, analysis and restructuring of the tariffs codes for all the trading services (water services, electricity and solid waste):

Undertake the cost of supply studies, review the current tariff structure in line with the cost of supply studies, tariff policy and tariff framework that governs the municipal administration and operations etc. In the case of electricity, the NERSA framework to conduct the Cost of Supply studies will be utilised.

v) Audit of electricity and water meters, meter management and land use/zoning including the GPS coordinates of where the meters are located:

Confirm and validate the existence and functionality of meters (domestic, commercial, industrial etc.), identifying broken, old, faulty, unread meters, tempered meters, illegal connection, meter reading inaccuracy/accuracy, meter reading capacity (include the existing meter reading organogram and recommending the best practice meter reading organogram including skills requirements), accessibility of the meters (including the buried under/ covered meters), mapping the physical location of meters in line with the land use, determining the match between type of meter and usage suitability, ownership of meters versus the number of properties connected, along with state of inactive meters etc. Identify solutions for systems losses and security requirements.

vi) Customer billing data cleansing, and Consumer Management, integrating geo-spatial information with valuation roll, financial system, and billing system.

Investigate the various categories of the customers, including residential, commercial, industrial, farmers, government other institutions etc., personal information of the customers, such as names and surnames, Identification document (ID), physical addresses and contact

details. Access information, including from the Surveyor General and Register Deeds Office, assess current situation regarding revenue management in the Municipality. Conduct a comprehensive data cleansing exercise to ensure billing integrity, ensuring that the customers are classified into categories on the system in accordance with the customer type and service installation type / tariffs linked to the customers are aligned to the correct category e.g. business customers that are currently billed as residential customers, customer database is updated including updating of the property addresses, customer contact details using updated information obtained from a variety of sources including from the Credit Bureau etc., categorisation of the customers according to their risk profile.

vii) Best practice standard operating procedures and staffing requirements in relation to revenue management and enhancement.

Review existing standard operating procedure (SOP), assist the municipality to update and develop SOP in line with best practice, ensuring alignment with the Revenue Enhancement Plans and determine the skills requirement to drive such programmes, which in turn will establish the staffing requirements for operational efficiencies between the customer care and operations processes. Identify the vacancy rate and the impact it has on the municipal revenue recovery, recommend the best practice revenue management organogram.

viii) Implementation of the identified low hanging fruits/ initiatives/ quick wins (within budget) and transfer of skills to the relevant municipal officials.

The PSP will identify and prioritise the initiatives that can be implemented while the project is in progress. The interventions should be of such a nature that they will have an impact in the municipality's revenue improvement and that the municipality benefits immediately.

The implementable initiatives should be agreed upon with the Municipality and the DBSA. The appointed PSP will transfer skills to the identified municipal officials throughout the revenue value chain assessment processes.

ix) Identification and prioritisation of the interventions/infrastructure projects for the short term, medium to long term to broaden and protect the revenue base of the municipality.

The successful PSP will identify and prioritise projects for the implementation over a short, medium and long term, intended for the protection and security of the municipality's revenue streams, along with the determination of the cost implications for the prioritised projects, and mapping out of the funding options that the municipality can access in order to implement

same. A maximum of three (3) Bankable business cases for the identified project will be developed.

x) A final consolidated Revenue Enhancement Programme/ Municipal Revenue Improvement Plan and a close out report.

Compilation and submission of a consolidated comprehensive Revenue Enhancement Programme report /Municipal Revenue Improvement Plan (MRIP) containing various chapters/ segments that have been addressed throughout the revenue value chain environment, recommended actions to address the situation, cost implications for the prioritised interventions/ infrastructure projects and funding options that the municipality can access in order to implement same. The close out report will be presented at the TPSC and MPSC meetings and approved to be presented to Municipal Council and at the DBSA.

The appointed PSP is expected to execute the scope of work and achieve the corresponding deliverables as detailed in the table below:

Scope of Works and the Expected Deliverables:

NO	KEY ACTIVITY	SCOPE OF WORK AND DELIVERABLES	OUTPUTS	KEY PERFORMANCE INDICATOR
1.	Project inception, review and update the Project Implementation Plan (PIP).	<ul style="list-style-type: none"> a. Inception meeting in which the appointed PSP will be introduced to the municipality, thereby kick starting the Revenue Enhancement Project. The PSP will review and update the existing PIP that has been informed by the scope of work, determining the work package and how each work package will be rolled out. b. Review the terms of reference establishing the PSCs. c. PSP submits their information requirements to the municipality. 	<ul style="list-style-type: none"> a. Inception report b. Updated PIP c. PSC Terms of Reference adopted by all Parties. d. PSP information list requirement submitted. 	<p>Inception and Project Implementation Plan reports:</p> <ul style="list-style-type: none"> a. Context of the scope of work. b. Breakdown of work packages into specific milestones, along with the resources to be used per each milestone, cost per milestone and timelines within which the milestones will be achieved and the methodology that the PSP will use to achieve the milestones. c. Information requests per each milestone, along with the utilisation of the SIRM tool to interview / gather information from the relevant municipal officials.

NO	KEY ACTIVITY	SCOPE OF WORK AND DELIVERABLES	OUTPUTS	KEY PERFORMANCE INDICATOR
				d. Adoption of the terms of reference establishing Project Steering Committees.
2.	<p>a. SWOT Analysis and existing situation / (AS-IS) assessment, of the existing revenue management value chain environment.</p> <p>b. Stakeholder engagement plan report</p>	<p>a. The successful PSP will be required to utilize the Single and Integrated Revenue Management Framework (SIRMF) Assessment Tool developed by DBSA in partnership with National Treasury. The tool is Excel-based and focuses on the following performance areas:</p> <ul style="list-style-type: none"> • Institutional: institutional arrangements including legal compliance, policies, by-laws, MIS and database. • Financial: financial indicators, budgeting and long-term financial planning, tariffs, finance department functions and municipal revenue sources. 	<p>a. Comprehensive situational analysis/(AS-IS) report, with recommendations highlighting the areas that need to be considered for the improvement of the revenue situation.</p> <p>The report should include <i>inter alia</i> diagrams, drawings, pictures etc. and must be presented in a word and presentation format for the key stakeholders in the municipality and the steering committee, covering the following areas:</p>	<p>a. Comprehensive AS-IS situation analysis with the action plan to address the shortcomings /weaknesses/ gaps/revenue leakages in the revenue management value chain of the municipality.</p> <p>b. Analysis of the findings, and their impact on the municipal revenue, presentation of the findings and recommendations at the PSC, Municipal Council and at the DBSA.</p> <p>c. Stakeholder engagement report</p>

NO	KEY ACTIVITY	SCOPE OF WORK AND DELIVERABLES	OUTPUTS	KEY PERFORMANCE INDICATOR
		<ul style="list-style-type: none"> • Business Processes: management standard operating procedures (SOP), spatial planning, customer care, asset management, loss management, trading services – electricity, and solid waste. <p>The PSP will obtain key and relevant existing information in respect of the existing revenue management situation including from the different systems such as billing and collection rates, the existing Revenue Enhancement Strategy, investigate and reconcile pertinent information in respect of all properties owned within the boundaries of the municipality and investigate and analyse the following revenue management elements below:</p>	<ul style="list-style-type: none"> • Analysis of the findings/ issues and development of a plan on remedial actions and timeframes. • Responsibility, skills and financial capacity required to implement the interventions. • Financial implications (where applicable) to address the recommendations. <p>b. Stakeholder engagement report</p>	

NO	KEY ACTIVITY	SCOPE OF WORK AND DELIVERABLES	OUTPUTS	KEY PERFORMANCE INDICATOR
		<p>i. Analysis of the Tariffs, Policies, Procedures, By-laws, Revenue Budgets,</p> <p>Access the tariffs book, revenue related policies and By-laws, procedures, revenue structure and budget and analyse the following:</p> <ul style="list-style-type: none"> • Alignment with the municipality's current operations • Compliance to relevant legislation, regulations, policies and procedures including NERSA framework and the National Water Act. • Tariff determination methods and levels vis-a-vis the cost of services <p>The PSP to highlight the gaps/ discrepancies / inconsistencies and</p>		

NO	KEY ACTIVITY	SCOPE OF WORK AND DELIVERABLES	OUTPUTS	KEY PERFORMANCE INDICATOR
		<p>assist the municipality to update the documents accordingly.</p> <p>Customer Data Integrity Analysis and Consumer Management:</p> <p>Access land information (sites) from the Registrar of Deeds and the Surveyor General and undertake the following:</p> <ul style="list-style-type: none"> • Reconcile the Valuation Roll to Deeds Office and Surveyor General listings. • Compare the land information to usage by various consumer categories. • Compare the financial information and the billing systems to the updated land information. <p>iii. Indigent Management, indigent policy review & Free Basic Services.</p>		

NO	KEY ACTIVITY	SCOPE OF WORK AND DELIVERABLES	OUTPUTS	KEY PERFORMANCE INDICATOR
		<ul style="list-style-type: none"> Review the definition of an Indigent customer and provide advice. Analyse the formal indigent applications and verification processes along with execution of community awareness processes. Analyse the status and completeness of the indigent register and how they are billed. Analyse processes in place to restrict services to indigent customers. Analyse processes and mechanisms in place to deal with and manage indigent customers. <p>iv. Billing and Revenue Collection</p> <ul style="list-style-type: none"> Assess meter reading arrangements, coverage, 		

NO	KEY ACTIVITY	SCOPE OF WORK AND DELIVERABLES	OUTPUTS	KEY PERFORMANCE INDICATOR
		<p>capacity and meter reading inputs to billing exception reports and analyse accordingly.</p> <ul style="list-style-type: none"> Analyse revenue collection rates for the past three years, highlighting the reasons for variations over the years. Assess meter reading accuracy and billing. Reconcile billed revenue versus collection of revenue. Analyse returned mail and unallocated receipts highlighting the reasons thereof. Analyse processes for clearing the suspense accounts. Review current IT systems in place within the revenue function. <p>v. Debt Management</p> <ul style="list-style-type: none"> Review debtors age analysis. 		

NO	KEY ACTIVITY	SCOPE OF WORK AND DELIVERABLES	OUTPUTS	KEY PERFORMANCE INDICATOR
		<ul style="list-style-type: none"> • Determine percentage debt outstanding for more than 90 days. • Review credit control measures and provide recommendations. <p>b. Stakeholder Engagement:</p> <p>The PSP will engage with the relevant stakeholders such as the Municipal staff members including the customer care and other Departments in the municipality, Department of Mineral Resources and Energy (MRE), National Energy Regulator of South Africa (NERSA), ESKOM, COGTA, Department of Water and Sanitation (DWS), Water Board/s etc. and obtain information and documents regarding the cost of supply studies, tariffs levied on various customer types, customer data and land use and zonal information etc. Municipality to assist</p>		

NO	KEY ACTIVITY	SCOPE OF WORK AND DELIVERABLES	OUTPUTS	KEY PERFORMANCE INDICATOR
		the service provider with the communication protocol when engaging the various stakeholders.		
3.	a. Cost of Supply studies, Tariff structure review, analysis and restructuring of the tariffs codes for cost reflectiveness.	<p>a. Conduct the Cost of Supply studies in respect of water and electricity sectors and establish the revenue levels: including the current, stabilised level and desired level of revenue. In the case of electricity, the NERSA framework will be utilized.</p> <p>b. Ascertain how the municipality base their tariffs in respect of land usage, land zonage and tariffs levied to different categories of the customers:</p> <p>i. Review service and tariff code structure, tariffs policy and tariffs bands and provide documentary support to the validity and completeness of all billable charges</p>	<p>a. Cost of Supply Studies Reports.</p> <p>b. Appropriate tariffs structure setting model report highlighting the appropriate tariffs / cost reflective tariffs structure , property rates and taxes that should be charged per customer type, consumption pattern, land use/zoning as well as size of the property /improvements identified in respect of the properties.</p> <p>c. The roll out strategy for the implementation of the cost reflective tariffs structure.</p>	<p>a. Cost of supply studies and redesigned tariffs: Mapping out different tariffs scenarios to determine the current state of revenue, the stabilised state of revenue and the desirable state of revenue for the municipality.</p> <p>b. Tariff restructuring report, highlighting the following amongst others:</p> <ul style="list-style-type: none"> • Number and Percentage of customers incorrectly classified and charged the incorrect tariffs, and the revenue leakages resulting from the incorrect classification,

NO	KEY ACTIVITY	SCOPE OF WORK AND DELIVERABLES	OUTPUTS	KEY PERFORMANCE INDICATOR
		<p>per customer and per level of consumption.</p> <p>ii. Analysis of bulk purchase/cost of supply tariff structure and tariffs levied to customers.</p> <p>iii. Tariff analysis, to compare the customer type to the tariffs being charged with the purpose to highlight whether the following have occurred:</p> <ul style="list-style-type: none"> • Owners of properties not being billed for electricity and water services they consume. • Business consumers being charged domestic tariffs. • Domestic consumers being charged business tariffs. • Application of free basic services. • Free basic services being allocated in areas where there 		<ul style="list-style-type: none"> • Revenue as a percentage of cost of services. • Percentage improvement in tariff structure. • Revenue improvement realised resulting from the corrected tariffs, property rates and taxes and solid waste charged per customer category.

NO	KEY ACTIVITY	SCOPE OF WORK AND DELIVERABLES	OUTPUTS	KEY PERFORMANCE INDICATOR
		<p>should be no free basic services.</p> <ul style="list-style-type: none"> Residential properties operating as business but not zoned as business and are being charged residential tariffs. Analysis of the customers that are charged flat rate and the cost/revenue losses implications emanating from such flat rate charges. Identification of the gaps and proposal for a suitable tariff structure to close the gaps for various types/ categories of customers. 		
4.	Audit of electricity and water meters, metering management and land use/ zoning	<p>a. Audit of Meters:</p> <p>100 % Desktop audit of all the stands, amongst others, investigating and analysing the following:</p>	<p>a. A comprehensive audit report with findings and remedial action to address the identified gaps. Amongst others, the following should be highlighted:</p>	<p>a. Comprehensive meter audit analysis report detailing:</p> <p>i. Number and percentage of meters that were:</p>

NO	KEY ACTIVITY	SCOPE OF WORK AND DELIVERABLES	OUTPUTS	KEY PERFORMANCE INDICATOR
	<p>NB: A desktop audit will be conducted on all stands and a physical verification will be conducted on 15 000 stands (both electricity and water meters will be audited at a stand.)</p> <p>Total Number of Stands: 86 994</p> <p>Total number of electricity meters: 65116 made up of the following:</p> <ul style="list-style-type: none"> • Single phase = 32 006 • Three phase =5694 • Pre-paid =17 224 • Bulk =1185 • Smart meters =9006 	<ul style="list-style-type: none"> • Meter reading accuracies, frequency of meter reading, availability of meter reading capacity, coverage, estimated accounts. • Mapping the physical location of meters, including the GPS co-ordinates of where the meters are located. • Determining the match between the type of meter and usage suitability, etc. <p>b. The meter auditor will perform the following:</p> <ul style="list-style-type: none"> • Confirm and validate the existence and functionality of meters (domestic, commercial, and industrial etc.) • Identifying broken, faulty, and unread meters, inaccessible meters, 	<ul style="list-style-type: none"> • Database of the meters within the municipality with cross validations to stand information. • The findings and analysis of all deficiencies and discrepancies with the existing records (including meter reading information to determine meter reading data accuracy and illegal connections, meters tempered with etc.) • Recommendations for optimal metering and meter management solutions. 	<ul style="list-style-type: none"> • buried under and now have been located and lifted and are read and the billing system is updated accordingly. • The number and percentage of meters that were inaccessible and are made accessible / relocated and are read and the billing system is updated accordingly. • The number and percentage of meters that were by-passed meters and are now normalised and read and the billing system is updated accordingly. <p>ii. The value and percentage improvement realised in the electricity and water meter reading.</p>

NO	KEY ACTIVITY	SCOPE OF WORK AND DELIVERABLES	OUTPUTS	KEY PERFORMANCE INDICATOR
	Total number of conventional water meters: 56417 Financial System: SAP GIS: Town planning ArcGis ICT: Geo media	bypassed meters, tempered with meters, illegal connections inactive meters, estimated meters etc. c. For the registered stands and meters, the following information will need to be collected and/or verified with a clear date and time of such verification: <ul style="list-style-type: none"> • Stand /ERF details. • Electricity/water connection • Status and number of connections. • Meter serial number for each metered connection. • Primary stand use - residential, institutional, commercial, industrial etc. • Stands/ERFs that are not connected and are not metered. 	<ul style="list-style-type: none"> • Identifying solutions for revenue losses and security requirements. • Credible billable customer information/list. 	iii. The value and percentage improvement realised in the billing as a result of the newly identified accounts that have not been in the system. iv. The value and percentage improvement in the revenue realised.

NO	KEY ACTIVITY	SCOPE OF WORK AND DELIVERABLES	OUTPUTS	KEY PERFORMANCE INDICATOR
		<ul style="list-style-type: none"> • Stands/ERFs that are not serviced. • The accessibility, functionality of the meters, including illegal connection and meter tampering, along with inactive meters, • Meter reading accuracy, the linkage and alignment of the billing system with property/ land information, GIS and financial system. • Lifespan of the meters and the appropriateness of the metering technology used. • Connection type (three phase or single phase) and appropriateness for the land use. • Service type (post-paid, prepaid) 		

NO	KEY ACTIVITY	SCOPE OF WORK AND DELIVERABLES	OUTPUTS	KEY PERFORMANCE INDICATOR
		<ul style="list-style-type: none"> Recommend best practice for streamlining the processes for meter installation between finance and infrastructure departments to ensure that the system is timeously updated <p>d. It is a requirement that the meter auditor shall perform a reconciliation at each property to verify that only the said connection(s) supply electricity and water to a property and that such connection are appropriately metered and that there are no bypassed meters.</p>		
5.	Customer billing data cleansing, and Consumer Management, integrating geo-spatial information with valuation roll, financial	<p>a. Complete and accurate billing data:</p> <p>Source, access and assess land information (sites) from the Registrar of Deeds and the Surveyor General, access information on the various categories of the customers</p>	<p>a. Data cleansing report with updated customer billing information, highlighting integration with the property information, financial system, billing system and GIS.</p>	<p>Consumer billing database cleansing report, highlighting the following:</p> <p>a. Number and percentage of customers not billed but are receiving services.</p>

NO	KEY ACTIVITY	SCOPE OF WORK AND DELIVERABLES	OUTPUTS	KEY PERFORMANCE INDICATOR
	system, and billing system.	<p>(including industrial, commercial/ business/ farmers, residential and government, etc.), including the customer personal information such as names, Identification Documents (ID), physical addresses, postal addresses, contact details, and perform the following:</p> <ol style="list-style-type: none"> Undertake a Cadastral Audit. Conduct verification on the customer information, with Surveyor General and Registrar of Deeds information and ensure the following: <ul style="list-style-type: none"> that customers are classified into correct categories on the system in accordance with the customer type and the service installation type / tariffs linked to the customer are aligned to the correct category. E.g. business 	<ol style="list-style-type: none"> Analysis of the findings and the impact thereof in terms of revenue losses that the municipality is experiencing. Assist the municipality to upload cleansed and updated data into the billing system and bill accordingly. Determine the revenue improvements resulting from the cleansed data. An updated indigent register and indigent policy resulting in accurate off-setting of indigents to Equitable Share allocations 	<ol style="list-style-type: none"> Number and percentage of customers added to the system to improve the billing accuracy. Number and percentage of the customers with incomplete information. Number and percentage of unbilled properties on property rates. Number and percentage of incorrectly billed properties on property rates. Value and percentage revenue improvement resulting from the rectification of the above. An updated indigent register and indigent policy

NO	KEY ACTIVITY	SCOPE OF WORK AND DELIVERABLES	OUTPUTS	KEY PERFORMANCE INDICATOR
		<p>customers being billed as residential customers.</p> <ul style="list-style-type: none"> that the customers are categorized according to their risk profile. <p>iii. Investigate multiple ownership of properties by one individual, confirm ownership, addresses and contact details etc. of each property.</p> <p>iv. Ensure that the billing system is aligned to the property/ land information and GIS system.</p> <p>v. Categorize land use, validate and analyze billing information to ensure accurate billing.</p> <p>vi. Investigate and verify the application and use of correct</p>		

NO	KEY ACTIVITY	SCOPE OF WORK AND DELIVERABLES	OUTPUTS	KEY PERFORMANCE INDICATOR
		<p>tariffs, rates and taxes, in line with the land use.</p> <p>vii. Investigate consumption patterns in line with approved tariffs and regulations.</p> <p>viii. Investigate the developed stands with no billing data</p> <p>b. Indigent register management and indigent policy</p> <p>Review and update indigent register, the indigent policy, and undertake the following:</p> <p>i. Investigate the indigent customers whose consumption is above the free basic services.</p> <p>ii. review and verify their indigent status, along with the revenue</p>		

NO	KEY ACTIVITY	SCOPE OF WORK AND DELIVERABLES	OUTPUTS	KEY PERFORMANCE INDICATOR
		<p>leakage that the municipality is experiencing.</p> <p>iii. The customers who do not qualify as indigents but continue to receive the services as if they are the indigent customers.</p>		
6.	Best practice standard operating procedures and staffing requirements in relation to revenue management and enhancement.	a. Review the existing standard operating procedures, revenue management strategy and assist the municipality to update same / develop the new best practice standard operating procedure and staffing requirements for efficient customer care processes; ensuring that the best practise standard operating procedures are in line with the Revenue Enhancement Plans and determine the skills required to drive such programmes.	a. Best practice standard operating procedures and staffing recommendations document.	a. Best practice Standard Operating Procedures and the recommendation for the suitable structure for the municipality, the size and competencies of MLM.

NO	KEY ACTIVITY	SCOPE OF WORK AND DELIVERABLES	OUTPUTS	KEY PERFORMANCE INDICATOR
		b. Assist the municipality in streamlining the processes for meter installation between finance and infrastructure departments to ensure that the system is timeously updated.		
7.	Implementation of the identified low hanging fruits/ initiatives/ quick wins (within budget of R 500 000) and transfer of skills to the relevant municipal officials.	<p>a. The PSP is required to assist the municipality to implement the low hanging fruits that have been identified throughout the revenue value chain assessment processes. The initiatives to be implemented should be agreed upon by the municipality.</p> <p>b. Transfer skills to municipal officials.</p>	<p>a. Low hanging fruits implementation report</p> <p>b. Transfer of skills programme</p>	<p>a. Action Plans for the implementation of the low hanging fruits developed.</p> <p>b. Progress Report in terms of implementing the low hanging fruits/quick wins.</p> <p>c. Revenue improvement realised, resulting from the implementation of the low hanging fruits.</p>

NO	KEY ACTIVITY	SCOPE OF WORK AND DELIVERABLES	OUTPUTS	KEY PERFORMANCE INDICATOR
8.	Identification and prioritisation of the interventions/ infrastructure projects for the short, medium to long term to broaden and protect revenue protocol of the municipality.	<p>a. The PSP will Identify and prioritize the short, medium to long-term interventions/infrastructure projects that will assist the municipality to protect and secure their revenue streams.</p> <p>b. Provide transaction advisory expertise to determine the cost of the identified interventions / infrastructure projects and develop financing options and mechanisms of Capex programme (water services and electricity).</p> <p>c. Assist the municipality to raise capital by developing bankable business cases for funding of the identified short, medium and long term infrastructure projects.</p> <p>d. Assist the municipality to apply for appropriate grants to address systems development where relevant.</p>	<p>a. Short, medium to long terms interventions/ infrastructure projects report identifying and prioritising the projects that may be of infrastructure nature that will ensure protection and security of the municipality's revenue streams.</p> <p>b. The cost implications of the identified prioritised projects, mapping out the various funding options other than the Balance sheet, that can be accessed by the municipality for the implementation of the prioritized interventions/ infrastructure projects.</p>	<p>a. List of infrastructure projects identified and prioritised for implementation. Preparations by the municipality to include same in their IDP and budget processes.</p> <p>b. Business cases (maximum of 3) developed for the identified projects.</p> <p>c. Identified grants for the systems development.</p>

NO	KEY ACTIVITY	SCOPE OF WORK AND DELIVERABLES	OUTPUTS	KEY PERFORMANCE INDICATOR
			<p>c. Bankable business cases for funding of the identified short, medium to long term infrastructure projects. A maximum of three (3) business cases is anticipated.</p> <p>d. Completed application documents for accessing grants to address systems development.</p>	
9.	a. A final consolidated Municipal Revenue Improvement Plan (MRIP) with fully costed recommendations/ infrastructure projects list and various funding	a. Compile a final consolidated Municipal Revenue Improvement Plan with different chapters/modules that have been covered throughout the project, including the cost implications and recommendations / solutions for the broadening and protection of the revenue streams.	a. Municipal Revenue Improvement Plan (MRIP) report with the findings, recommendations, cost implications for the prioritised interventions /infrastructure projects and funding options that the municipality can	<p>a. A consolidated MRIP report including the various sections/ modules of the project mapping out the plan to enhance the revenue of the municipality, including:</p> <ul style="list-style-type: none"> the identified projects that will ensure the improvement of the

NO	KEY ACTIVITY	SCOPE OF WORK AND DELIVERABLES	OUTPUTS	KEY PERFORMANCE INDICATOR
	<p>options that the municipality can access to be able to implement same.</p> <p>b. Close out Report</p>	<p>b. A close out report and presentation of the findings and recommendations / solutions at the PSC, Municipal Council and at the DBSA.</p>	<p>access to implement the same.</p> <p>b. Close-out report approved by PSC and presented at PSC and at the DBSA</p>	<p>municipal revenue over a specified period of time.</p> <ul style="list-style-type: none"> The cost implications and a plan of action to include them in the IDP and Budget processes of the municipality. <p>b. bankable business cases developed for the identified projects.</p> <p>c. Identified grants for systems development.</p> <p>d. Close out report</p>

2.4 IMPLEMENTATION TIME FRAME

It is envisaged that it will take 18 months to develop and implement the Revenue Enhancement Programme with recommendations/ initiatives/ projects that are implementable over a short, medium - and long-term period. The appointed PSP will assist the municipality with the implementation of the low hanging fruits/ initiatives/ quick-wins. The cost of the identified and prioritised initiatives along with the various financial options that the municipality can access in order to implement same will be mapped out in the consolidated REP report.

2.4.1 Project Implementation Plan

Within one week after the inception date, the successful Professional Service Provider will be required to provide a Project Implementation Plan (PIP) for the duration of the project. The PIP among others will include the activities that are listed in the scope of work including brief description and individual duration for each milestone, and this shall not exceed the total contract period. A schedule of submission of each part of the scope of work and Gantt chart must also be included in the PIP.

Furthermore, the PSP will also be expected to submit Cash flow projections of the project deliverables/milestones and the risk management register.

2.4.2 Monthly Progress Reports

The successful Professional Service Provider will be required to provide monthly progress reports in accordance with the stipulated timeframes. The Progress Report must give a summary of the following information:

- i. Amount of time spent by each project team member on a specific task;
- ii. Total amount of time spent on the project and cost to date;
- iii. Time cost since the previous report;
- iv. Percentage of work completed per specific task and the overall percentage completion;
- v. Other information that will be determined by either PSC or Service Provider;
- vi. Risks and mitigations;
- vii. Workshopping the PSC members and soliciting comments and inputs;
- viii. Capturing the lessons learnt and presentation of the finding to Council.

2.4.3 Stakeholder Engagements

The successful PSP must fully engage the stakeholders in order to ensure that any information that will assist on the development and implementation of the Revenue Enhancement Programme for the municipality is made available timeously.

2.5 RISKS AND RISK MITIGATION

The PSP is responsible for the identification of relevant risks to the project and is expected to take steps to mitigate these risks in their proposal. These may include:

- a. Lack of sufficient preparatory work by the key stakeholders.
- b. Insufficient stakeholder involvement and support.
- c. Delays in obtaining information and lack of input on draft documents submitted for comment and inputs from relevant key stakeholders.
- d. Change of scope.

2.6 REPORTING

The implementation of the project will be monitored by the Municipal PSC. The PSP will report progress and challenges to the Municipal PSC. All reports will be presented and discussed at the MPSC between the Service Provider, stakeholders and role-players in the manner shown in the Schedule of Report Submissions and Meetings table below:

Schedule of Report Submissions and Meetings

No	Description	Time frame	Stakeholder/Role-player
1.	An initial Project Briefing /Inception meeting between the appointed Service Provider, DBSA & MLM	One week after appointment	PSC (DBSA, MLM, PSP)
2.	Project Implementation Plan (PIP).	One week after appointment	PSC (DBSA, MLM, PSP)
3.	Progress Reports on milestones achieved.	On a monthly basis	PSC (DBSA, MLM, PSP)
4.	Final REP	One month prior to completion	PSC (DBSA, MLM, PSP)
5.	Completion and Close Out Report	End of contract completion date	PSC (DBSA, PSP, MLM.)

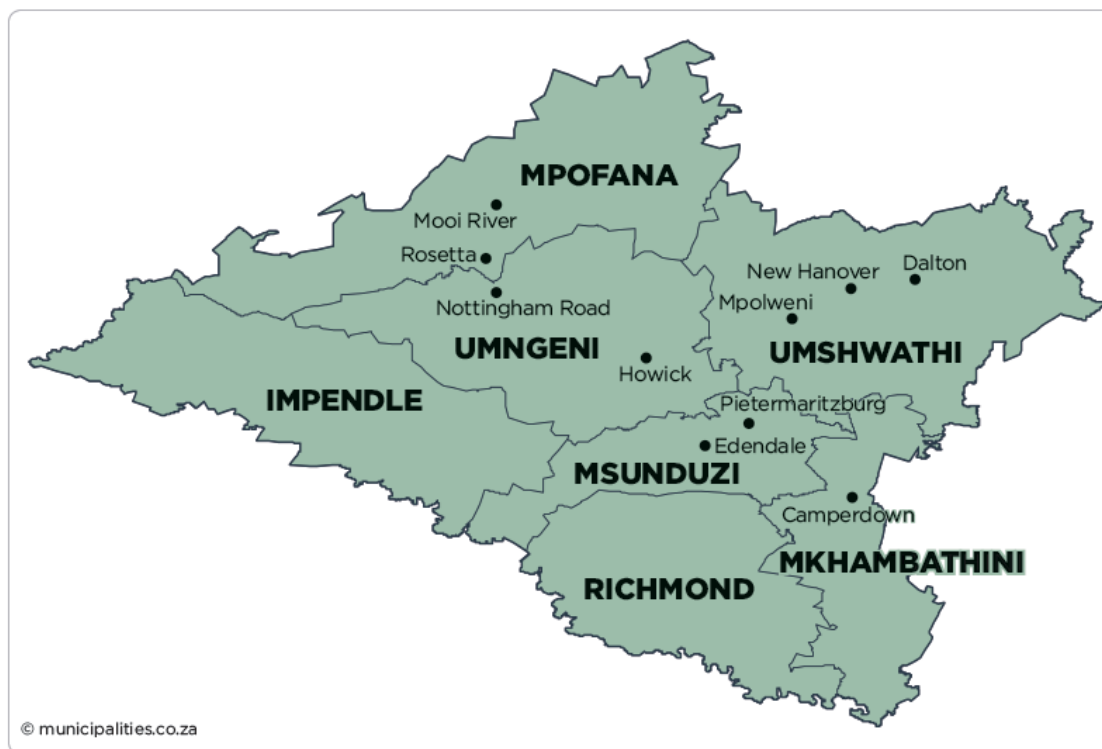
2.7 ACCOUNTABILITY

During the execution of this contract, the successful Service Provider will be required to work closely with the Municipality's relevant department's staff and DBSA – Project Leader. The PSP will report to the PSC in accordance with meeting schedule as provided in the Table 2 on paragraph 2.6 above, and any others that the Service Provider will deem necessary for the execution of the project.

2.8 LOCATION OF SERVICES

The Professional Services Provider is expected to provide the services in Msunduzi Local Municipality within the UMgungundlovu District Municipality (UMDM) in KwaZulu-Natal Province.

SITE INFORMATION



2.9 CONTACT PERSON

Technical queries to be directed to the DBSA technical team through the DBSA Procurement Unit via email to tebogos@dbsa.org and the tender reference number is to be quoted.

2.10 TERMS OF REFERENCE ESTABLISHING THE MUNICIPAL AND THE TECHNICAL PROJECT STEERING COMMITTEES

The appointed PSP will be a member of both the Municipal Project Steering Committee (PSC), chaired by the Accounting Officer, and the Technical Project Steering Committee (TPSC), chaired by the Project Champion. The terms of reference that will guide the operations of both the PSC and TPSC are outlined below:

Municipal Project Steering Committee Terms of Reference

1. Introduction:

The Development Bank of Southern Africa (DBSA) has approved the development and implementation of a Revenue Enhancement Programme (REP) support for the Recipient. It is a condition to the Agreement that a Project Steering Committee (PSC) be established between the DBSA and the Recipient in order to support the delivery of the Project funded by the DBSA accordingly, and in order to give effect to the above, the Parties agree as set out herein.

1.1 Establishment of the Steering Committee upon the Agreement becoming unconditional in accordance with its terms (save for any condition therein requiring the establishment of the PSC), it is agreed that:

1.1.1 the PSC is hereby established as the joint steering committee in terms of the Agreement; and

1.1.2 the role of the PSC is to provide strategic direction relating to the Project and to guide and coordinate the execution of the Project.

2. Purpose of this Document

The purpose of this document is to establish the terms of reference for the PSC. The terms of reference in turn establish the mandate roles and functions for the PSC. The PSC is the key body within the Project governance structure responsible for the oversight and operational project issues associated with the Recipient Programme.

3. Function of the PSC

The function of the PSC is to provide oversight for the operational issues the associated with the provision of Revenue Enhancement support to the municipality. The PSC is responsible for monitoring project's budget, progress, benefits realized and also monitoring risks, quality and timelines of delivery according to the Project Implementation Plan. The PSC's scope of work is further elaborated below.

3.1 Role of the PSC

The role of the PSC is to:

- 3.1.1 provide oversight on the implementation of the, Project the and on the achievement of the outcomes;
- 3.1.2 to identify potential risks arising from the implementation of the Programme and agree on mechanisms to mitigate such risks;
- 3.1.3 ensure conformity with the Project Implementation Plan;
- 3.1.4 advise on adjustments to be made to the Project to ensure that the Project is completed within budget and by the Project Completion Date;
- 3.1.5 recommend, after consultation between the members, the sign-off on the quality of work and reports completed by the Professional Services Provider;
- 3.1.6 oversee the Technical Project Steering Committee;
- 3.1.7 monitor compliance to legislation and regulations in the implementation of the Project
- 3.1.8 providing guidance in addressing challenges/bottlenecks as they arise; and
- 3.1.9 approval and endorsements of completed milestones/deliverables for payments

3.2 The Principles guiding the PSC

In performing the tasks assigned to the PSC, the members will observe the following principles, namely to:

- 3.2.1 work together in a spirit of transparency and openness in which the achievement of the Project to a standard of excellence is a prime consideration;
- 3.2.2 promote trust, fairness, mutual cooperation, dedication to the agreed common goal while understanding each other's expectations and values;

- 3.2.3 be cognisant of the expectations and interests of each of the stakeholders and to seek to promote "win-win" solutions when balancing the interests of the stakeholders;
- 3.2.4 to accept that conflict is natural but, in such situations, to promote teamwork in order to work constructively through disagreements;
- 3.2.5 show flexibility whilst still ensuring that the project achieves excellence in its construction and operational standard;
- 3.2.6 promote a culture of zero tolerance towards corruption and other improper activities and ensure adherence to applicable anti-corruption legislation; and
- 3.2.7 bring full commitment to achieving effective interfacing between the members and their respective stakeholders in order to make decisions with respect to the project and solve any issues that may arise in connection with the project in an effective and efficient manner.

3.3 The Role of Individual PSC Members

The role of the individual members of the PSC includes the expectation that each member is to:

- 3.3.1 appreciate the significance of the Project for all stakeholders;
- 3.3.2 be an advocate for the Project's outcomes;
- 3.3.3 have a broad understanding of Project management issues and the approach being adopted to resolve such issues;
- 3.3.4 be committed to, and actively involved in pursuing the Project's outcomes;
- 3.3.5 help reconcile conflicting priorities and resources;

3.3.6 check adherence of project activities to standards and best practice, both within the organizations Recipient and DBSA and in a wider context.

4. General Administration of the PSC

4.1 Membership

The PSC shall be comprised of:

4.1.1 delegated representatives from the Recipient;

4.1.2 DBSA Authorised Representatives;

4.1.3 key members from the appointed Professional Service Provider (PSP); and

4.1.4 Further, the PSC will coopt other members as they see fit.

4.2 Change of membership

Whilst the stakeholders remain cognisant of the need to maintain continuity in membership of the PSC, a stakeholder may replace a member at any time upon written notice to the chairperson of the PSC.

4.3 Convener / Chairperson and the Secretariat

The chairperson will be provided by the Recipient whilst the secretariat functions will be provided by the PSP.

4.4 Convener/Chairperson

The Municipal Manager, or in his absence, the Executive Technical Director/Chief Financial Officer (CFO) Recipient will be the convener and chairperson of the PSC meetings. If the designated chairperson is not available, then any official from the CFO's office or the Technical Director's office (referred to as the Acting Chair) as delegated by the chairperson will be responsible for convening and conducting the meeting.

4.5 Secretariat

The Secretariat will inter alia provide the following functions:

- 4.5.1 prepare and circulate the minutes for comments and inputs. Provide full copies of the minutes, including attachments to all the PSC members;
- 4.5.2 keep comprehensive records of all the deliberations and decisions of the PSC;
- 4.5.3 distribute copies of the minutes of the meetings for consideration and ultimately approval by the Chairperson;
- 4.5.4 prepare and finalise the minutes containing the proceedings and resolutions of the meetings which shall be signed by the Chairperson of the PSC and by the PSP and the DBSA; and
- 4.5.5 the approval of the deliverables/milestones shall be recorded in the minutes. The deliverables and the minutes shall be signed by the chairperson of the PSC and by the PSP and the DBSA.

4.6 Language and Communication Formats

English will be the preferred language for all dealings of the PSC. The format of communication of the PSC shall be by email messages, or letters. Correspondence requiring approvals shall be by email, or letter. Reports submitted by the PSP to the members shall be in both hard print and soft computer copy written in software that is used by the Recipient.

4.7 PSC Meeting Agenda

- 4.7.1 All PSC meeting agenda items must be forwarded to the Chairperson or the secretariat support by close of business seven (7) working days prior to the next scheduled meeting.
- 4.7.2 The PSC agenda with attached meeting documents will be distributed at least 5 working days prior to the next scheduled meeting.

- 4.7.3 The Chairperson has the right to list an item on the formal agenda, but members may raise an item under 'General / Other Business' if necessary and as time permits.

4.8 PSC Meeting Minutes and Meeting Documents

The following administrative requirements apply:

- 4.8.1 the format of the PSC minutes shall be agreed at the first meeting of the PSC;
- 4.8.2 a schedule of PSC meetings to be discussed and agreed at the first PSC meeting and shall form part of all the meeting minutes;
- 4.8.3 the minutes of each PSC meeting will be prepared by the office of the PSP;
- 4.8.4 full copies of the minutes, including attachments, shall be provided to all PSC members no later than ten (10) working days following each meeting;
- 4.8.5 by agreement of the PSC, out-of-session decisions will be deemed acceptable upon confirmation in writing of the Recipient and the DBSA Authorised Representatives.
- 4.8.6 all out-of-session decisions shall be recorded in the minutes of the next scheduled PSC meeting; and
- 4.8.7 the minutes of each PSC meeting will be monitored and maintained by both the Recipient and the DBSA as a complete record as required under the respective document management provisions of the Recipient and DBSA.

4.9 Frequency of Meetings

- 4.9.1 The PSC shall meet monthly on a date to be advised by the Chairperson in line with the meeting schedule to be agreed at the first meeting of the PSC.
- 4.9.2 Additional meetings outside of the scheduled meeting dates may be convened as circumstances may arise.

4.9.3 Meetings of the PSC shall be coordinated through and called on by the chairperson whenever required in accordance with the terms of reference.

4.9.4 Notice of any meeting of the PSC shall be sent to each member (and copied to the stakeholders) and shall confirm the venue, time and date, together with the proposed agenda for the meeting (including any supporting papers) reasonably practicable, as far as is reasonably practicable, at least 14 (fourteen) days' notice shall be given of any meeting of the PSC.

4.9.5 The PSC meetings may be held in the offices of the Recipient and/or virtually, via telephone, teleconference, videoconference, Microsoft Teams or via Zoom.

4.10 Proxies to Meetings

4.10.1 Members of the PSC shall nominate a proxy to attend a meeting if the member is unable to attend. The Chairperson will be informed of the substitution at least three (3) working days prior to the scheduled meeting.

4.10.2 The nominated proxy shall have voting rights at the attended meeting. The nominated proxy shall provide relevant comments/feedback of the PSC member they are representing to the attended meeting.

4.11 Quorum Requirements

4.11.1 A meeting quorum shall have been formed if 50% of the PSC members plus one member are in attendance for the recommendations or resolutions to be valid.

4.11.2 The quorum must contain representatives from the DBSA, Recipient and PSP.

4.12 Governing Law

This establishment and functioning of the PSC shall be governed by and interpreted in accordance with the Agreement between Recipient and DBSA, and substantive laws of the Republic of South Africa.

4.13 Confidentiality and Publicity

Any confidential information obtained by any of the PSC members, or arising from the implementation of the Agreement, shall be treated as confidential by the Party receiving it and shall not be used, divulged or permitted to be divulged to any person not being a member to the PSC, without the prior written consent of the PSC.

5. PSC life span

The PSC will be in existence until the Project Completion Date.

Technical PSC Terms of Reference

1. Introduction

- 1.1. It is a condition to the Agreement that the Recipient shall formally establish a Technical Steering Committee ("TPSC").
- 1.2. The DBSA shall form part of the TPSC.
- 1.3. Accordingly, and in order to give effect to the above, the Parties agree as set out herein.

2. Establishment of the Steering Committee

Upon the Agreement becoming unconditional in accordance with its terms (save for any condition therein requiring the establishment of the TPSC, with the DBSA's membership of the TPSC), it is agreed that:

- 2.1. the TPSC is hereby established as the joint technical steering committee in terms of the Agreement;
- 2.2. the role of the TPSC is to provide technical direction relating to the Project and to guide and coordinate the execution of the Project; and
- 2.3. the TPSC shall adopt the terms of reference prior it carrying its mandate as contemplated in these Terms of Reference.

3. Mandate of the Steering Committee

The mandate of the TPSC is to:

- 3.1. serve as the primary interface between the stakeholders in respect of the Project;
- 3.2. monitor the technical aspects of the Project; and

- 3.3. prepare and submit the technical progress report and recommendations to the Project Steering Committee.

4. Members of the TPSC

- 4.1. The TPSC shall consist of representatives from relevant parties (each representative being a "Member").
- 4.2. The first meeting of the PSC shall confirm quorum members and ex-officio members.
- 4.3. Members shall remain as members of the TPSC until such time as their appointment is withdrawn by the stakeholder appointing that member on written notice to the chairperson of the TPSC. Members shall be entitled to nominate any representative to act as their proxy to attend and vote at any meeting of the TPSC.
- 4.4. Whilst the stakeholders remain cognisant of the need to maintain continuity in membership of the TPSC, a stakeholder may replace a member at any time upon written notice to the chairperson of the TPSC.
- 4.5. The Recipient shall select and appoint one of its members to act as chairperson of the TPSC.
- 4.6. The Recipient shall ensure that minutes of all meetings of the TPSC are duly recorded and circulated to the members and the stakeholders.

5. Meetings of the TPSC

- 5.1. The TPSC shall meeting frequency will be determined and agreed upon at the 1st meeting of TPSC
- 5.2. Meetings of the TPSC shall be co-ordinated through and called on by the chairperson whenever required in accordance with these Terms of Reference

- 5.3. Notice of any meeting of the TPSC shall be sent to each member (and copied to the stakeholders) and shall confirm the venue, time and date, together with the proposed agenda for the meeting (including any supporting papers) reasonably practicable, as far as is reasonably practicable, at least 14 (fourteen) days' notice shall be given of any meeting of the TPSC.
- 5.4. The TPSC's meetings shall be held at municipal offices, or virtually via telephone, teleconference, videoconference Microsoft Teams or Zoom as agreed between the members.
- 5.5. From time to time the stakeholders may propose that additional representatives attend meetings of the TPSC, and such request shall not be unreasonably refused by the TPSC.
- 5.6. All costs associated with the attendance of meetings of the TPSC, unless otherwise specifically agreed between the members, shall be for the account of the member incurring the costs

6. Recommendations of the Steering Committee

- 6.1. All recommendations of the TPSC shall be achieved by consensus, and if consensus cannot be reached, a majority vote (following reasoned discussion) of all members present at that meeting.
- 6.2. The chairperson shall not have a casting vote.
- 6.3. The chairperson shall ensure that the secretary of the TPSC accurately records all recommendations made and that copies of such decisions are provided to each member and the stakeholders as soon as is reasonably possible thereafter.
- 6.4. The PSP shall provide secretariat support.
- 6.5. The TPSC has no approval powers but recommends approval of reports or documents to the PSC chaired by the Accounting Officer.

7. Principles

In performing the tasks assigned to the TPSC, the members will observe the following principles, namely to:

- 7.1. work together in a spirit of transparency and openness in which the achievement of the Project to a standard of excellence is a prime consideration;
- 7.2. promote trust, fairness, mutual cooperation, dedication to the agreed common goal while understanding each other's expectations and values;
- 7.3. be cognisant of the expectations and interests of each of the stakeholders and to seek to promote "win-win" solutions when balancing the interests of the stakeholders;
- 7.4. to accept that conflict is natural but, in such situations, to promote teamwork in order to work constructively through disagreements;
- 7.5. show flexibility whilst still ensuring that the project achieves excellence in its construction and operational standard; and
- 7.6. promote a culture of zero tolerance towards corruption and other improper activities and ensure adherence to applicable anti-corruption legislation.

2.11 PROJECT PROPOSAL

A detailed project proposal, project team structure, and project implementation schedule must be provided. The project proposal must describe and demonstrate the approach and methodology for carrying out the outlined activities.

It will be expected from the Professional Services Provider to prepare a Project Implementation Plan (PIP) setting out the project deliverables against which to measure the progress of the project and the project budget and to ensure compliance with the obligations of the Professional Service Provider within 7 days after the inception meeting. This should be accompanied by cash-flow projection and a risk management register.

PART C: Only bids that satisfy the following eligibility criteria will be evaluated further (for Price and Preference). Those who do not comply will be deemed non-responsive and be disqualified.

1. TENDERERS PROPOSED KEY RESOURCES/EXPERTS

- a) Experience of Key Experts: Provide CVs demonstrating experience of the resource where similar assignments were undertaken in the municipal environment or similar environment in South Africa, over the past 10 years. Tenderers should very briefly describe the experience in this regard in the attached Schedule or separate document.
- b) Curriculum Vitae, proof of qualifications and professional body registration of all team members must be attached. In the case of project manager, the project reference letters must also be attached.

NB: Professional Bodies registration and Qualifications obtained outside South Africa must be SAQA accredited.

- c) A Resource Schedule (detailing the applicable resource's name, experience, and minimum qualifications) as depicted in the table below (**experience of the tenderer's proposed key experts**) should be included in the Tenderer's Response:

EXPERIENCE OF THE TENDERER'S PROPOSED KEY EXPERTS

NO.	KEY RESOURCE	MINIMUM QUALIFICATION FOR EACH KEY RESOURCE	SUPPORTING DOCUMENTS	BIDDER TO INDICATE COMPLIANCE (Y/N)
1.	Project Manager/ Team Leader: Civil or Electrical Engineering	<p>Registration Body: Registered Professional Engineer or a Professional Engineering Technologist in terms of the Engineering Professions Act, 2000 (ECSA).</p> <p>Qualifications: BSc degree in Civil or Electrical Engineering or B Tech in Civil or Electrical Engineering.</p> <p>Experience: Must have civil or electrical engineering experience in municipal infrastructure services provision. Must have at least 5 years post registration experience and must have minimum three (3) completed relevant projects.</p> <p>OR</p> <p>Professional Body: Professional membership with the South African Institute of Chartered Accountants (SAICA), ACCA, CIGFARO or similar bodies in the financial environment.</p>	<p>A minimum of three (3) reference letters from the employer or client company confirming the individual's role as the project leader in each relevant project must be attached. The following documents must be attached:</p> <ul style="list-style-type: none"> • Curriculum Vitae • Proof of qualifications of the proposed candidate. • Reference letters for each relevant project (related to this scope) the person worked on. • Proof of professional registration. 	

		<p>Qualifications: An appropriate National Diploma / Bcom Degree: Accounting / Auditing /Public Finance /Financial Management.</p> <p>Experience: Must have at least 5 years post registration experience and must have minimum three (3) completed relevant projects.</p>		
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2.	Municipal Financial Expert or Revenue Enhancement Specialist	<p>Professional Body: Professional membership with the South African Institute of Chartered Accountants (SAICA), ACCA, CIGFARO or similar bodies in the financial environment.</p> <p>Qualifications: An appropriate National Diploma / BCom degree: in Accounting/ Auditing /Public Finance /Financial Management.</p> <p>Experience: Must have minimum 5 years' experience in relevant RE projects on CV.</p>	Attach a CV, proof of qualifications and professional registration of the proposed candidate.	
3.	Electrical Engineer	<p>Registration Body: Registration as a Professional Engineer or as a Professional Engineering Technologist in terms of the Engineering Professions Act, 2000 (ECSA).</p> <p>Qualifications: BSc degree in Electrical Engineering or B Tech in Electrical Engineering.</p> <p>Experience: Must have minimum 5 years' experience in infrastructure services provision projects.</p>	Attach a CV, proof of qualifications and professional registration of the proposed candidate.	
4.	Civil Engineer	<p>Registration Body: Registration as a Professional Engineer or as a Professional Engineering Technologist in terms of the Engineering Professions Act, 2000 (ECSA).</p>	Attach a CV, proof of qualifications and professional registration of the proposed candidate.	

		<p>Qualifications: BSc degree in Civil Engineering or B Tech in Civil Engineering.</p> <p>Experience: Must have minimum 5 years' experience in infrastructure services provision projects.</p>		
5.	Geo-Information Science (GISc) Expert	<p>Registration Body: Must be registered as a Professional Geo-Information Science Practitioner PrGISc by the South African Council of Professional and Technical Surveyors (PLATO) established in terms of Act 40 of 1984 and be a member of the Geo-Information Society of South Africa (GISSA).</p> <p>Qualifications: Bachelor's Degree in Geo-Information Science or in Land Surveying.</p> <p>Experience: Must have minimum 5 years' experience in the planning and establishment of GIS systems for public or private sector entities in South Africa.</p>	Attach a CV, proof of qualifications and professional registration of the proposed candidate.	
6.	Town Planner (Municipal infrastructure)	<p>Registration body: Registered Professional Planner in terms of the Planning Professions Act, 2003.</p>	Attach a CV, proof of qualifications and professional registration of the proposed candidate.	

		Qualifications: Bachelor's Degree in Town Planning. Experience: Must have minimum 5 years' experience in town or regional development planning in the public / private sector environment.		
7.	Legal Expert	Registration body: Must be registered as an attorney by the Legal Practice Council (LPC). Qualifications: Bachelor's degree in Law (LLB). Experience: Must have minimum 5 years' experience in contract law in relation to the delivery of infrastructure programmes and projects and experience in developing agreements and contracts / on public / private sector infrastructure delivery.	Attach a CV, proof of qualifications and professional registration of the proposed candidate.	

Note well:

- a. All qualifications obtained outside of South Africa must be SAQA compliant

2. INFORMATION REQUIRED ON KEY PERSONNEL

The tenderer shall provide information in respect of the key personnel who will be engaged on the contract by completing the schedule below:

- (a) The tenderer must consult the Tender Documentation which indicates the list of minimum key personnel required as well as qualifications, experience and membership of professional body.
- (b) All the key staff shall be proficient in the use (both verbal and written) English language.
- (c) In addition to the Personnel Schedule, the Tenderer shall also provide a Contract project organisational chart showing the team composition for each activity/phase/stage giving the team member names (only key team members need be included by name), position on team, and reporting relationship to other team members.
- d) Key professional staff of the tenderer should be permanently employed forming part of the Tenderer or have an extended and stable working relationship with the applicable Bidder. In addition, the staff should be readily available to the employer for discussions at, typically, less than a week`s notice.

2.1 SUMMARY DETAILS OF QUALIFICATIONS AND EXPERIENCE OF TENDERER'S PROPOSED KEY RESOURCES / EXPERTS

Summary details of qualifications and experience of tenderers proposed key resources / experts (to be completed for the Key Resources)

KEY EXPERT 1: PROJECT MANAGER/ LEADER				
Name	Current Job Title	Qualifications	Professional Registration & Registration Nr.	Related work completed over the past 10 Years

KEY EXPERT 2: MUNICIPAL FINANCIAL EXPERT/ REVENUE ENHANCEMENT SPECIALIST				
Name	Current Job Title	Qualifications	Professional Registration & Registration Nr.	Related work completed over the past 10 Years

KEY EXPERT 3: ELECTRICAL ENGINEER				
Name	Current Job Title	Qualifications	Professional Registration & Registration Nr.	Related work completed over the past 10 Years

KEY EXPERT 4: CIVIL ENGINEER				
Name	Current Job Title	Qualifications	Professional Registration & Registration Nr.	Related work completed over the past 10 Years

KEY EXPERT 5: GEO-INFORMATION SCIENCE (GIS) EXPERT				
Name	Current Job Title	Qualifications	Professional Registration & Registration Nr.	Related work completed over the past 10 Years

KEY EXPERT 6: TOWN PLANNER (MUNICIPAL INFRASTRUCTURE)				
Name	Current Job Title	Qualifications	Professional Registration & Registration Nr.	Related work completed over the past 10 Years

KEY EXPERT 7: LEGAL EXPERT				
Name	Current Job Title	Qualifications	Professional Registration & Registration Nr.	Related work completed over the past 10 Years

Note: A CV of each of the proposed team members of not more than 5 pages should be attached to this schedule after the above summary details tables.

PART D. TENDERER'S CONFLICT OF INTEREST

Tenderers whose entities and/or employees are currently employed by or providing services to the DBSA directly or indirectly, and such relationship will pose a potential conflict of interest on this project, will be deemed non-responsive and not be evaluated further.

1a. Is the Tenderer, its entities and/or employees currently employed and or contracted by or providing services to the DBSA directly or indirectly:

Yes or No: _____

1b. If yes, please provide details:

.....

2a. If yes, does the relationship(s) pose a potential conflict of interest on this project:

Yes or No: _____

2b. If no, please provide details:

.....

3. EXPERIENCE / TRACK RECORD OF THE TENDERING ENTITY IN EXECUTING WORK OF SIMILAR NATURE.

The experience of the Tenderer (or that of the constituent member in a joint venture, consortium or association) in the execution of projects within the provision of revenue management and enhancement in the municipal environment over the past 10 years will be evaluated. Tenderers should very briefly describe their experience in this regard and attach same to this schedule. The description should be put in the tables provided below and attached to this schedule.

Experience / track record of the tendering entity in executing work of similar nature

DESCRIPTION	FOCUS AREAS	SUPPORTING DOCUMENTATION	BIDDER TO INDICATE COMPLIANCE (Y/N)
Experience of the tenderer (lead tenderer and entities in JV, consortium, association, etc).	<p>Tenderer has completed work in:</p> <ul style="list-style-type: none"> a) The development and implementation of the revenue enhancement programme for ALL or any one category of the Engineering Services (e.g. Electricity, Sewer and Water Services; or b) Tariff Review and structuring for trading services; or c) Cost of supply studies for trading services. d) Billing Data Cleansing; or e) Meter audit. 	<p>Proof of each completed relevant revenue enhancement project within the municipal or similar environment in South Africa.</p> <p>The letters must provide a brief scope of each project relevant to the scope of this tender. All letters must be on the client's letterhead and must be signed.</p> <p>A minimum of three (3) recommendation letters from the Employer where the projects were completed must be provided.</p>	

SUMMARIZED DETAILS OF EXPERIENCE / TRACK RECORD OF THE TENDERING ENTITY IN EXECUTING WORK OF SIMILAR NATURE.

EXPERIENCE / TRACK RECORD OF THE TENDERER OVER THE PAST 10 YEARS IN: DEVELOPMENT AND IMPLEMENTATION OF THE REVENUE ENHANCEMENT PROGRAMME FOR THE MUNICIPALITY (IES) OR SIMILAR ENVIRONMENT IN SOUTH AFRICA.				
Employer, contact person and telephone number and email address	Description of Professional Services Provided in Revenue Enhancement Development and Implementation	Value of Service provided (inclusive of VAT (Rand)	Date Service Commenced	Date Service Ended

I, the undersigned, who warrants that he / she is duly authorized to do so on behalf of the enterprise, confirms that the contents of this schedule are within my personal knowledge and are to the best of my belief both true and correct.

Signature:	
Date:	
Name:	
Position:	
Respondent:	

2.12 SECOND STAGE: FUNCTIONAL EVALUATIONS

2.12.1 Functional evaluation criteria

The PSP's proposed methodology and approach paper must respond to the scope of work and outline their proposed approach/ methodology including that relating to development facilitation, environment, health, and safety, methodologies to be adopted to achieve the intentions of the proposed approach, a project plan that outlines processes, procedures, and associated resources, and timeframes to achieve project requirements. The approach paper should articulate the value-add the respondent will provide in achieving the stated objectives for the project.

The respondent must explain his/her understanding of the objectives of the assignment and the Employer's stated and implied requirements, highlight the issues of importance, and explain the technical approach they would adopt to address them. Further, the proposed methodology/ approach ought to indicate risk management, quality assurance measures to be effected, and acceleration delivery methods to be used to ensure delivery within anticipated programme timelines.

FUNCTIONAL EVALUATION CRITERIA

ITEM	FUNCTIONALITY	MAX NUMBER OF POINTS	SCORING GUIDELINE	SOURCE DOCUMENT THAT MUST BE SUBMITTED TO SCORE POINTS
A - PROPOSED APPROACH AND METHODOLOGY = 20				
Details of the proposed methodology and approach that the Tenderer intends to follow with regard to the effective provision of the professional services required in the development and implementation of Municipal Revenue Enhancement Programme in South Africa, (of electrical, water services), associated projects and support services for the delivery of the said project.				
1.	All the aspects are addressed in an innovative and efficient way, indicating that the Tenderer has outstanding knowledge of the scope of work. The approach paper details ways to create value in addition to the specified aspects this includes assessment of various types of interventions and prioritization etc.	20	Excellent = 20	Minimum of 5-page approach paper duly signed and dated by the Tenderer.
2.	The approach is specifically tailored to address the specific project objectives and methodology and is sufficiently flexible to accommodate changes that may occur during execution. The tenderer addresses fully all of the specified aspects of the paper.		Good = 14	
3.	The approach is generic and not tailored to address the specific project objectives and methodology. The tenderer only addresses fully two of the specified aspects of the paper.		Satisfactory =10	
4.	The technical approach and / or methodology is poor / is unlikely to satisfy project objectives or requirements. The tenderer only addresses fully one of the specified aspects of the paper.		Average = 7	
5.	No response. Failed to address the objectives as per the tender document.		Non-Responsive =0	
B.EXPERIENCE OF THE TENDERER (LEAD TENDERER AND ENTITIES IN JV,				

CONSORTIUM, ASSOCIATION, ETC). Proof of each completed relevant Revenue Enhancement Project within the municipal or similar environment in South Africa to be attached: completion certificates /reference letters / recommendation letters on the clients 'letterhead and signed =30.				
1.	<p>Tenderer has completed work in</p> <ol style="list-style-type: none"> 1.The development and implementation of the revenue enhancement programme for ALL or any one category of the Engineering Services (e.g. Water, Sewer and Electricity) 2.Tariff Review and structuring for trading services 3. Billing Data Cleansing 4. Meter audit. 5. Cost of Supply Studies 	30	<p>Excellent: 5 and above Projects = 30 points</p> <p>Good: 4 Projects = 21 points</p> <p>Satisfactory: 3 Projects = 15 points</p> <p>Average: 2 Project = 10 points</p> <p>Non-responsive: 1 Project = 0 point</p>	<p>Recommendation letters from the Employer where this project was completed.</p> <p>The letter must provide a brief scope of the project relevant to the scope of this tender and the tenderer's role in the project. The letter must provide a rating between 1-5 corresponding with the rating in the scoring guideline column.</p>
C. TENDERERS PROPOSED KEY RESOURCES/EXPERTS: Lead Tenderer and Entities in JV, Consortium, Association, etc.) = 40				
Key resources with experience and track record in providing professional services required in Revenue Enhancement Programmes within the municipal or similar environment in South Africa, and associated project support services for the delivery of Revenue Enhancement Programmes and projects, including water and electrical infrastructure services. Curriculum vitae, proof of qualifications and professional body registration of all team members must be attached. In the case of the Project Manager/ Team Leader, the project reference letters must also be attached.				
NB: Professional Registration Bodies and Qualifications obtained outside South Africa must be SAQA accredited.				
1.	<p>Project Manager and Team Leader: Civil or Electrical Engineering Professional Body:</p> <p>Registered Professional Engineer or a Professional Engineering Technologist in terms of the Engineering Professions Act, 2000 (ECSA).</p> <p>Qualifications:</p> <p>BSc degree in Civil or Electrical Engineering or B Tech in Civil or Electrical Engineering.</p> <p>Experience:</p> <p>Must have civil or electrical engineering experience in infrastructure services provision. Must have at least 5 years post registration experience and must</p>	10	<p>Excellent: 5 Projects and above = 10 points</p> <p>Good: 4 projects = 7 points</p> <p>Satisfactory: 3 projects = 5 points</p> <p>Average: 2 projects = 3 points</p> <p>Non-responsive: 1 project = 0 point</p>	<p>Project Manager: Provide the name and the position the person will play in this project.</p> <p>Attach a CV and proof of qualifications of the proposed candidate. Provide the reference letters for each project (related to this scope) the person worked on as well as the proof of professional registration.</p>

	<p>have preferably completed 5 projects.</p> <p>a) The Reference Letter from the employer or client company confirming the individual's role as the project leader in each relevant project must be attached.</p> <p>OR</p> <p>Professional Body:</p> <p>Professional membership with the South African Institute of Chartered Accounts (SAICA), ACCA, CIGFARO or similar bodies in the financial environment.</p> <p>Qualifications:</p> <p>An appropriate National Diploma/ Bcom degree in: Accounting/Cost accounting/ Auditing /Public Finance /Financial Management</p> <p>Experience:</p> <p>Must have at least 5 years post registration experience and must have preferably completed 5 projects in Revenue Enhancement.</p> <p>Note:</p> <p>a) The Reference Letters from the employer/s or client company confirming the individual's role as the project leader in each relevant project must be attached.</p>			
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2.	<p>Municipal Financial Expert or Revenue Enhancement Specialist</p> <p>Professional Body:</p> <p>Professional membership with the South African Institute of Chartered Accounts (SAICA), ACCA, CIGFARO or similar bodies in the financial environment.</p> <p>Qualifications:</p> <p>An appropriate National Diploma / BCom: degree in: Accounting/ Cost Accounting/Auditing /Public Finance /Financial Management.</p> <p>Experience:</p> <p>Must have minimum 5 years' experience in relevant RE projects on CV.</p>	6	<p>Excellent: 5 years and above = 6 points</p> <p>Good: 4 = 4 points</p> <p>Satisfactory: 3 years = 3 points</p> <p>Average: 2 years = 2 points</p> <p>Non-responsive: 1 year = 0 point</p>	
3.	<p>Civil Engineer:</p> <p>Registration Body:</p> <p>Registration as a Professional Engineer or as a Professional Engineering Technologist in terms of the Engineering Professions Act, 2000 (ECSA).</p> <p>Qualification:</p> <p>BSc degree in Civil Engineering or BTech in Civil Engineering</p> <p>Experience:</p> <p>Must have minimum 5 years' experience in the infrastructure services provision projects.</p>	6	<p>Excellent: 5 years and above = 6 points</p> <p>Good: 4 = 4 points</p> <p>Satisfactory: 3 years = 3 points</p> <p>Average: 2 years = 2 points</p> <p>Non-responsive: 1 year = 0 point</p>	
4.	<p>Electrical Engineer:</p> <p>Registration Body:</p> <p>Registration as a Professional Engineer or as a Professional Engineering Technologist in terms of the Engineering Professions Act, 2000 (ECSA).</p> <p>Qualifications:</p>	6	<p>Excellent: 5 years and above = 6 points</p> <p>Good: 4 = 4 points</p> <p>Satisfactory: 3 years = 3 points</p> <p>Average: 2 years = 2 points</p> <p>Non-responsive: 1 year = 0 point</p>	

	<p>BSc degree in Electrical Engineering or B Tech in Electrical Engineering.</p> <p>Experience:</p> <p>Must have minimum 5 years' experience in infrastructure services provision projects.</p>			
5.	<p>Geo-Information Science (GISc) Expert:</p> <p>Registration Body:</p> <p>Must be registered as a Professional Geo-Information Science Practitioner PrGISc by the South African Council of Professional and Technical Surveyors (PLATO) established in terms of Act 40 of 1984 and be a member of the Geo-Information Society of South Africa (GISSA).</p> <p>Qualifications:</p> <p>Bachelor's Degree in Geo-Information Science or in Land Surveying.</p> <p>Experience:</p> <p>Must have minimum 5 years' experience in the planning and establishment of GIS systems for public or private sector entities in South Africa.</p>	4	<p>Excellent: 5 years and above = 4 points Good: 3 years and above = 3 points Average: 2 years = 2 points Non-responsive: 1 year = 0 points</p>	
6.	<p>Town Planner (Municipal infrastructure):</p> <p>Qualifications:</p> <p>Registered Professional Planner in terms of the Planning Professions Act, 2003.</p> <p>Experience:</p> <p>Must have minimum 5 years' experience in town or regional development planning in the public / private sector environment.</p>	4	<p>Excellent: 5 years and above = 4 points Good: 3 years and above = 3 points Average: 2 years = 2 points Non-responsive: 1 year = 0 points</p>	

7.	Legal Expert: Qualifications: Bachelor's degree in Law (LLB). Must be registered as an attorney by the Legal Practice Council (LPC). Experience: Must have minimum 5 years' experience in contract law in relation to the delivery of infrastructure programmes and projects (experience in developing agreements and contracts / on public / private sector infrastructure delivery.	4	Excellent: 5 years and above = 4 points Good: 3 years and above = 3 points Average: 2 years = 2 points Non-responsive: 1 year = 0 points.	
D: PROPOSED APPROACH TO TRANSFER SKILLS / KNOWLEDGE TO MUNICIPAL OFFICIALS WORKING IN THE SAME SECTOR =10				
The skills and knowledge Transfer must respond to the proposed Scope of Work and must be outlined in the proposed approach/methodology				
1.	In addition to meeting the Employer's requirements on skills transfer, the Tenderer has sufficiently demonstrated that they have prior experience and ability on skills and knowledge transfer.	10	Excellent= 10	Attach a proposed methodology report on how the tenderer will ensure skills are transferred. In addition, the report must detail the monitoring and the evaluation methods that will be implemented to ensure skills are transferred.
2.	The Skills and Knowledge proposal was specifically tailored for the project and the Employer's objectives as described in the scope of work.		Good = 7	
3.	The skills and knowledge proposals are generic and not project specific. It does not address the main objectives of the Employer.		Satisfactory = 5	
4.	No Skills and Knowledge Transfer submission made.		Non-responsive = 0	
Maximum points total		100		
Threshold		70		

PLEASE NOTE:

A minimum of 70 points out of a possible 100 for the functional/ evaluation will qualify the Bid to move on to the next stage of evaluations.

Bidders will be assessed on the functional criteria (Second Stage) as set out in this RFP. Only those Bidders which comply with the eligibility criteria will proceed to the Third Stage.

26.1.2 **Third Stage – price**

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

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

26.2 NB: Bidders are required to submit, as Annexure J to their Bids, any documentation which supports the responses provided in respect of the Eligibility Criteria below.

27. Due Diligence

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

a. Judgements and criminal convictions

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

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

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

c. Performance

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

d. Reputational harm

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

e. Restricted/Blacklisted

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

f. Vetting

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

g. PEP Checks for both Companies and Individual directors, as well as Procure Check and or any other systems that the DBSA may choose to utilize (which may be conducted by an authorized third party) that would be done to assess all risks, including but not limited to

- a. Financial stability of the bidder based on key ratio analysis ;
- b. Efficiency ;

- c. Profitability ;
 - d. Financial Risk;
 - e. Liquidity ;
 - f. Acid Test ;
 - g. Solvency; and
 - h. Commercial relationship with a politically exposed and brand risk
 - i. The DBSA reserves the right to award the scope in full or part thereof, subject to budget availability.
 - ii. The DBSA reserves the right to negotiate to ensure the value for money principle is not compromised.
- 28.** Generally, suppliers have their own business standards and regulations. Although DBSA cannot control the actions of our suppliers, we will not tolerate any Illegal activities. These include, but are not limited to:
- Misrepresentation of any kind (e.g. origin of manufacture, specifications, intellectual property rights, etc);
 - Collusion;
 - Failure to disclose accurate information required during the sourcing activity (ownership, financial situation, BBBEE status, etc.);
 - Corrupt activities listed above; and
 - Harassment, intimidation or other aggressive actions towards DBSA's employees.
- 29. STATUS OF BID**
- 29.1 Each Bid constitutes an irrevocable offer by the Bidder to the DBSA to provide the Services required and otherwise to satisfy the requirements of the Specification as set out in this RFP.
- 29.2 A Bid must not be conditional on:
- 29.2.1 the Board approval of the Bidder or any related governing body of the Bidder being obtained.
 - 29.2.2 the Bidder conducting due diligence or any other form of enquiry or investigation.
 - 29.2.3 the Bidder (or any other party) obtaining any regulatory approval or consent.
 - 29.2.4 the Bidder obtaining the consent or approval of any third party; or
 - 29.2.5 the Bidder stating that it wishes to discuss or negotiate any commercial terms of the contract.
- 29.3 The DBSA may, in its absolute discretion, disregard any Bid that is, or is stated to be, subject to any one or more of the conditions detailed above (or any other relevant conditions).
- 29.4 The DBSA reserves the right to accept a Bid in part or in whole or to negotiate with a Bidder in accordance with the provisions of this RFP and the applicable laws and regulations.

30. CLARIFICATION OF BIDS

- 30.1 The DBSA may seek clarification from and enter into discussions with any or all of the Bidders in relation to their Bid. The DBSA may use the information obtained when clarification is sought or discussions are held in interpreting the Bid and evaluating the cost and risk of accepting the Bid. Failure to supply clarification to the satisfaction of the DBSA may render the Bid liable to disqualification.
- 30.2 The DBSA is under no obligation to seek clarification of anything in a Bid and reserves the right to disregard any clarification that the DBSA considers to be unsolicited or otherwise impermissible or irrelevant in accordance with the rules set out in this RFP.

31. DISCUSSION WITH BIDDERS

- 31.1 The DBSA may elect to engage in detailed discussions with any one or more Bidder(s), with a view to maximising the benefits of this RFP as measured against the evaluation criteria and in fully understanding a Bidder's offer.
- 31.2 Where applicable, the DBSA will invite Bidders to give a presentation to the DBSA in relation to their submissions.
- 31.3 The DBSA is under no obligation to undertake discussions with, and Bidders.
- 31.4 In addition to presentations and discussions, the DBSA may request some or all Bidders to:
- 31.4.1 conduct a site visit, if applicable;
 - 31.4.2 provide references or additional information; and/or
 - 31.4.3 make themselves available for panel interviews.

32. SUCCESSFUL BIDS

- 32.1 Selection as a successful Bidder does not give rise to a contract (express or implied) between the successful Bidder and the DBSA for the supply of the Services. No legal relationship will exist between the DBSA and a successful Bidder for the supply of the Services until such time as a binding contract is executed by them.
- 32.2 The DBSA may, in its absolute discretion, decide not to enter into pre-contractual negotiations with a successful Bidder.
- 32.3 A Bidder is bound by its Bid and all other documents forming part of the Bidder's Response and, if selected as a successful Bidder, must enter into a contract on the basis of the Bid with or without further negotiation.

33. NO OBLIGATION TO ENTER INTO CONTRACT

- 33.1 The DBSA is under no obligation to appoint a successful Bidder or Bidders (as the case may be), or to enter into a contract with a successful Bidder or any other person, if it is unable to identify a Bid that complies in all relevant respects with the requirements of the DBSA, or if due to changed circumstances, there is no longer a need for the Services requested, or if funds are

no longer available to cover the total envisaged expenditure. For the avoidance of any doubt, in these circumstances the DBSA will be free to proceed via any alternative process.

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

34. BIDDER WARRANTIES

- 34.1 By submitting a Bid, a Bidder warrants that:

- 34.1.1 it did not rely on any express or implied statement, warranty or representation, whether oral, written, or otherwise made by or on behalf of the DBSA, its officers, employees, or advisers other than any statement, warranty or representation expressly contained in the RFP;
- 34.1.2 it did not use the improper assistance of DBSA's employees or information unlawfully obtained from them in compiling its Bid;
- 34.1.3 it is responsible for all costs and expenses related to the preparation and lodgement of its Bid, any subsequent negotiation, and any future process connected with or relating to the Tendering Process;
- 34.1.4 it accepts and will comply with the terms set out in this RFP; and
- 34.1.5 it will provide additional information in a timely manner as requested by the DBSA to clarify any matters contained in the Bid.

35. DBSA'S RIGHTS

- 35.1 Notwithstanding anything else in this RFP, and without limiting its rights at law or otherwise, the DBSA reserves the right, in its absolute discretion at any time, to:

- 35.1.1 cease to proceed with, or suspend the Tendering Process prior to the execution of a formal written contract;
- 35.1.2 alter the structure and/or the timing of this RFP or the Tendering Process;
- 35.1.3 vary or extend any time or date specified in this RFP
- 35.1.4 terminate the participation of any Bidder or any other person in the Tendering Process;
- 35.1.5 require additional information or clarification from any Bidder or any other person;
- 35.1.6 provide additional information or clarification;
- 35.1.7 negotiate with any one or more Bidder;
- 35.1.8 call for new Bid;
- 35.1.9 reject any Bid received after the Closing Time; or
- 35.1.10 reject any Bid that does not comply with the requirements of this RFP.

36. GOVERNING LAWS

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

Annexure A

Price proposal

(Note: NOTE: PRICING SCHEDULE (ANNEXURE A) SUBMISSION MUST BE IN A SEPARATE FOLDER MARKED "PRICING PROPOSAL. IT MUST BE SUBMITTED SEPARATELY FROM THE PRE - QULIFYING AND FUNCTIONAL PROPOSAL.

Failure to separate this, will lead to disqualification of the bid.

This template must be completed in full and included as Annexure A to Pricing Proposal submitted.

Failure to complete this form (in respect of items 1 to 9 below) in full may result in the disqualification of the Bid.

Note: The Tenderer is to attach a breakdown of the total proposed fee per deliverable to this page. The breakdown is to indicate the scope of work or key deliverable, the elements of the scope of work, the resources applied, the estimated duration and rates of the applied resources for each element of the scope of work.

This assignment will be based on a lump sum (fixed price) contract in ZAR Rands. Bidders are required to price total contract price using the following table:

ID	SCOPE OF WORK / KEY DELIVERABLE(S) -	LUMP SUM	DURATION (Maximum) Months	TOTAL PROFESSIONAL FEE FOR SCOPE OF WORK (Excl. VAT) (Rand)
1.	Inception meeting, review and update Project Implementation Plan (PIP).			R 10 000
2.	SWOT Analysis and existing situation / (AS-IS) assessment and stakeholder engagement reports.			
3.	Cost of Supply studies, Tariff structure review, analysis and restructuring of the tariffs codes for cost reflectiveness.			
4.	Audit of electricity and water meters, metering management and land use/ zoning: NB: A desktop audit will be conducted on all stands/accounts and a physical verification will be conducted on 15 000 stands (both electricity and water services meters will be audited at a stand).			

ID	SCOPE OF WORK / KEY DELIVERABLE(S) -	LUMP SUM	DURATION (Maximum) Months	TOTAL PROFESSIONAL FEE FOR SCOPE OF WORK (Excl. VAT) (Rand)
5.	Customer billing data cleansing, and Consumer Management, integrating geo-spatial information with valuation, financial system, and billing system. Indigent register management and indigent policy review and updating thereof.			
6.	Best practice standard operating procedures and staffing requirements in relation to revenue management and enhancement.			
7.	Implementation of the identified low hanging fruits/ initiatives/ quick wins (within budget of R 500 000) and transfer of skills to the relevant municipal officials.			R 500 000.00
8.	Identification and prioritisation of the interventions/ infrastructure projects for the short, medium to long term to broaden and protect revenue protocol of the municipality and develop bankable business cases for funding of the same. (Total business cases for 3 x projects identified = R amount x3 projects).			
9.	A final consolidated Municipal Revenue Improvement Plan (MRIP) with fully costed recommendations/ infrastructure projects list and various funding options that the municipality can access to be able to implement same. Close out report			
Proposed Fee:		R		
Sub-Total of Proposed Fees (Excl. VAT) -				
Add 10% Contingencies				
Sub-Total				
VAT @15%				

ID	SCOPE OF WORK / KEY DELIVERABLE(S) -	LUMP SUM	DURATION (Maximum) Months	TOTAL PROFESSIONAL FEE FOR SCOPE OF WORK (Excl. VAT) (Rand)
Total Proposed Fee (incl. VAT) –				

***** *prices quoted are inclusive of all costs including disbursements (travel, accommodation, printing and stationery, and any relevant administrative work)*

I, the undersigned, do hereby declare that the above is a proper pricing data forming part of this Contract Document upon which my/our tender for **RFP 061_2023**

Signed on behalf of tenderer: _____ **Date:** _____

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.

2.2

Full Name	Identity Number	Name of institution	State

Do you,
or any
person

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.

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

2.2.1 If so, furnish particulars:

.....
.....

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

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

2.3.1 If so, furnish particulars:

.....
.....

3 DECLARATION

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

- 3.1 I have read and I understand the contents of this disclosure;
- 3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect;
- 3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However, communication between partners in a joint venture or 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.

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.

- 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

Annexure C

SBD 6.1

PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL

PROCUREMENT REGULATIONS 2022

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

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

1. GENERAL CONDITIONS

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

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

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

(delete whichever is not applicable for this tender).

- a) The applicable preference point system for this tender is the **90/10** preference point system.
- b) The applicable preference point system for this tender is the **80/20** preference point system.
- c) Either the **90/10 or 80/20 preference point system** will be applicable in this tender. The lowest/ highest acceptable tender will be used to determine the accurate system once tenders are received.

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

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

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

The maximum points for this tender are allocated as follows:

	POINTS
PRICE	80
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:

80/20

or

90/10

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

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmin = Price of lowest acceptable tender

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 (90/10 system)	Number of points allocated (80/20 system)	Number of points claimed (90/10 system)	Number of points claimed (80/20 system)
---	---	---	---	---

	(To be completed by the organ of state)	(To be completed by the organ of state)	(To be completed by the tenderer)	(To be completed by the tenderer)
1	10	20		
2	9	18		
3	6	14		
4	5	12		
5	4	8		
6	3	6		
7	2	4		
8	1	2		
Non-compliant contributor	0	0		

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

DECLARATION WITH REGARD TO COMPANY/FIRM

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

4.4. Company _____ registration _____ number: _____

4.5. TYPE OF COMPANY/ FIRM

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

[TICK APPLICABLE BOX]

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

RESTRICTED SUPPLIERS

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

Item	Question	Yes	No
4.1	<p>Is the bidder or any of its directors listed on the National Treasury's Database of Restricted Suppliers as companies or persons prohibited from doing business with the public sector? (Companies or persons who are listed on this Database were informed in writing of this restriction by the Accounting Officer/Authority of the institution that imposed the restriction after the <i>audi alteram partem</i> rule was applied).</p> <p>The Database of Restricted Suppliers now resides on the National Treasury's website(www.treasury.gov.za) and can be accessed by clicking on its link at the bottom of the home page.</p>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.1.1	If so, furnish particulars:		
4.2	<p>Is the bidder or any of its directors listed on the Register for Tender Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004)?</p> <p>The Register for Tender Defaulters can be accessed on the National Treasury's website (www.treasury.gov.za) by clicking on its link at the bottom of the home page.</p>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.2.1	If so, furnish particulars:		
4.3	<p>Was the bidder or any of its directors convicted by a court of law (including a court outside of the Republic of South Africa) for fraud or corruption during the past five years?</p>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.3.1	If so, furnish particulars:		
4.4	<p>Was any contract between the bidder and any organ of state terminated during the past five years on account of failure to perform on or comply with the contract?</p>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.4.1	If so, furnish particulars:		

Annexure D

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

Annexure E

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

Annexure F

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

Annexure G

Bidders are required to include, as Annexure I to their Bids, supporting documents to their responses to the Pre- Qualifying Criteria and Evaluation Criteria.

Where the supporting document is the profile of a member of the Bidder's proposed team, this should be indicated.

Annexure H

[General Conditions of Contract]

PLEASE NOTE THAT ALL BIDDERS ARE REQUIRED TO READ THROUGH THE GENERAL CONDITIONS OF CONTRACT PRESCRIBED BY THE NATIONAL TREASURY. SUCH GENERAL CONDITIONS OF CONTRACT CAN BE ACCESSED ON THE NATIONAL TREASURY WEBSITE.

PLEASE NOTE FURTHER THAT ALL BIDDERS MUST ENSURE THAT THEY ARE WELL ACQUAINTED WITH THE RIGHTS AND OBLIGATIONS OF ALL PARTIES INVOLVED IN DOING BUSINESS WITH GOVERNMENT.

NOTE: All Bidders are required to confirm (*Tick applicable box*) below:

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

Annexure I

Tax Compliant Status and CSD Registration Requirements

ALL PROSPECTIVE BIDDERS MUST HAVE A TAX COMPLIANT STATUS EITHER ON THE CENTRAL SUPPLIER DATABASE (CSD) OF THE NATIONAL TREASURY OR SARS E FILING PRIOR TO APPOINTMENT/AWARD OF THE BID.

REGISTRATION ON THE CSD SITE OF THE NATIONAL TREASURY IS A COMPULSORY REQUIREMENT FOR A BIDDER TO BE APPOINTED, TO CONDUCT BUSINESS WITH THE DBSA. THE ONUS IS ON THE SUCCESSFUL BIDDER TO REGISTER ON THE CSD SITE AND PROVIDE PROOF OF SUCH REGISTRATION PRIOR TO APPOINTMENT/AWARD OF THE BID.

CSD Registration Number:



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

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