



REQUEST FOR BIDS

RFB NUMBER : SHRA/RFB/SDT/01/202324

CLOSING DATE : Friday, 13th October 2023

TIME : 11h00

DESCRIPTION : Appointment of a panel of service providers for the social housing sector development and transformation programme

BRIEFING: Yes ☐ No ☒

DOCUMENTS IN THIS BID DOCUMENT PACK

Bidders are to ensure that they have received all pages of this document, which consist of the following documents:

SECTION A

1. Background
2. RFB Submission Conditions and Instructions
3. Terms of Reference
4. Evaluation Process
5. Evaluation Criteria

SECTION B

1. Special Conditions of Bid and Contract
2. General Conditions of Contract (Annexure A)
3. Invitation to Quote (SBD 1)
4. Declaration of Interest (SBD 4)
5. Preference Points Claim form in terms of Preferential Procurement Regulations 2022 (SBD 6.1)
6. Submission Checklist

SECTION A

1. BACKGROUND

The Social Housing Regulatory Authority ("SHRA") was established in August 2010 by the Minister of Human Settlements in terms of the Social Housing Act, No. 16 of 2008. The SHRA is listed as a Schedule 3A public entity in terms of the Public Finance Management Act.

1.1 MISSION

The SHRA will regulate and invest to deliver affordable rental homes and renew communities.

1.2 VISION:

Affordable rental homes in integrated urban environments through sustainable institutions.

1.3 FUNCTIONS

- Promote the development and awareness of social housing by providing an enabling environment for the growth and development of the social housing sector.
- Provide advice and support to the Department of Human Settlements in its development of policy for the social housing sector and facilitate national social housing programmes
- Provide best practice information and research on the status of the social housing sector
- Support provincial governments with the approval of project applications by social housing institutions
- Provide assistance, when requested, with the process of the designation of restructuring zones
- Enter into agreements with provincial governments and the National Housing Finance Corporation to ensure the co-ordinated exercise of powers

2. RFB SUBMISSION CONDITIONS AND INSTRUCTIONS

2.1 FRAUD AND CORRUPTION

2.1.1 All bidders are to take note of the implications of contravening the Prevention and Combating of Corrupt Activities Act, Act No 12 of 2004 and any other Act applicable.

2.2 COMPULSORY BRIEFING SESSION

2.2.1 There will be **NO compulsory briefing session** for this Request for Bids

2.3 CLARIFICATIONS/QUERIES

2.3.1 Any clarification required by a bidder regarding the meaning or interpretation of the Terms of Reference, or any other aspect concerning the bid, is to be requested in writing (e-mail) from **Ms. Katlego Panana** at Scm03@shra.org.za by **Monday 9th October 2023 at 16h00.** The **bid number** should be mentioned in all correspondence. **Telephonic requests for clarification will not be accepted.** If appropriate, the clarifying information will be made available to all bidders by e-mail only.

2.4 SUBMITTING BIDS

• ONE HARD COPY AND ITS SOFT COPY IN USB FORMAT.

Faxed or e-mailed bids will not be accepted

Bids should be submitted in a sealed envelope, marked with:

- ☐ RFB number: SHRA/RFB/SDT/01/202324
- ☐ Closing date and time: **Friday 13th October 2023 at 11h00**
- ☐ The name and address of the bidder

Documents submitted on time by bidders shall not be returned.

2.5 LATE BIDS

2.5.1 Bids received late shall not be considered. A bid will be considered late if it arrived only one second after 11h00 or any time thereafter. Bids arriving late will not be considered under any circumstances. Bids received late shall be returned unopened to the bidder. Bidders are therefore strongly advised to ensure that bids be despatched allowing enough time for any unforeseen events that may delay the delivery of the bid.

2.5.2 The official Telkom time (dial 1026) will be used to verify the exact closing time (11h00)

2.5.3 Bids sent to SHRA via normal post or any other mechanism shall be deemed to be received at the date and time of arrival at the SHRA premises (tender/bid box or reception). Bids received at the physical

address after the closing date and time of the bid, shall therefore be deemed to be received late.

2.6 DIRECTIONS TO SHRA OFFICE FOR DELIVERY OF BIDS

2.6.1 Bidders should allow time to access the premises due to security arrangements that need to be observed.

2.7 FORMAT OF BIDS

2.7.1 Bidders must complete all the necessary bid documents and undertakings required in this bid document. Bidders are advised that their bid should be concise, written in plain English and simply presented.

2.7.2 Bidders are to set out their bid in the following format:

Part 1: Invitation to Bid

Bidders must complete and submit the Invitation to Bid document.

Part 2: Pricing Schedule

Bidders must complete and submit the pricing schedule document.

The appointed Service Provider will:

- Claim travel costs applicable to this contract as per the AA rates
- Book only economy class flight and preferably Group A hire cars, otherwise Group B are to be used for Service Providers outside of Gauteng.
- Book accommodation in line with the maximum allowable rates as published by the National Treasury in Instruction Note 7 of 2022/23.

The value of this bid is estimated not to exceed R50 000 000 (all applicable taxes included) and therefore the 80/20 system shall be applicable.

Part 3: Declaration of Interest

Each party to the bid must complete and submit the Declaration of Interest.

Part 4: Preference Points Claim Form in terms of the Preferential Procurement Regulations 2022

Bidders must complete and submit the Preference Points Claim Form.

A trust, consortium or joint venture:

- ☐ will qualify for points for their specific goals as a legal entity, provided that the entity submits their B-BBEE status level certificate OR a Letter from a registered Accounting Officer/

Auditor OR a sworn affidavit in terms of the Amended B-BBEE Codes from Exempted Micro Enterprises (EMEs) of R10 000 000 annual turnover.

- ☐ will qualify for points for their specific goals as an unincorporated entity, provided that the entity submits their consolidated B-BBEE scorecard as if they were a group structure and that such a consolidated B-BBEE scorecard is prepared for every separate bid.

Part 5: Broad Based Black Economic Empowerment Certificate

Bidders are to submit an Original/Certified copy of a valid BBEE Certificate.

- ☐ A trust, consortium or joint venture will qualify for points for their specific goals as an unincorporated entity, provided that the entity submits their consolidated B-BBEE scorecard as if they were a group structure and that such a consolidated B-BBEE scorecard is prepared for every separate bid. or a letter from an Accounting Officer/ Auditor or a sworn affidavit in terms of the Amended B-BBEE Codes from Exempted Micro Enterprises (EMEs) of R10 000 000 annual turnover.

Part 6: General Conditions of Contract

Bidders must initial each page of the General Conditions of Contract and submit with their bid document.

Part 7: Technical approach

Bidder must at least:

Describe, in detail, exactly how they propose to carry out the activities to achieve the outcomes identified in the terms of reference. Bidders are required to have the basic office equipment and the resource/s (which must include, laptop, 3G connection, landline, own office with the basic office equipment) will be located within the region where the work will be done. They should identify any possible problems that might hinder delivery and indicate how they will avoid, or overcome such problems.

Describe how the work will be managed. Provide an organisation chart clearly indicating:

- ☐ The lines of reporting and supervision within the bidder's team.
- ☐ The lines of reporting between the bidder and SHRA.

Identify the position(s) involved in the direct delivery of the service to be provided and in the overall management of the work and name the people who will fill these positions.

Describe the tasks, duties or functions to be performed by staff in these positions.

Indicate the number of hours required to complete each task and the number of hours to be provided by each team member. The bidder must be able to work within strict time lines and have the capacity to do so.

Provide information on any additional value added services for consideration by SHRA, and which will form part of the overall proposed solution. Please note that the additional value ads must be priced separately in the space provided for in the pricing schedule.

Bidders are to present such information in a matrix. The following is provided merely as guidance. Bidders are free to elaborate as they see fit.

Outcome/output	Activity	Team member(s) involved (name and position)	Person days for each team member	Total person days

Provide a work plan of activities. In addition to providing details of the estimated number of workdays for each activity, bidders are to supply a detailed timetable that identifies when certain activities will be undertaken and over what period they will be spread. The timing of activities, the time needed to complete them, and the order in which they will be undertaken must be explained and justified.

Part 8: Team Details

The bidder must provide:

- ☐ A comprehensive curricula vita (relevant to this bid and limited to two pages). In particular, the CV must highlight the team member(s) experience and qualifications to carry out the work

Part 9: Experience in this field

It is essential the service provider displays:

- ☐ Experience as set out in the terms of reference
- ☐ The Bidder must provide at least three (3) reference letters on company letterheads of previous clients where the Bidder provided similar services.

Part 10: Bidders National Treasury Central Supplier Database (CSD) forms indicating the validity of the bidder's registration

2.8 PRESENTATIONS

2.8.1 SHRA reserves the right to invite Bidders for presentations before the award of this Bid. Only Bidders who have met the minimum functionality criteria will be invited to presentation.

2.9 NEGOTIATION

2.9.1 SHRA has the right to enter into negotiation with a prospective service provider regarding any terms and conditions, including price(s), of a proposed contract.

2.9.2 SHRA shall not be obliged to accept the lowest of any quotation, offer or bid.

2.9.3 SHRA issues this bid invitation in good faith; however, it reserves the right to:

- ☐ Cancel or delay the selection process at any time, without explanation,
- ☐ Not to select any of the respondents to this bid invitation, without explanation,
- ☐ Exclude certain services, without explanation.

2.9.4 All bidders will be informed whether they have been successful or not. A contract will only be deemed to be concluded when reduced to writing in a contract form signed by the designated responsible person of both parties. The designated responsible person of SHRA is the Chief Executive Officer or his/her written authorised delegate.

2.10 REASONS FOR REJECTION

2.10.1 SHRA shall reject a bid for the award of a contract if the recommended bidder has committed a proven corrupt or fraudulent act in competing for the particular contract.

2.10.2 SHRA may disregard the bid of any bidder if that bidder, or any of its directors:

2.10.2.1 have abused the Supply Chain Management systems of SHRA.

2.10.2.2 have committed proven fraud or any other improper conduct in relation to such systems.

2.10.2.3 have failed to perform on any previous contract and the proof exists.

2.10.3 Such actions shall be communicated to the National Treasury.

3. TERMS OF REFERENCE

3.1 INTRODUCTION AND BACKGROUND

The Social Housing Regulatory Authority (SHRA) is an entity of the National Department of Human Settlements (NDHS) and was established in terms of the provisions of section 7 of the Social Housing Act, 16 of 2008 (the Act). SHRA is a schedule 3A public entity in terms of the Public Finance Management Act, No. 1 of 1999 (PFMA).

In terms of the provisions of section 11 of the Act the SHRA must promote the development and awareness of social housing and must promote an enabling environment for the growth and development of the social housing sector. The SHRA provide financial assistance to social housing institutions delivery agents through grants and appointment of bidders accredited by the Regulatory Authority to enable them to develop institutional capacity, gain accreditation as social housing institutions, and to submit viable project applications to obtain project approvals.

The programme also assists provinces and municipalities to enable these to facilitate social housing delivery.

Some of this financial assistance is provided via the approval, administration, and disbursement of institutional investment grants, governed in terms of the Sector Development and Transformation Policy, 2023.

The SHRA engages outsourced bidders to render support services for the Social Housing Sector Development and Transformation Programme.

3.2 PURPOSE OF THIS BID

The SHRA wishes to establish a panel of service providers to be engaged on an ad hoc basis to render sector development and transformation support services to the SHRA and social housing sector participants.

3.3 SCOPE OF WORK: CATEGORIES OF SECTOR DEVELOPMENT

The SHRA requires the services of suitably qualified and experienced bidders to render services to the SHRA, SHIs, ODAs and other sector participants that would generally include planning, staff support, systems development, performance improvement, or compliance status improvement services in the below mentioned categories:

1) Business support

The business support to be provided to institutions would differ, based on the specific circumstances, but would typically relate to the following types of institutions:

i. Institutions in the pre-establishment phase

This would relate to prospective institutions who submitted applications for social housing institution (SHI) accreditation but require support and assistance to meet the accreditation criteria. In addition, support and

assistance may be required to meet all the statutory registrations (such as with CIPC, CIDB, NHBRC, COIDA, SARS), business planning support, talent identification and team development with elements of mentoring and coaching, project identification, planning and packaging support as well as general institutional support for the institution to reach the start-up phase as part of the growth and development accelerator intention in the SHRA.

ii. Institutions in the start-up phase

Assistance and guidance would be required to commence business, institutions may have limited management experience and may require assistance with the refinement and implementation of processes, systems, and controls in various functions within the institution, staff gear up support, financial management and reporting, property and tenant management support, assistance to comply with corporate obligations and assistance to improve compliance.

iii. Institutions in the growth phase

Typically, strategic and business planning would be key during this phase as well as assisting with project pipeline planning and development, potentially expanding operations beyond one region, analysis and improvement of processes, systems and controls, support with financial management and reporting/property and tenant management and improving overall effectiveness and efficiencies. These institutions may also require support and assistance on specific compliance matters that must be addressed.

iv. Institutions in the maturity phase

Support on consolidation of operations, considering the growth and development of the institution, support to potentially diversify and considering additional community empowerment initiatives and support.

v. Institutions in decline

Institutions in decline or distress would require turnaround or reengineering to overcome the challenges. These would not necessarily in all cases be remedial action since the concerns and issues should ideally be addressed pro-actively. Typically, in the case of a distressed institution, this would include an assessment of the challenges, governance, the financial situation, the legal compliance issues, the state of the properties and the tenant management services. The result of the work to be undertaken will then inform a turnaround strategy that addresses the areas of assessment.

The functional areas described in **Table 1** relate to all these types of institutions and the scope of work to be developed will depend on specific circumstances to ensure that appropriate business support may be given.

3.4 Training and mentoring

The provision of training, mentoring, skills development, and transfer of skills would entail assistance with the development and update of training material and provision of the required training with related transfer of skills such that the institutions and other stakeholders (such as provinces and municipalities) may be enabled to satisfactorily comply with the qualifying criteria for

accreditation and understand their roles and responsibilities in the planning and delivery of social housing. The areas covered would include:

i. Social Housing Programme

This would be an introduction to social housing and relates to the existing toolkits and programme manuals and information that may have to be updated. The training and mentoring may extend beyond institutions and delivery agents to ensure that a wider range of stakeholders and participants in the social housing sector may be appropriately trained, mentored, and informed. It may potentially also be linked with other training programmes and initiatives.

ii. Strategic and Business Planning

To assist institutions with the establishment of sustainability over the medium to longer term and incorporating the importance of social housing projects and municipal and provincial support and coordination for the purposes of planning and implementation of the business plan.

iii. Governance

Providing training that will strengthen the institutional capacity of the SHI to ensure that the principles of good governance are adhered to and that grant funding allocated remain appropriately managed and protected. The material to be used during training and transfer of skills must contribute to improved governance arrangements from current/prospective institutions as well as improved compliance on an on-going basis in terms of matters related to governance.

iv. Financial planning and management

Development of a training programme/manual/tool on financial modelling and forecasting which is critical for the long-term sustainability of the institution. Training on sound accounting and financial management practices contributing to efficient administrative processes and functioning of institutions. The material to be used during training and transfer of skills must contribute to improved accreditation and project applications from current/prospective institutions as well as improved compliance on an on-going basis in terms of financial sustainability.

v. Property management

Strengthening the institutional capacity and technical skills of the institution to such an extent that social housing estates are appropriately managed in a manner that contributes to proper maintenance and facilities management, rent setting, billing and collection and vacancy and turnover management. Appropriate property management will ensure that institutions are financially viable, assets are maintained, and values preserved, and the substantial investment made can potentially benefit more than one family accommodated as tenants over the medium to long term.

vi. Tenant management

Developing the institutional capacity and technical skills of the institution to such an extent that tenants are managed pro-actively to contribute to better functioning social housing estates and sustainable institutions.

vii. Property development

Strengthening the institutional capacity and technical skills to ensure that institutions are appropriately capacitated to understand and manage the processes related to the development of their social housing stock. The material to be used during training, skills development and transfer must contribute to an improved understanding of the development process from initial conceptualization during pre-planning up to completion of the construction phase of a project such that institutions understand the requirements and time implications of the various project phases.

3.5 Project and social housing estate support

Project support relates to the planning activities and packaging of projects to ensure that these projects may be made construction ready such that the projects may qualify for the Consolidated Capital Grant (CCG) award. Once approved for CCG and under implementation, a project may require assistance for its development phase, while a completed project that is tenanted may require assistance on administration, management and/or maintenance.

I. Project planning

Project planning requires a team of consultants from the panel of bidders (with one lead agent to be appointed by the SHRA) that would typically include a project manager, town planner, architect, environmental assessment practitioner, land surveyor, geotechnical engineer, transportation engineer, civil engineer, electrical engineer, structural engineer, conveyancer, and quantity surveyor.

II. Project packaging

In some cases, projects may only require limited support and packaging when planning work has been completed and the required approvals are in place. In such cases bidders with project packaging experience are sourced and these may typically be any of the team of consultants mentioned above with the relevant experience on packaging projects, specifically to comply with the requirements of the SHRA to ensure award of the CCG.

III. Project development

Once projects have been awarded the CCG, the institution may require additional project development support to meet the conditions of the CCG (Conditions Precedent) as well as Financial Closure conditions. It would again be bidders with demonstrated experience within the built environment that would potentially qualify to provide such assistance and support.

IV. Property management

Where projects are completed and not properly managed by an institution, the appointment of a Property Management expert may be required with appropriate experience in tenant and property management, including maintenance.

V. Property maintenance

Some social housing properties may require maintenance work to be undertaken as a result of insufficient building maintenance carried out previously and this would require appointment of a service provider with appropriate property maintenance experience.

3.6 Remedial action

Remedial action would apply when institutions are not meeting both or compliance and performance requirements of the SHRA. The remedial intervention would normally be used to ensure that an institution and/or project is turned around or where a legal process would be instituted because of continued non-compliance/ non -performance. It would however always be important to establish the status quo as the first phase to providing remedial action support work. Amongst other actions to be taken, the work may also involve engaging with tenants and possibly the institution or an alternative institution to remedy the situation. Social facilitation would play an important role when remedial action is instituted. The following form part of the steps instituted when remedial action support work is implemented:

1) Due diligence

A due diligence investigation may be undertaken on a specific project and/or institution to understand the specific circumstances related to that project and/or institution. This may be undertaken prior to or simultaneously with a forensic audit and would require bidders or a team of bidders with appropriate experience on the institutional and business arrangements as well as governance, tenant and property management, financial management and property development.

2) Forensic audit

Forensic audits would be required as contemplated in section 12 of the Act and would be undertaken by suitably qualified and certified forensic auditors.

3) Social facilitation

Where projects or institutions are distressed, it would be important to have bidders on the panel that may be deployed to specifically undertake social facilitation such that employees or tenants may be appropriately engaged in the context of the actions to be taken by the SHRA.

4) Turnaround strategy and plan

Development and evaluation of options for the turnaround of an institution and estate and the development of a turnaround strategy and implementation plan, based on the preferred option.

5) Implementation of turnaround plan

Implementation support to the entity responsible for implementing the turnaround strategy and plan.

3.7 Provincial and Municipal support

Provincial and municipal support includes planning and implementation support related to social housing, specifically aligned to the needs and requirements identified at provincial and/or municipal level.

1) Strategic Planning for social housing

Provinces and municipalities require support and assistance with incorporating social housing delivery and implementation into their plans. This potentially includes establishment of demand and supply, research and best practice on delivery of social housing in a province or municipality, assistance with the planning and delineation of restructuring zones or potential areas for social housing development, rental policy and strategy development and implementation plans for the delivery of social housing.

2) Technical support

Bidders may also be required to provide technical support to a province or municipality where a lack of capacity requires technical support to be provided to assist with the implementation of the social housing programme. This would for instance include assessing the gaps and proposing institutional arrangements at provincial or municipal level, developing annual action plans that can be incorporated into the integrated planning process, assisting with partnership arrangements, land release and incentives for the delivery of social housing projects.

4. FUNCTIONAL AREAS OF PANEL OF SERVICE PROVIDERS

The above-mentioned categories of sector development are divided into various functional areas. Some of the functional areas relate to more than one category and should be interpreted as such. bidders are therefore required to confirm in the proposals which functional areas are relevant for their respective submission.

CATEGORY			FUNCTIONAL AREA	SKILLS, KNOWLEGDE, EXPERTISE AND QUALIFICATIONS REQUIREMENTS
A. Business Support	Pre-Accreditation	A1	Business set-up and development	<p>Bidder / Team Leader has minimum of five 5 years' experience in Small medium and micro enterprise Development (detailed CV and qualification to be attached. Bidder / Team leader has completed at least 3 similar assignments involving business development support (minimum 3 reference letters to be provided signed and dated).</p> <p>Team mix deployed in this project must consist of team members with at least three (3) years' experience in the following fields (detailed CV and qualification to be attached)</p> <ul style="list-style-type: none"> • Business Development • Business planning and strategy development • Financial modelling • Property Management / affordable or SH Rental/ Real estate background • Business compliance <p>Policy development or equivalent qualifications</p>
		A2	Strategic and business planning	
		A3	Corporate governance	
		A4	Policy development (Property Management, Property Development, Tenant Management, Financial Management, etc).	
		A5	Process development and mapping	
		A6	Mentorship and Coaching, Transaction/deal facilitation, Legal and Contracting	
	Capacity Development to Social Housing Delivery Agents	A7	Business diagnosis	<p>The CVs of the proposed team must demonstrate at least five (5) years' experience in the following areas:</p> <ul style="list-style-type: none"> •A minimum of five (5) years' experience in the rental housing space; social housing sector will be an added advantage •A minimum of five (5) years' experience of the team leader in diagnostic analysis, planning and implementing Business Turn Around Interventions. •A minimum of five (5) years' experience of team members in implementing Organisational Development, Design, and financial audit and/ or modelling, •A minimum of five (5) years' experience of the team leader in implementing Organisational Development, Design, Business Re-design processes and facilitating Change management. •The company profile and letters of reference must provide proof that the bidder has successfully undertaken three (3) Business Turn Around projects within the real estate sector <p>Working with distressed organizations</p> <p>Working with multi stakeholders towards a common project objective</p> <p>Organisation Development and Design</p> <p>Business Process Re-design</p>
		A8	Compliance support	
		A9	Turnaround strategy and implementation	
		A10	Business process reengineering	
		A11	Change management	
		A12	Team development	
		A13	Competency assessment	
		A14	Financial forecasting and budgeting	
		A15	Financial management and cost accounting	
		A16	Audited financial statements	
		A17	Enterprise Resource Planning (ERP)	
		A18	Information Technology (IT)	
		A19	Business Information System (BIS)	
		A20	General Accreditation Support	

		A21	Performance Management	<p>Conducting financial audits or modelling Financial management and cost accounting</p> <p>Humanity Studies - Social Facilitation, Industrial Psychology, Information Systems</p>
	Remedial action	A22	Organisational Due diligence/Diagnosis, Improvement & Turnaround Plan , Social Facilitation.	<p>Team Leader has minimum of ten (10) years' experience in implementing business remedial projects;</p> <ul style="list-style-type: none"> • Team leader has successfully completed at least 3 similar business remedial assignments; • Team skills/competency matrix deployed for this project must have 5 years' experience in the following fields: • Business Finance • Business Processes design and Systems Automation • Organizational design • Social facilitation • Property/Rental/Real estate/market backgrounds; and • Experience in the local government planning framework (MFMA) <p>Business Finance</p> <ul style="list-style-type: none"> • Business Processes design and Systems Automation • Organizational design • Social facilitation • Property/Rental/Real estate/market backgrounds;
		A23	Mentorship and Coaching, Transaction/deal facilitation, Legal and Contracting	
B. Sector Capacity Development	Training, mentoring, skills transfer, and coaching	B1	Introduction to Social Housing Programme	<p>The Lead must be a seasoned facilitator with a minimum of five (5) years' experience in facilitating adult training workshops. (Provide concise CV of the service providers as evidence). Lead facilitator or team (co-facilitator/s) has at least three (3) years' experience ion the subject matter (profile and or concise CV of the service providers shows this evidence).</p> <p>The bidder and or Lead must provide at least three (3) relevant written contactable relevant reference letters on a company letterhead that are signed and dated (Appointment letters will not be accepted).</p> <p>Humanities,</p> <p>Development Finance,</p> <p>Property Development or any other equivalent qualification</p>
		B2	Strategic and business planning, Corporate Governance & Transformation	
		B3	Financial Management	
		B4	Tenant Management and Property Management (Building Condition Audits, Maintenance plans, etc)	
		B5	Municipal Workshops (Policy and Strategy development, Social Housing Implementation, etc)	
		B6	Project Packaging (Organisational	

			Due Diligence, Technical Viability & Financial Viability)	
		B7	SHI Accreditation Packaging (Organisational Due Diligence)	
C. Project Packaging Support		C1	Project Packaging (Technical Viability & Financial Viability)	Bidder/Team leader has minimum of five (5) years' experience in undertaking project feasibility and packaging of work on residential development Bidder has done at least three (3) similar assignments / projects successfully in the past. The bidder must provide company profile, Team's CVs, and must hold Built Environment Qualifications
		C2	ODA Accreditation Packaging (Organisational Due Diligence)	Team leader and the team member/s employed in this assignment must hold Built Environment Qualifications (copies of qualification and must have valid professional body registrations)
D. Sector Capacity Development	Provincial and Municipal Support	D1	Strategic Planning for social housing (Policy and Strategy development, Social Housing Implementation, Incentivising, etc)	The Bidder or Team leader must have a minimum of eight (8) years' experience with thorough knowledge in the business of rental housing policies of the government, procedural and financing approaches of a different programme, institutional analysis, and working of provincial and municipal government
		D2	Technical support on social housing (Due Diligence, Land Pipeline Identification, Restructuring Zones identification and monitoring, Demand Studies, Smart Partnerships)	The Team Leader must have five (5) years' experience in strategy development and implementation plans within the Housing Sector, must have produced at least 3 Strategic Plans within provincial and municipal government. The Team members must have a minimum of five (5) years proven experience in policy research, strategy development and implementation plan with government, budget planning, land identification, use, zoning, town planning, data analysis for demand studies Research, Social Studies, Built Environment Economist or any other equivalent qualification

Table 1: Scope of work functional areas

Bidder/ bidders must indicate which category/categories or the required services it is responding to. Bidders may select and respond to more than one category however this must be clearly indicated in the submission/proposal.

5. CONTRACTING

Bidders undertake the work in accordance with an approved Project Inception Document (PID) and a Service Level Agreement (SLA) that details the deliverables, time frames, associated costs and expected outcomes.

6. ACCOUNTABILITY AND REPORTING

The Service Provider will report administratively to the nominated Sector, Development and Transformation Specialist and be accountable to the Sector, Development and Transformation Executive for the duration of the contract. The service provider will report progress made at mutually agreed timeframes (to be established once the service provider has been contracted).

7. DURATION OF THE CONTRACT

The duration of the contract will be for a period of three (3) years from the start date that is, the date after the signing of the contract form.

Work will be allocated to the panel through an RFQ sent to all panel members for the relevant functional area and evaluated based on the 80/20 principle where 80 points are awarded for price and 20 points for specific goals.

8. REQUIRED SKILLS AND EXPERIENCE FOR THE VARIOUS WORKTEAMS

The SHRA intends to establish a panel of bidders with the required types of skills, knowledge, experience, and expertise as well as qualifications and other requirements that would be used to provide the appropriate support as per the functional areas identified in Table 1 to the sector participants. The requirements are listed in the Table below: **(FUNCTIONALITY CRITERIA)**

9. SUBMISSION REQUIREMENTS AND FORMAT OF THE PROPOSAL

One hard copy and its soft copy in USB format.

The proposal of the bidder is required to consist of, and demonstrate, the following:

Section 1

- Understanding of the required scope of work
- Methodology

Section 2

- Profile of the bidder;
- Team structure, roles, and responsibilities;
- Detailed CVs of all proposed team members;
- Experience of the bidder and team related to the skills required and in similar projects successfully undertaken;

- Relevant reference letters (not older than 3 years) demonstrating skills and expertise to undertake the contract; and
- Contactable references.

10. DISCLAIMER

- The SHRA has not appointed external consultants to liaise with bidders on any matter and all matters regarding this bid will be channeled in writing via the Supply Chain Management Unit of the SHRA.
- The SHRA shall have no tolerance to fraudulent and corrupt activities as well as bribes being solicited and paid for SHRA related services.
- No SHRA committee member is authorised to contact any bidders to solicit a bribe.
- At no stage will a SHRA employee/committee member request payment from any bidder to ensure a successful outcome of the bid process.
- If a bribe is paid, the SHRA will not be liable for the financial loss as no payments will be requested by any SHRA employee or committee member to ensure a successful bid outcome.
- Fraud, bribery and corruption is an illegal offence and the SHRA will disqualify any bidder invited from further consideration in the tender process.

11. SELECTION CRITERIA

Functionality

- Proposed Technical approach of the bidder;
- Suitability of the proposed bidder and experience.

Functionality Evaluation

All proposals will be evaluated on the criteria provided in the table below. The proposals of all service providers will be rated on a scale of 1 to 5.

- 1: Unacceptable, does not meet set criteria
- 2: Weak, less than acceptable. Insufficient for performance requirements
- 3: Satisfactory should be adequate for stated element
- 4: Very good, above average compliance to the requirement
- 5: Exceptional mastery of the requirement should ensure extremely effective performance.

12. EVALUATION PROCESS

COMPLIANCE WITH MINIMUM REQUIREMENTS

All bids duly lodged will be examined to determine compliance with bidding requirements and conditions. Bids with obvious deviations from the requirements/conditions, will be eliminated from further adjudication.

FUNCTIONALITY EVALUATION

All remaining bids will be evaluated as follows:

The functionality calculation will be done based on the defined criteria and weighting thereof. Functionality will be scored out of a 100. If it is deemed necessary, presentations may be held with Bidders who have met the minimum functionality criteria. If presentations are held, the functionality score will be adjusted whereby 80 percent will be awarded to during the bid evaluation and 20 percent will be for presentation score. **If a bidder fails to score a minimum of 70% out of 100% for functionality, the bid will be disregarded from further consideration.**

ELIMINATION OF BIDS ON GROUNDS OF FUNCTIONALITY

Bids that score less than 70% of the 100% available for functionality will be eliminated from further consideration. Points will therefore not be awarded for their cost bids or for specific goals.

The percentage scored for functionality should be calculated as follows:

Each panel member shall award values for each individual criterion on a score sheet. The value scored for each criterion shall be multiplied with the specified weighting for the relevant criterion to obtain the marks scored for the various criteria. These marks should be added to obtain the total score. The following formula should then be used to convert the total score to a percentage for functionality:

$$Ps = \frac{So}{Ms} \times Ap$$

where

Ps = percentage scored for functionality by bid/bid under consideration

So = total score of bid/bid under consideration

Ms = maximum possible score

Ap = percentage allocated for functionality

The percentages of each panel member shall be added together and divided by the number of panel members to establish the average percentage obtained by each individual bidder for functionality.

After calculation of the percentage for functionality, the prices of all bids

that obtained the minimum score for functionality should be taken into consideration.

13. PRESENTATIONS

- a) SHRA may decide to have compulsory presentations made by Bidders who met the minimum functionality criteria once the functionality score has been calculated.
- b) Presentations shall only affect the marks awarded for functionality.
- c) If the date of the presentation meeting is not indicated in the bid document, at least three days' notice will be given to bidders required to attend a presentation.
- d) Presentations will be made to the full Evaluation Committee.
- e) Points determined by the presentation will be awarded to each bidder by each member of the Evaluation Committee and then an average calculated.

14. AWARDING OF PREFERENCES POINTS

- a) Points for specific goals will be awarded according to the table indicated in the preference points claim form(s) as and when RFQs (price quotations) for specific projects to be undertaken for the different functional areas are issued to the panel.

15. COMBINING PRICE AND PREFERENCE POINTS

- a) The specific goals marks for each bid will now be added to the price points for that bid.
- b) The Evaluation Committee may recommend that the contract be awarded to the bidder obtaining the highest aggregate mark as determined or to a lower scoring bid based on firm, verifiable and justifiable grounds.

16. ADJUDICATION OF BID

- a) The Adjudication Committee will consider the recommendations and make the final award. The successful bidders that will be appointed to the panel of service providers will be those that meet the minimum threshold of 70% for functionality and are tax compliant as per their CSD certificates.

BUSINESS SUPPORT WORKSTREAM - PRE-ACCREDITATION				
ELEMENT	RATING		FUNCTIONALITY WEIGHT	TOTAL SCORE
Understanding of scope (15 points).	1	No Scope of work is included, or it is inaccurate		
	2	Bidder has simply Copy and pasted the Scope as per TOR OR Proposal misses some elements prescribed in the Scope and not sufficient satisfactory that the bidder has own understanding of this assignment		
	3	Reference to the full scope of work which demonstrates that the bidder has full and independent understanding of the assignment and therefore adequately satisfies that they have full grasp of the assignment		
	4	Reference to the full scope of work, written in own words and provision of examples of similar type of projects the bidder has undertaken in the past		
	5	Reference to the full scope of work, written in own words and provision of examples of similar type of projects the bidder has undertaken in the past and includes value add elements (at no additional cost) which have not been prescribed in the scope		
Bidder /Team Leader has minimum of five (5) years' experience in Small medium and micro enterprise Development (detailed CV and qualification to be attached) (30 points);	1	Team leader/bidder has less than 3 years' experience in Small medium and micro enterprise Development.		
	2	Team leader/bidder has 3 – 5 years' experience in Small medium and micro enterprise Development.		
	3	The team leader/bidder has 5 – 8 years' experience to in Small medium and micro enterprise Development.		
	4	Team leader /bidder has 8 – 10 years' experience in Small Business medium and micro enterprise Development.		
	5	Team leader with 10+ years' experience in Small medium and micro–Business Development.		
Team mix deployed in this project must consist of team members with at least three (3) years' experience in the following fields: <ul style="list-style-type: none"> • Business Development and Financial modelling • Business planning and strategy development • Property Management / affordable or SH Rental/ Real estate background • Policy development (detailed CV to be attached) (25 points); 	1	No proposed team for this assignment and therefore no Team Skills Matrix		
	2	Team Skills Matrix provided but doesn't align to this assignment requirements or misses any two or three of these four critical skills required for this assignment		
	3	Team Skills Matrix is provided and fits or meets all the skills required and a minimum of 3 years' experience requirement		
	4	Team Skills Matrix is provided and fits or meets all the skills required and includes at least 5 years' experience		
	5	Team Skills Matrix is provided and fits or meets all the skills required and includes evidence of 6+ years' experience in application		

BUSINESS SUPPORT WORKSTREAM - PRE-ACCREDITATION			
ELEMENT	RATING		FUNCTIONALITY WEIGHT
Team Qualification Business Administration / Management/ Business Finance or relevant or requisite qualification (20 points);	1	No evidence of the relevant qualification held by any key member of the team	
	2	Qualifications submitted but not relevant to the field / or still studying towards it	
	3	Each key member of the team holds the required qualification	
	4	All key members of the team hold the required qualification and one at master's level	
	5	All key members of the team hold the required qualification and two at master's level	
Bidder / Team leader has completed at least 3 similar assignments involving business development support (minimum 3 reference letters to be provided signed and dated with contactable references). (10 points)	1	0 - 1 reference letter for a completed business development assignment included in the submission	
	2	2 reference letters for completed business development assignments included in the submission	
	3	3 reference letters for completed business development assignments included in the submission	
	4	4 reference letters for completed business development assignments included in the submission	
	5	5+ reference letters for completed business development assignments included in the submission.	

BUSINESS SUPPORT WORKSTREAM - CAPACITY DEVELOPMENT TO SOCIAL HOUSING DELIVERY AGENTS

ELEMENT	RATING		FUNCTIONALITY WEIGHT	TOTAL SCORE
Understanding of scope (15 points) ;	1	No Scope of work is included, or it is inaccurate		
	2	Bidder has simply Copy and pasted the Scope as per TOR OR Proposal misses some elements prescribed in the Scope and not sufficient satisfactory that the bidder has own understanding of this assignment		
	3	Reference to the full scope of work which demonstrates that the bidder has full and independent understanding of the assignment and therefore adequately satisfies that they have full grasp of the assignment		
	4	Reference to the full scope of work, written in own words and provision of examples of similar type of projects the bidder has undertaken in the past		
	5	Reference to the full scope of work, written in own words and provision of examples of similar type of projects the bidder has undertaken in the past and includes value add elements (at no additional cost) which have not been prescribed in the scope		
Bidder / team leader has experience in Organization Development and Business Turnaround (30 points) ;	1	Team leader/bidder has 1 – 3 years' experience in Organization Development and Business Turnaround		
	2	Team leader/bidder has 3 - 5 years of experience in Organization Development and Business Turnaround		
	3	Team leader/bidder has 5 - 8 years' experience in Organization Development and Business Turnaround		
	4	Team leader/bidder has 8-12 years' experience in Organization Development and Business Turnaround		
	5	Team leader/bidder has more than 12 years' experience in Organization Development and Business Turnaround		
Team mix deployed in this project must consist of team members with at least three (3) years' experience in the following fields (detailed CV and qualification to be attached) Organization Development and Design Business Process Re-design Conducting financial audits or	1	No proposed team for this assignment and therefore no Team Skills Matrix		
	2	Team Skills Matrix provided but doesn't align to this assignment requirements or misses any two or three of these four critical skills required for this assignment		
	3	Team Skills Matrix is provided and fits or meets all the skills required and a minimum of 3 years' experience requirement		
	4	Team Skills Matrix is provided and fits or meets all the skills required and includes at least 5 years' experience		
	5	Team Skills Matrix is provided and fits or meets all the skills required and includes evidence of 6+ years' experience in application		

BUSINESS SUPPORT WORKSTREAM - CAPACITY DEVELOPMENT TO SOCIAL HOUSING DELIVERY AGENTS

ELEMENT	RATING		FUNCTIONALITY WEIGHT	TOTAL SCORE
modelling Financial management and cost accounting Humanity Studies – Social Facilitation, Industrial Psychology, Information Systems or equivalent qualifications (25 points);				
Team Qualification Business Finance/ Administration/ Management/ Business Rescue (20 points);	1	No evidence of the relevant qualification held by any key member of the team		
	2	Qualifications submitted but not relevant to the field / or still studying towards it		
	3	Each key member of the team holds the required qualification		
	4	All key members of the team hold the required qualification and one at master's level		
	5	All key members of the team hold the required qualification and two at master's level		
Bidder / Team leader has completed at least 3 similar assignments involving business turnaround support (minimum 3 reference letters to be provided signed and dated with contactable references). (10 points)	1	0 - 1 reference letter for a completed business turnaround assignment included in the submission		
	2	2 reference letters for completed business turnaround assignments included in the submission		
	3	3 reference letters for completed business turnaround assignments included in the submission		
	4	4 reference letters for completed business turnaround assignments included in the submission		
	5	5+ reference letters for completed business turnaround assignments included in the submission.		

TRAINING WORKSTREAM				
ELEMENT	RATING		FUNCTIONALITY WEIGHT	TOTAL SCORE
Understanding of scope (15 points);	1	No Scope of work is included, or it is inaccurate		
	2	Bidder has simply Copy and pasted the Scope as per TOR OR Proposal misses some elements prescribed in the Scope and not sufficient satisfactory that the bidder has own understanding of this assignment		
	3	Reference to the full scope of work which demonstrates that the bidder has full and independent understanding of the assignment and therefore adequately satisfies that they have full grasp of the assignment		
	4	Reference to the full scope of work, written in own words and provision of examples of similar type of projects the bidder has undertaken in the past		
	5	Reference to the full scope of work, written in own words and provision of examples of similar type of projects the bidder has undertaken in the past and includes value add elements (at no additional cost) which have not been prescribed in the scope		
Bidder's experience in Training and Development facilitation (20 points)	1	Team leader or member has 1 – 3 years' experience in Training and Development facilitation		
	2	Team leader or member has 3 - 5 years of experience Training and Development facilitation		
	3	The team leader or member has 5 - 8 years' experience Training and Development facilitation		
	4	Team leader or member has 8-12 years' experience in Training and Development facilitation		
	5	Team member or leader has more than 12 years' experience in Training and Development facilitation		
Team Leader/ Team member has three (3) years' experience on the chosen subject matter. (30 points)	1	Team leader or member has 1 – 3 years' experience in this field		
	2	Team leader or member has 3 - 5 years of experience in this field.		
	3	The team leader or member has 5 - 8 years' experience in the field.		
	4	Team leader or member has 8-12 years' experience in the field.		
	5	Team member or leader has more than 12 years' experience in the field.		
Team Qualification Humanities, Development Finance, Property Development or any other equivalent qualification (25 points)	1	No evidence of the relevant qualification held by any key member of the team		
	2	Member of the team still studying toward the relevant or requisite qualification		
	3	Team leader and all member holds the required qualification in the selected discipline / subject matter area		
	4	The team leader and all team members hold the required qualification with one of these at honours level		
	5	The team leader and all team members hold the required qualification with two of these at master's level		
Bidder / Team leader has completed at least 3 similar assignments (minimum 3 reference letters to be	1	Less than 2 reference letters found in the submission or those included are not relevant or specific to this assignment		
	2	2 reference letters found in the submission are relevant or specific to this assignment		
	3	3 reference letters found in the submission are relevant or specific to this assignment .		

provided with contactable references) (10 Points)	4	Four reference letters found in the submission are relevant or specific to this assignment		
	5	Five and more reference letters found in the submission are relevant or specific to this assignment		

PROJECT PACKAGING AND DEVELOPMENT WORKSTREAM				
ELEMENT	RATING		FUNCTIONALITY WEIGHT	TOTAL SCORE
Proposed Methodology and Project Work Plan shows how proposed actions will deliver business process design and how the overall project will be executed and how deliverables will be managed (20)	1	Proposed Methodology does not relate or reference any element in the scope of work or there is no project Methodology included in the submission		
	2	Methodology is missing some elements in the scope of work, has timeframes and deliverables that are not aligning to the scope of work and does not include the Project Workplan of activities		
	3	Methodology that includes the full scope of work, required timeframes and deliverables		
	4	Methodology that includes the full scope of work, required timeframes and deliverables. Inclusion of a project plan which indicates activities and timeframes that adhere to the terms of reference.		
	5	Methodology that includes the full scope of work, required timeframes and deliverables. Inclusion of a project Workplan which indicates activities and timeframes that adhere to the terms of reference. Project plan also includes a matrix which shows how the activities will result in specific deliverables and team members/ resources accountable for such milestones.		
Bidder / Team Leader has a minimum of three (5) years' experience in conducting feasibility studies and project packaging. (30 points)	1	Team leader/bidder has no experience in Project Packaging		
	2	Team leader/bidder has less than 2 of experience in Project Packaging		
	3	Team leader/bidder has 3 years' experience in Project Packaging		
	4	Team leader/bidder has 4 years' experience in Project Packaging		
	5	Team leader/bidder has more than 5 years' experience in Project Packaging		
The team leader /composition must have the following qualifications in the built environment, property law, Environmental Impact Assessment, and membership with professional bodies (20)	1	The team members hold certificate qualifications (NQF Level 5) and no certificate for professional membership		
	2	The team member holds the diploma qualification (NQF Level 6) and one team member registered with a professional body		
	3	The team member/s holds Degree qualifications (NQF Level 7) and two members registered with professional body		
	4	The team member/s hold an Honours degree (NQF Level 8) and three members registered with professional bodies		
	5	The team member/s hold a master's degree (NQF Level 9) or above and more than three are registered with professional bodies		

PROJECT PACKAGING AND DEVELOPMENT WORKSTREAM				
ELEMENT	RATING		FUNCTIONALITY WEIGHT	TOTAL SCORE
points)				
The team members must have a minimum of 5 years' experience in the built environment. (Not combined). Provide Project Team comprehensive CV's (15 points);	1	Team member(s) have less than 3 years' experience in the preferred field.		
	2	Team member(s) have 3 - 5 years' experience in the preferred field.		
	3	Team member(s) have 5 - 8 years' experience in the preferred field.		
	4	Team member(s) have 8 - 10 years' experience in the preferred field.		
	5	Team member(s) have more than 10 years' experience in the preferred field.		
Bidder / Team leader has completed at least 3 similar assignments (minimum 3 reference letters to be provided with contactable references) 15 Points	1	Less than 2 reference letters found in the submission or those included are not relevant or specific to this assignment		
	2	2 reference letters found in the submission are relevant or specific to this assignment		
	3	3 reference letters found in the submission are relevant or specific to this assignment		
	4	Four reference letters found in the submission are relevant or specific to this assignment		
	5	Five and more reference letters found in the submission are relevant or specific to this assignment		

MUNICIPAL TECHNICAL SUPPORT WORKSTREAM				
ELEMENT	RATING		FUNCTIONALITY WEIGHT	TOTAL SCORE
Understanding of scope and methodology (20 points);	1	Scope of work is referred to but is inaccurate or no scope and methodology are not included		
	2	Bidder has simply Copy and pasted the Scope as per TOR OR Proposal misses some elements prescribed in the Scope and not sufficient satisfactory that the bidder has own understanding of this assignment		
	3	Reference to the full scope of work and proposal which demonstrates that the bidder has full and independent understanding of the assignment and therefore adequately satisfies that they have full grasp of the assignment		
	4	Reference to the full scope of work, written in own words and provision of examples of similar type of projects the bidder has undertaken in the past, proposal that include workplan and matrix		
	5	Reference to the full scope of work, written in own words, proposal that include workplan, matrix and timeframes and provision of examples of similar type of projects the bidder has undertaken in the past and includes value elements (at no additional cost) which have not been prescribed in the scope		
The bidder (Company) must have a minimum of 5	1	Bidder has less than 3-years' experience in the preferred field.		
	2	Bidder has 3 - 5 years' experience in the preferred field.		

MUNICIPAL TECHNICAL SUPPORT WORKSTREAM				
ELEMENT	RATING		FUNCTIONAL ITY WEIGHT	TOTAL SCORE
years of experience in the public sector housing programmes (25 points);	3	Bidder has 5 - 8 years' experience in the preferred field.		
	4	Bidder has 8 -10 years or more experience in the preferred field.		
	5	Bidder has over 10 years' experience in the preferred field.		
Team Skills composition and Experience Built environment, Town planning and spatial planning, project feasibility studies, Policy and strategy development within the government Stakeholder engagement Training for municipalities (20 points)	1	Team member(s) have less than 3 years' experience in the preferred field.		
	2	Team member(s) have 3 - 5 years' experience in the preferred field.		
	3	Team member(s) have 5 - 8 years' experience in the preferred field.		
	4	Team member(s) have 8 - 10 years' experience in the preferred field.		
	5	Team member(s) have more than 10 years' experience in the preferred field.		
Team Qualification and professional membership in the following expertise: Built environment Policy and strategy development Research and Demand studies (20 points);	1	The team members hold certificate qualifications (NQF Level 5) and not registered with professional body		
	2	The team member holds the diploma qualification (NQF Level 6) and one member is registered with professional body		
	3	The team member holds Degree qualifications (NQF Level 7) and two members are registered with professional body		
	4	The team members hold an Honours degree (NQF Level 8) and three members are registered with professional bodies		
	5	The team members hold a master's degree (NQF Level 9) or above and more than three members are registered with professional bodies.		
Reference letters Bidder / Team leader has completed at least 3 similar assignments (minimum 3 reference letters to be provided signed and dated with contactable references (15 points);	1	Less than 2 reference letters found in the submission or those included are not relevant or specific to this assignment		
	2	2 reference letters found in the submission are relevant or specific to this assignment		
	3	3 reference letters found in the submission are relevant or specific to this assignment .		
	4	Four reference letters found in the submission are relevant or specific to this assignment		
	5	Five and more reference letters found in the submission are relevant or specific to this assignment		

5.1.2 N/B: Bidders need to obtain a minimum of 70% for functionality for them to be included in the panel of service providers for the specific workstreams (functional areas).

The SHRA reserves the right to request presentations from shortlisted bidders who met the minimum functionality criteria.

Evaluation Criterion on Price and Specific Goals	
Relative competitiveness of proposed price	80
Specific goals allocation	20
TOTAL FOR PRICE AND PREFERENCE	100

The specific goals allocation is broken down as follows.

Specific goals towards Historically Disadvantaged Individuals (HDI)	Preference Point system
Enterprises with ownership of 51% or more by Military Veterans	2
Enterprises with ownership of 51% or more by a person/s who are Women	8
Enterprises with ownership of 51% or more by a person/s who are Youth	8
Enterprises with ownership of 51% or more by a person/s with Disability	2
Total Points allocated to Specific Goals	20

NB: The above specific goals will be taken into consideration as and when price quotations are requested for specific projects to be undertaken for the different workstreams.

SECTION B

1. SPECIAL CONDITIONS OF CONTRACT

1.1. GENERAL

- 1.1.1. Proper bids for the services specified must be submitted.

1.2. ADDITIONAL INFORMATION REQUIREMENTS

- 1.2.1. During evaluation of the bids, additional information may be requested in writing from Bidders. Replies to such request must be submitted in writing, within five (5) working days or as otherwise indicated. Failure to comply may lead to your bid being disregarded.

1.3. CONFIDENTIALITY

- 1.3.1. The bid and all information in connection therewith shall be held in strict confidence by bidders and usage of such information shall be limited to the preparation of the bid. Bidders shall undertake to limit the number of copies of this document.
- 1.3.2. All bidders are bound by a confidentiality agreement preventing the unauthorised disclosure of any information regarding the SHRA or of its activities to any other organisation or individual. The bidders may not disclose any information, documentation or products to other clients without written approval of the accounting authority or the delegate.

1.4. INTELLECTUAL PROPERTY, INVENTIONS AND COPYRIGHT

- 1.4.1. Copyright of all documentation relating to this contract belongs to the SHRA. The successful bidder may not disclose any information, documentation or products to other clients without the written approval of the accounting authority or the delegate.
- 1.4.2. All the intellectual property (IP) rights arising from the execution of this Agreement shall vest in SHRA and the Service provider undertakes to honour such intellectual property rights and all future rights by keeping the know-how and all published and unpublished material confidential.
- 1.4.3. In the event that the service provider would like to use information or data generated by the service, the prior written permission must be obtained from SHRA.
- 1.4.4. SHRA shall own all materials produced by the Service provider during the course of this contract, or as part of the service including without limitation, deliverables, computer programmes (source code and object code), programming aids and tools, documentation, reports,

data, designs, concepts and other information whether capable of being copyrighted or not ("IP").

1.4.5. The Service provider assigns all IP rights in respect of all materials referred to in clause 1.4.4 to SHRA. No other document needs to be executed to give effect to this cession, assignment or transfer.

1.4.6. The Service provider hereby irrevocably cedes, assigns and transfers to SHRA, as SHRA directs, all rights, title and interest in and to all IP (which includes, but is not limited to methodologies and products) connected with or applicable to the Services.

1.4.7. The Service provider acknowledges and agrees that:

1.4.7.1. Each provision of clause 1.3 is separate, severally and separately enforceable from any other provisions of this agreement.

1.4.7.2. The invalidity or non-enforceability of any one or more provision hereof, shall not prejudice or effect the enforceability and validity of the remaining provisions of this agreement; and

1.4.7.3. This clause 1.3 shall survive termination of this agreement.

1.5. NON-COMPLIANCE WITH DELIVERY TERMS

1.5.1. As soon as it becomes known to the Service provider that he will not be able to deliver the goods/services within the delivery period and/or against the bid price and/or as specified, the SHRA must be given immediate written notice to this effect. The SHRA serves the right to implement remedies as provided for in the GCC.

1.6. WARRANTIES

1.6.1 The Service provider warrants that it is able to conclude this Agreement to the satisfaction of the SHRA.

1.6.2 Although the Service provider will be entitled to provide services to persons other than SHRA, the Service provider shall not without the prior written consent of SHRA, be involved in any manner whatsoever, directly or indirectly, in any business or venture which competes or conflicts with the obligations of the Service provider to provide the Services.

1.7. PARTIES NOT AFFECTED BY WAIVER OR BREACHES

1.7.1 The waiver (whether express or implied) by any Party of any breach of the terms or conditions of this contract by the other Party shall not prejudice any remedy of the waiving party in respect of any continuing or other breach of the terms and conditions hereof.

1.7.2 No favour, delay, relaxation or indulgence on the part of any Party in exercising any power or right conferred on such Party in terms of this contract shall operate as a waiver of such power or right nor shall any single or partial exercise of any such power or right under this agreement.

1.8.RETENTION

1.8.1. On termination of this agreement, the Service provider shall on demand hand over all documentation, information, software, etc., relating to the provision of services as per this bid without the right of retention, to the SHRA.

1.8.2. No agreement to amend or vary a contract or order or the conditions, stipulations or provisions thereof shall be valid and of any force and effect unless such agreement to amend or vary is entered into in writing and signed by the contracting parties. Any waiver of the requirement that the agreement to amend or vary shall be in writing, shall

2. GENERAL CONDITIONS OF CONTRACT

2.1 The General Conditions of Contract must be accepted. The general conditions applicable to government entity bids, contracts and order are attached herein as **Annexure A** as they will apply to this bidding process.

2.2 Bidders are required to initial each page of the General Conditions of Contract as an indication of acceptance.

INVITATION TO SUBMIT BIDS

YOU ARE HEREBY INVITED TO PROPOSE FOR REQUIREMENTS OF THE SHRA

RFB NUMBER: SHRA/RFB/SDT/01/202324 **DATE:** 13th October 2023 **CLOSING TIME:** 11h00

DESCRIPTION: Appointment of a panel of preferred service providers for the social housing sector development and transformation programme

VALIDITY PERIOD: Proposal to be valid for 120 days from the closing date of the bid.

The successful bidder will be required to fill in and sign a written Contract Form.

BID DOCUMENT MUST BE DEPOSITED IN THE BID BOX SITUATED AT (STREET ADDRESS)

Ms Katlego Panana
Supply Chain Management
SHRA
Sunnyside Office Park
Sentinel House
3rd Floor
32 Princess of Wales Terrace
Parktown

Faxed or e-mailed bids will not be accepted.

Bidders should ensure that bids are delivered timeously to the correct address. If the bid is late, it will not be accepted for consideration.

Bids can be delivered between 08h30 and 16h30, Mondays to Friday, prior to the closing date and between 08h30 and 11h00 on the closing date.

All bids must be submitted on the official forms (not to be re-typed).

This RFB is subject to the following:

- ☐ General Conditions of Contract (GCC) and, if applicable, any other Special Conditions of Contract.
- ☐ the Preferential Procurement Policy Framework Act, 2000
- ☐ the Preferential Policy Regulations, 2022
- ☐ **Bids submitted that do not comply with the following will be disqualified**
 - A late Bid (a bid arriving one second after 11h00 or any time thereafter)

PART A INVITATION TO BID

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE (NAME OF DEPARTMENT/ PUBLIC ENTITY)					
BID NUMBER:	SHRA/RFB/SDT/01/202324	CLOSING DATE:	13 th October 2023	CLOSING TIME:	11h00
DESCRIPTION	Appointment of a panel of preferred service providers for the social housing sector development and transformation programme				
BID RESPONSE DOCUMENTS MAY BE DEPOSITED IN THE BID BOX SITUATED AT (STREET ADDRESS)					
SHRA, Sunnyside Office Park, Sentinel House, 3 rd Floor, 32 Princess of Wales Terrace, Parktown					
BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO			TECHNICAL ENQUIRIES MAY BE DIRECTED TO:		
CONTACT PERSON	Ms Katlego Panana		CONTACT PERSON	Ms Katlego Panana	
TELEPHONE NUMBER			TELEPHONE NUMBER		
E-MAIL ADDRESS	Scm03@shra.org.za		E-MAIL ADDRESS	Scm03@shra.org.za	
SUPPLIER INFORMATION					
NAME OF BIDDER					
NAME OF REPRESENTATIVE					
POSTAL ADDRESS					
STREET ADDRESS					
TELEPHONE NUMBER	CODE		NUMBER		
CELLPHONE NUMBER					
FACSIMILE NUMBER	CODE		NUMBER		
E-MAIL ADDRESS					
VAT REGISTRATION NUMBER					
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:		OR	CENTRAL SUPPLIER DATABASE No:	MAAA
B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE	TICK APPLICABLE BOX] <input type="checkbox"/> Yes <input type="checkbox"/> No		B-BBEE STATUS LEVEL SWORN AFFIDAVIT		[TICK APPLICABLE BOX] <input type="checkbox"/> Yes <input type="checkbox"/> No
[A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE/ SWORN AFFIDAVIT (FOR EMES & QSEs) MUST BE SUBMITTED IN ORDER TO QUALIFY FOR PREFERENCE POINTS FOR B-BBEE]					
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]		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]
QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS					
IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?				<input type="checkbox"/> YES <input type="checkbox"/> NO	
DOES THE ENTITY HAVE A BRANCH IN THE RSA?				<input type="checkbox"/> YES <input type="checkbox"/> NO	
DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?				<input type="checkbox"/> YES <input type="checkbox"/> NO	
DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA?				<input type="checkbox"/> YES <input type="checkbox"/> NO	
IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION?				<input type="checkbox"/> YES <input type="checkbox"/> NO	
IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN IT IS NOT A REQUIREMENT TO REGISTER FOR A TAX COMPLIANCE STATUS SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 BELOW.					

TERMS AND CONDITIONS FOR BIDDING

1. BID SUBMISSION:
1.1. BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.
1.2. ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED–(NOT TO BE RE-TYPED) OR IN THE MANNER PRESCRIBED IN THE BID DOCUMENT.
1.3. THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT, 2000 AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2017, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT.
1.4. THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM (SBD7).
2. TAX COMPLIANCE REQUIREMENTS
2.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
2.2 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VERIFY THE TAXPAYER'S PROFILE AND TAX STATUS.
2.3 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) PIN MAY BE MADE VIA E-FILING THROUGH THE SARS WEBSITE WWW.SARS.GOV.ZA.
2.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID.
2.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER.
2.6 WHERE NO TCS IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.
2.7 NO BIDS WILL BE CONSIDERED FROM PERSONS IN THE SERVICE OF THE STATE, COMPANIES WITH DIRECTORS WHO ARE PERSONS IN THE SERVICE OF THE STATE, OR CLOSE CORPORATIONS WITH MEMBERS PERSONS IN THE SERVICE OF THE STATE."

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

TOTAL BID PRICE (ALL INCLUSIVE)N/a.....

SIGNATURE OF BIDDER:

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

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.

Full Name	Identity Number	Name of State institution

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

- 2.2.1 If so, furnish particulars:

.....

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

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.

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.
- 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.

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.

.....
Signature

.....
Date

.....
Position

.....
Name of bidder

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

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

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

1. GENERAL CONDITIONS

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

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

1.2 To be completed by the organ of state

- (a) The applicable preference point system for this tender is the 80/20 preference point system.
- (b) The 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:

- (c) Price; and
- (d) Specific Goals.

1.4 To be completed by the organ of state:

The maximum points for this tender are allocated as follows:

	POINTS
PRICE	80
SPECIFIC GOALS	20
TOTAL POINTS FOR PRICE AND SPECIFIC GOALS	100

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

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

preferences, in any manner required by the organ of state.

2. DEFINITIONS

“**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;

- (a) “**price**” means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;
- (b) “**rand value**” means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
- (c) “**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
- (d) “**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 PREFERENCE POINT SYSTEMS

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

80/20

$$Ps = 80 \left(1 - \frac{Pt - Pmin}{Pmin} \right)$$

Where

- Ps = Points scored for price of tender under consideration
- Pt = Price of tender under consideration
- Pmin = Price of lowest acceptable tender

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

3.2.1. POINTS AWARDED FOR PRICE

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

80/20

$$Ps = 80 \left(1 + \frac{Pt - P_{max}}{P_{max}} \right)$$

Where

- Ps = Points scored for price of tender under consideration
Pt = Price of tender under consideration
Pmax = Price of highest acceptable tender

4. POINTS AWARDED FOR SPECIFIC GOALS

- 4.1. In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender. For the purposes of this tender the tenderer will be allocated points based on the goals stated in table 1 below as may be supported by proof/ documentation stated in the conditions of this tender:
- 4.2. In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the tender documents, stipulate in the case of—
- (a) an invitation for tender for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or
 - (b) any other invitation for tender, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system,

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

Table 1: Specific goals for the tender and points claimed are indicated per the table below.

(Note to organs of state: Where either the 90/10 or 80/20 preference point system is applicable, corresponding points must also be indicated as such.)

Note to tenderers: The tenderer must indicate how they claim points for each preference point system and provide supporting evidence.

The specific goals allocated points in terms of this tender	Number of points allocated (80/20 system) (To be completed by the organ of state)	Number of points claimed (80/20 system) (To be completed by the tenderer)
Enterprises with ownership of 51% or more by Military Veterans	2	
Enterprises with ownership of 51% or more by a person/s who are Women	8	
Enterprises with ownership of 51% or more by a person/s who are Youth	8	
Enterprises with ownership of 51% or more by a person/s with Disability	2	
Total Points allocated to Specific Goals	20	

DECLARATION WITH REGARD TO COMPANY/FIRM

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

4.4. Company registration number:

4.5. TYPE OF COMPANY/ FIRM

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

[TICK APPLICABLE BOX]

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

- i) The information furnished is true and correct;
- ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;
- iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 4.2, the contractor may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct;
- iv) If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have –

- (a) disqualify the person from the tendering process;
- (b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
- (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
- (d) recommend that the tenderer or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been applied; and
- (e) forward the matter for criminal prosecution, if deemed necessary.

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

BIDDERS ARE ENCOURAGED TO USE THE FOLLOWING CHECKLIST WHEN SUBMITTING THEIR BIDS:

NO.	DETAILS	TICK BY BIDDER
1.	Part 1: Completed and signed the invitation to bid document (SBD 1)	
2.	Part 3: Completed and signed the declaration of interest document. (SBD 4). <i>(In case of a consortium/ joint venture, or where sub-Service providers are utilised, each party to the bid <u>must</u> complete and sign the declaration of interest document)</i>	
3.	Part 4: Completed and signed the Preference Points Claim form in terms of the Preferential Procurement Regulations 2022 (SBD 6.1)	
4.	Part 5: Submitted an original/ certified copy of a valid BBEE Certificate. <i>(In case of a trust, consortium or joint venture, bidders will qualify for points for their specific goals as an unincorporated entity, provided that the entity <u>submits their consolidated B-BBEE scorecard as if they were a group structure and that such a consolidated B-BBEE scorecard is prepared for every separate bid.</u></i>	
5.	Part 6: Submitted the General Conditions of Contract (initialled each page)	
6.	Part 7: Submitted the Technical approach	
7.	Part 8: Submitted the Details of the team and included their CV	
8.	Part 9: Submitted Experience in the field document and 3 reference letters	
9.	Part 10: Bidders National Treasury Central Supplier Database (CSD) forms indicating the validity of the bidder's registration.	
10.	CIPC Document	