

**T12/04/25**

**APPOINTMENT OF A TRANSACTION ADVISOR FOR  
THE ROLL-OUT OF THE STATE ASSET  
OPTIMISATION PROGRAMME (SAOP) – PHASE 1  
(CLUSTER 3 – KWAZULU NATAL, EASTERN CAPE &  
MPUMALANGA PROVINCES)**

**NON-COMPULSORY BRIEFING SESSION**

**DATE: 24 APRIL 2025 AT 11:00 AM**

**VENUE: MICROSOFT TEAMS**

**LINK: [Join the meeting now](#)**

**BID CLOSING DATE:**

**16 MAY 2025 AT 11:00 AM**

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## **SECTION 1: GENERAL CONDITIONS OF BID**

## SECTION 1: GENERAL CONDITION OF BID

### 1. PROPRIETARY INFORMATION

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

### 2. ENQUIRIES

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

Name: Ms Ntombifikile Mokgeseng

Telephone Number: Office: +27 11 269 3767

Email address: [NtombifikileM@idc.co.za](mailto:NtombifikileM@idc.co.za)

- 2.2. Enquiries in relation to this RFP will not be entertained after **16h00 PM on 24 March 2025**.
- 2.3. The enquiries will be consolidated, and IDC will issue one response and such response will be posted, within two days after the last day of enquiries, onto the IDC website ([www.idc.co.za](http://www.idc.co.za)) under tenders i.e., next to the same RFP document.
- 2.4. The IDC may respond to any enquiry in its absolute discretion and the bidder acknowledges that it will have no claim against the IDC on the basis that its bid was disadvantaged by lack of information, or inability to resolve ambiguities.

### 3. BID VALIDITY PERIOD

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

### 4. INSTRUCTIONS ON SUBMISSION OF BIDS

- 4.1. Bid responses must be submitted in electronic format only and must be sent to the dedicated platform as provided herein.
- 4.2. Bid responses should be in generally acceptable / standard electronic file format/s (i.e., Microsoft suite of products or pdf) to enable access thereto by the IDC for purposes of evaluating responses received. Where documents are presented in a format which cannot be accessed by the IDC through generally acceptable formats, such bid response will be disqualified.
- 4.3. The closing date for the submission of bids is **31 March 2025 not later than 11:00 AM** (before midday). No late bids will be considered. Bids must only be sent to **T12-04-25** [https://idcza-my.sharepoint.com/:f/g/personal/tshepom\\_idc\\_co\\_za/Et0efMXu2s5Ft8M4aYJR2GABqEU39jp6hZ\\_AGko7sgl0rg](https://idcza-my.sharepoint.com/:f/g/personal/tshepom_idc_co_za/Et0efMXu2s5Ft8M4aYJR2GABqEU39jp6hZ_AGko7sgl0rg)
- 4.4. Bids sent to any other platform other than the one specified herein will be disqualified and will not be considered for evaluation. It is the bidder's responsibility to ensure that the bid is sent to the correct platform and that this is received by the IDC before the closing date and time in IDC's dedicated platform: **T12-04-25** [https://idcza-my.sharepoint.com/:f/g/personal/tshepom\\_idc\\_co\\_za/Et0efMXu2s5Ft8M4aYJR2GABqEU39jp6hZ\\_AGko7sgl0rg](https://idcza-my.sharepoint.com/:f/g/personal/tshepom_idc_co_za/Et0efMXu2s5Ft8M4aYJR2GABqEU39jp6hZ_AGko7sgl0rg)
- 4.5. Bidders are advised to submit / send its bid responses at least **30 minutes** before the 11:00AM deadline to avoid any Information Technology (IT) network congestions or technical challenges in this regard which may result in bid responses being received late. IDC's platform is configured to receive documents with sizes up to 50MB.
- 4.6. The IDC will not be held responsible for any of the following:
- 4.6.1. bid responses sent to the incorrect platform;
- 4.6.2. bid responses being inaccessible due to non-standard electronic file formats being utilised to submit responses by bidders;

- 4.6.3. any security breaches and unlawful interception of tender / bid responses by third parties outside the IDC's IT network domain;
- 4.6.4. bid responses received late due to any IT network related congestions and/or technical challenges; and
- 4.6.5. bid responses with file size limits greater than IDC's platform capacity of 50MB.
- 4.7. Only responses received via the specified platform will be considered.
- 4.8. Where a complete bid response (Inclusive of all relevant Schedules) is **not received** by the IDC in its electronic platform ([https://idcza-my.sharepoint.com/:f/g/personal/tshepom\\_idc\\_co\\_za/Et0efMXu2s5Ft8M4aYJR2GABqEU39jp6hZ\\_AGko7sgl0rg](https://idcza-my.sharepoint.com/:f/g/personal/tshepom_idc_co_za/Et0efMXu2s5Ft8M4aYJR2GABqEU39jp6hZ_AGko7sgl0rg)) by the closing date and time, such a bid response will be regarded as incomplete and late. Such late and / or incomplete bid will be disqualified. **It is the IDC's policy not to consider late bids for tender evaluation.**
- 4.9. Amended bids may be sent to the electronic platform ([https://idcza-my.sharepoint.com/:f/g/personal/tshepom\\_idc\\_co\\_za/Et0efMXu2s5Ft8M4aYJR2GABqEU39jp6hZ\\_AGko7sgl0rg](https://idcza-my.sharepoint.com/:f/g/personal/tshepom_idc_co_za/Et0efMXu2s5Ft8M4aYJR2GABqEU39jp6hZ_AGko7sgl0rg)) **marked** "Amendment to bid" and should be received by the IDC **before** the closing date and time of the bid.

## 5. PREPARATION OF BID RESPONSE

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- 5.1. All the documentation submitted in response to this RFP must be in English.
- 5.2. The bidder is responsible for all the costs that it shall incur related to the preparation and submission of the bid document.
- 5.3. Bids submitted by bidders which are companies or are comprised of companies must be signed by a person or persons duly authorised thereto by a resolution of the applicable Board of Directors, a copy of which Resolution, duly certified, must be submitted with the bid.
- 5.4. The bidder should check the numbers of the pages of its bid to satisfy itself that none are missing or duplicated. No liability will be accepted by IDC in regard to anything arising from the fact that pages of a bid are missing or duplicated.
- 5.5. Bidder's tax affairs with SARS must be in order (tax compliant status) and bidders must provide written confirmation to this effect as part of their tender response.
- 5.6. In the event that the bidding structure is a Prime Contractor with Sub-contractor/(s), then the Prime Contractor **must** hold the highest percentage allocation in terms of the value of the contract.

## 6. SUPPLIER PERFORMANCE MANAGEMENT

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

## 7. ENTERPRISE AND SUPPLIER DEVELOPMENT

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

## **8. IDC'S RIGHTS**

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

## **9. UNDERTAKINGS BY THE BIDDER**

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

## **10. REASONS FOR DISQUALIFICATION**

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

## **11. RETURNABLE SCHEDULES**

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

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

### **11.2. Schedule 1:**

- 11.2.1. Executive Summary (explaining how you understand the requirements of this RFP and the summary of your proposed solution)
- 11.2.2. Annexure 1 of this RFP document (duly completed and signed)

### **11.3. Schedule 2**

- 11.3.1. Copy of Board Resolution, duly certified;
- 11.3.2. Originally certified copy of ID document for the Company Representative;
- 11.3.3. Annexure 2 of this RFP document (duly completed and signed);
- 11.3.4. Annexure 3 of this RFP document (duly completed and signed);
- 11.3.5. Annexure 4 of this RFP document (duly completed and signed);
- 11.3.6. Response to Annexure 6: BEE Commitment Plan;
- 11.3.7. Bidders must submit a B-BBEE verification certificate. For Exempted Micro Enterprises (EME) with an annual revenue of less than R10 million and Qualifying Small Enterprises (QSE) with an annual revenue of between R10 million and R50 million per annum, a sworn affidavit confirming the annual total revenue and level of black ownership may be submitted. Any misrepresentation in terms of the declaration constitutes a criminal offence as set out in the B-BBEE Act as amended.

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

- 11.3.8. Annexure 7 of this RFP document (duly responded to);
- 11.3.9. Annexure 8 of this RFP document (duly completed and signed, if applicable);
- 11.3.10. Statement of Financial Position of the Bidder: Latest Audited Financial Statements (where applicable in terms of the Company's Act) and/or independently reviewed financial statements and/or Cashflow Budget for new entities with no financial records.

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

#### **11.4. Schedule 3:**

11.4.1. Response to Section 2 of this document, in line with the format indicated in this RFP document.

11.4.2. Annexure 5 of this RFP document duly completed and signed.

**11.5. Schedule 4:** Price Proposal (response to Section 3 of this RFP document).

**NOTE: Must be submitted as a separate file/document marked Schedule 4: Price Proposal)**

## **12. EVALUATION CRITERIA AND WEIGHTINGS**

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Bids shall be evaluated in terms of the following process:

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

- IDC will make use of the Central Supplier Database (CSD) to access key information which is required to conduct supplier vetting including Company Registration status, tax compliance status and any other relevant checks conducted on CSD.
- In the event that the bidding structure is a Prime Contractor with Sub-contractor/(s), then IDC will evaluate the information provided in Annexure 2 (Acceptance of Bid Conditions and Bidder's Details) and if determined that the Prime Contractor holds a lower percentage in terms of the value of the contract than any of its subcontractor/(s), then the bid will be disqualified.
- Submission of ID copy for the Company Representative as referenced in 11.3.3 above.
- BEE Status Certification as referenced in 11.3.7 above.
- Completion of all Standard Bidding Documents and other requirements, as reflected in this RFP, which covers the following:
  - Section 2: Statement of compliance with the Functional Evaluation Criteria for this RFP.
  - Section 3: Cost Proposal and Price Declaration Form.
  - Annexure 1: Bidders Experience & Project Team.
  - Annexure 2: Acceptance of Bid Conditions.
  - Annexure 3: Tax Compliance Requirements.
  - Annexure 4: Bidder's Disclosure.
  - Annexure 5: Shareholders' Information/ Group Structure.
  - Annexure 6: BEE Commitment Plan.
  - Annexure 7: Disclosure Statement.
  - Annexure 8: Privacy & Protection of Personal Information Act 4 of 2013 Requirements.

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

#### **12.2. Phase 2: Technical/ Functionality Evaluation**

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

##### **12.2.1. Mandatory Functional/ Technical Requirements**

All bid responses that do not meet the Mandatory Functional Requirements will be disqualified and will not be considered for further evaluation on the Other Functional Requirements. The Mandatory Functional Requirements are stated in section 2 of this RFP document.

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



### 12.2.2. Other Functional/ Technical Requirements (Applicable for all Categories)

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

ELEMENT	WEIGHT
Bidder's relevant Experience	30
Bidder's proposed Methodology and Approach	25
Bidders proposed Project Plan	10
Qualifications, Skills, and Experience of key personnel	25
Quality Management Systems	10
<b>TOTAL</b>	<b>100</b>

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

### 12.3. Phase 3: Preference Point System

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

CRITERIA	POINTS
Price	80
Specific Goals <sup>1</sup>	20
<b>TOTAL</b>	<b>100</b>

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

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

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

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

### 12.4. Phase 4: Objective Criteria

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

#### 12.4.1. Objective Criteria are:

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

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

### **13. PROMOTION OF EMERGING BLACK OWNED SERVICE PROVIDERS**

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

## **SECTION 2: FUNCTIONAL REQUIREMENTS SPECIFICATION**

## SECTION 2: FUNCTIONAL REQUIREMENTS

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### 1. SPECIAL INSTRUCTIONS TO BIDDERS

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- 1.1. Should a bidder have reason to believe that the Functional Requirements are not open/fair and/or are written for a particular service provider; the bidder must notify IDC Procurement within five (5) days after publication of the RFP.
- 1.2. Bidders shall provide full and accurate answers to the questions posed in this RFP document, and, where required explicitly state "Comply/Not Comply" regarding compliance with the requirements. Bidders must substantiate their response to all questions, including full details on how their proposal/solution will address specific functional/ technical requirements; failure to substantiate may lead to the bidder being disqualified. All documents as indicated must be supplied as part of the bid response.
- 1.3. Failure to comply with Mandatory Requirements may lead to the bidder being disqualified.
- 1.4. Service providers submitting a response to this RFP for Transaction Advisory Services acknowledge and agree that, if appointed, they shall be precluded from participating in any subsequent tenders related to the development or any other transaction involving the properties released to the market as a result of their advisory services under this RFP

### 2. PROJECT BACKGROUND AND OBJECTIVES

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#### 2.1. INTRODUCTION

The Department of Public Works and Infrastructure (DPWI) through its Property Management Trading Entity (PMTE) is tasked with the responsibility to optimise the State's property business, support government's service delivery objectives through suitable accommodation, develop revenue enhancement programmes and reduce costs by leveraging the fixed asset property portfolio and address spatial imbalances.

In March 2024 the Department approached the Cabinet to solicit support for the implementation of the State Asset Optimization Strategy. The PMTE has partnered with Infrastructure South Africa (ISA) to invite bids from qualified service providers to roll-out the State Asset Optimisation Programme (SAOP) for prioritised projects, through the application of transactional advisory services including the implementation of the revised Public -Private Partnership regulation. The appointed service provider is expected to (i) develop the framework for the implementation (i.e. methodology and standard operating procedures) of the Build Operate Transfer (BOT), the Refurbish Operate Transfer (ROT) and revenue generation models, and (ii) provide the transactional advisory services towards packaging the prioritised projects.

To achieve this, the SAOP will aim to build confidence with the investment community and various stakeholders, whilst optimising value and reducing associated risks to the DPWI and the rest of Government.

The programme is part of the PMTE plan to pursue a more efficient strategy to improve the State's infrastructure asset base to enable client departments utilising these assets to adequately deliver on their mandate. The SAOP further seeks to partner with the private sector to achieve, amongst others, the following:

- The improvement of office accommodation throughout the asset lifecycle;
- Promoting appropriate land use through spatial planning and integration in all proposed infrastructure developments;
- Ensure adherence to all building related regulations, including the green economy, to achieve the sustainable development goals; and

- Leveraging funding from public & private sector in line with the revised PPP regulations.

## 2.2. BACKGROUND

The PMTE has an immovable asset portfolio comprising approximately twenty-seven thousand (27 000) land parcels and eighty thousand (80 000) buildings with a combined asset value of approximately R153 billion. The PMTE has substantially analysed its portfolio wherein the following determinations were made:

- 97 percent of the improvements / buildings are utilized; and
- 34 percent of land parcels are vacant, some of which are encumbered, required for socio-economic programmes and contained in environmentally constrained areas. As a result, over three thousand (3000) assets have been confirmed for further analysis to determine their Highest and Best Use (HABU) as well as the bankability of the strategic assets.

This has culminated into the identification of **Seventy-three (73)** properties which will form part of Phase 1 of the SAOP which will be split into three (3) clusters categorised by geographical location. **Cluster 3** will primarily focus on **Kwa-Zulu Natal, Eastern Cape and Mpumalanga** provinces comprising **Sixteen (16) properties** as stipulated under the Scope of Work in the next section. The list with the respective assets will be shared with the appointed bidder before the advisory work commences.

## 3. SCOPE OF WORK/TERMS OF REFERENCE

### 3.1. Overview

The PMTE, supported by ISA, requires the services of a transaction advisory firm for the development and implementation of a clear and precise framework for SAOP to focus on, but not limited to, revenue generation and enhancement, cost saving, disposal, funding and financing, and including asset life-cycle management strategies.

The appointed service provider is expected to develop the framework to roll-out the implementation for assets under the following portfolio's:

- i. **Build Operate Transfer (BOT) model is a form of Public-Private Partnership** where the private sector company is responsible for financing, designing, and constructing a specified accommodation infrastructure to be utilized by government for a defined period. The developer is responsible for the operation and maintenance of the facility for the duration of the concession period. The constructed asset will be transferred to government upon expiry of the concession period.

- a. **Four (4)** un-utilised land parcels have been identified for implementation under this portfolio

Project	Province	Locality
Project 1	KwaZulu-Natal	Durban Howick
Project 2	Eastern Cape	Gqeberha King William's Town
Project 3	Mpumalanga	Nelspruit Carolina
Project 4	Mpumalanga	Nelspruit Standerton

Table 1: BOT Portfolio

- ii. **Refurbish, Operate, and Transfer (ROT) model is a form Public-Private Partnership** a private company is appointed to finance, refurbish, and upgrade an existing public asset or infrastructure for utilization by government over a defined period. The developer is responsible for the operation and maintenance of the facility for the duration of the concession period. The refurbished asset will revert to government upon expiry of the concession period.

- a. **Three (3)** under/un-utilised buildings have been identified for implementation under this portfolio

Project	Province	Locality
Project 1 - 2	KwaZulu-Natal	Durban
Project 3	Eastern Cape	Gqeberha Mill Park

Table 2: ROT Portfolio

- iii. **Revenue Generation (High-Value Assets):** the strategic utilisation of key public infrastructure or facilities to create sustainable income streams. This approach enables public entities to unlock the economic potential of their assets by partnering with private sector entities to implement commercial activities, service offerings, or operational efficiencies. The goal is to maximise financial returns, ensure long-term asset sustainability, and enhance public service delivery without placing an undue financial burden on the government.

- a. **Nine (9)** under/un-utilised buildings or land parcels have been identified for implementation under this portfolio:

Project	Province	Locality
Projects 1 – 4	Eastern Cape	Lady Frere, Port Alfred, Tsolo
Projects 5 – 6	Mpumalanga	Delmas & Witbank
Projects 7 – 9	KwaZulu Natal	Durban

Table 3: Revenue Generation Portfolio

### 3.2. Scope of Services

The bidder is required to prepare the following deliverables for each of the above options (BOT, ROT and revenue generation) which include:

- i. **Needs Assessment and Due Diligence:** Review of existing information and conduct due diligence on the identified sites.
- ii. **Comprehensive Bankable Feasibility study:** Develop various bankable feasibility studies and project execution plans for the recommended and approved programme and/or projects which includes the following;
  - a. Justification, needs analysis and objectives of the Project
  - b. Demand and Market Analysis
  - c. Option Analysis
  - d. A socio-economic analysis or Cost benefit analysis
  - e. Financial Modelling
  - f. Legal Review
  - g. Risk Assessment and sensitivity analysis
  - h. Procurement Plan
  - i. Implementation Plan
  - j. Institutional and Operational Readiness

- iii. **Business Case report:** a summarised (twenty (20) to twenty-five (25) pages) document utilising the developed comprehensive feasibility study which covers all the key elements and, is to be used to source funding from both the fiscus as well as prospective development finance institutions and commercial banks.
- iv. **Programme support:** Support the PMTE with its procurement activities for proposals which represent the highest and best use of the un/under-utilised assets.

The above deliverables are discussed in more detail in the works packages defined in the succeeding sections.

### **3.3. Detailed scope of work**

#### **3.3.1. Needs Assessment and due diligence**

- i) Assess and analyse the listed/registered assets including, but not limited to, size, location, value, use, condition, physical attributes/characteristics and constraints, etc
- ii) Assess and ascertain the needs of user departments.
- iii) Develop possible uses other than government office accommodation for strategic and surplus assets and land *parcels*.
- iv) The bidder shall identify, compile and verify all related approvals required to utilise these sites for the specified project outputs.

#### **3.3.2. Comprehensive Bankable Feasibility study**

The Feasibility should demonstrate that the Project as scoped and defined is affordable, there is value for money, and there is appropriate risk transfer in the contracting arrangements. The following items as a minimum should inform and form part of the feasibility study:

##### **i) Justification, needs analysis and objectives of the Project**

A description of the project or programme, project stage and justification of why it is regarded as a national priority. The bidder will be required to **produce a comprehensive needs analysis** that defines the proposed project, demonstrating that the project aligns with the department strategic objectives and capacity.

##### ***The bidder shall:***

- Support the project sponsor in defining the project description as a summary of key information that includes the name, location, duration, objective, outputs, and other main features of the project. Provide a clear indication of the project stage.
- Develop a justification statement to explain the need for the proposal at the highest level in a clear, coherent, and logical manner. It should explain why the proposal is a national priority and motivate the justification for shifting resources from other pressing needs to this activity.
- Develop measurable objectives, outcomes, and targets that the proposal seeks to achieve.
- Conduct a needs analysis, demonstrate the departments commitment and capacity Identify and analyse the available budget.

## ii) Demand and Market Analysis

The bidder should develop a demand and market analysis to establish the need for the project and ensure the project will meet financial requirements and obligations. Therefore, it should be focused on the problem(s) of the target beneficiaries. The demand analysis should indicate whether the project scope is too large or too small and whether the intervention needs to be expedited, postponed or re-scoped. The analysis should be carried out in two stages:

- Analysis of Current Demand: This is based on the statistics provided by service providers, regulators, departments, ministries, and statistics agencies such as.
- Analysis of Future Demand: This is based on reliable forecasting models that consider the different socio-economic factors, trends, cyclical variations, alternative supply, and elasticity of demand (price and/or income).

## iii) Options Analysis

Develop a cost-effective solution that meets the objectives of the project. The analysis should be done along the following aspects:

- a) **Evaluating affordability:** which is the capacity to pay for building, operating and maintaining the project.
- When **evaluating affordability** of the project, develop a preliminary financial model aimed at assessing the main financial aspects of the project (e.g. costs, revenues, typical financing structure). They propose the macroeconomic indicators and financing structure, prepare preliminary business case, assess basic budgetary and fiscal sustainability, and identify additional sources of funding such as grants. A preliminary integrated project plan and adopts a document management and storage system must be developed. Input for the preliminary financial model, proposes costs and revenue assumptions and may propose a preliminary tariff policy for user-pay PPP options must be provided. A preliminary assessment of the legal issues related to the feasibility of the project as a PPP must be investigated.
- b) **Value for Money:** which looks at the estimate of the whole-life cycle or baseline costs of the project from the PMTE perspective and compares the relative merits or advantages of PPP procurement against one or more other procurement routes. Reporting and accounting treatment.
- When testing for **Value for Money** requires further development of the preliminary financial model to enable a comparison between the PPP option and the most probable alternative public procurement route. The financial model is updated and refine the preliminary business case. The project sponsor or organisational implications of the various procurement options (various procedures to procure a PPP, etc) are compared. The procurement options regarding construction, operation and maintenance issues, output and outcomes, and highlights the differences in terms of costs, demand, revenues and performance levels (including risk valuation) are also compared.

**Affordability and value for money of the projects or programme must address the following:**

- The extent of potential private sector involvement and possible investment in the projects



- or programme or cluster of assets given the nature and potential revenue generation.
- Explore alternative use other than government accommodation for mixed-use options.
- The Government contribution possible (e.g. fixed assets value and/or capital contribution) and the impact and timing of such contribution be to reduce the development or leasing costs to PMTE.
- Identifies and determines all available budgets for the projects or programme or cluster of assets and analyse the affordability for the PMTE in terms of existing budgets and savings/ cost recovery that could be made against the current expenditure, considering the possible development options.
- Review current operations of the identified user client and the financial elements of the projects or programme or cluster of assets.
- The extent of possible revenue generation, if any, and potential investment to enable such income generation.
- Typical benchmarks for costs per square meter (m<sup>2</sup>) of operating office or residential accommodation leases in relation to present norms in PMTE or elsewhere, in terms of operational, capital and maintenance costs.
- Possible office and residential accommodation design efficiency improvements in relation to present norms in PMTE or elsewhere.
- Recommendations on payment mechanisms, reimbursement for preferred option and/or revenue sharing.

***The bidder should provide at least three (3) different options for consideration, highlighting the preferred options against the other two options explored.***

***The bidder shall:***

- Develop guiding principles for the options analysis to enable highest and best use of selected assets whilst considering integration into respective localities.
- Develop a high-level first design solution for the preferred options for the assets to be developed or refurbished incorporating environmental and sustainability requirements such as, but not limited to, energy and water consumption, and solid waste management.
- Incorporate the DPWI Green Building Policy (Annexure A) as part of the sustainability solutions.
- Planning, costing and specifications of the developments and refurbishments, and total facilities management for the required assets.
- Review and make recommendations on how to handle existing infrastructure to be removed, e.g. mechanical and electrical services.
- Input into spatial planning process to be undertaken.
- Site enablement issues for all infrastructure and building related outputs which entail, heritage appraisals, zoning rights and town planning requirements, including possible municipal integrated development plans, of the areas affected as well as Transport and Environmental Impact Assessment Studies (retrieve Record of Decision (RoD) of relevant organ of state).
- Any other activities or support services that may be required for effective completion of a proper feasibility studies including incorporating additional studies from PMTE (e.g. building condition assessments not older than three years).
- Conduct a highest and best return for asset disposals.
- Conduct an analysis for the lease to own option for current and identified future leases to be concluded within the next three years.
- Develop marketing strategies where applicable.

#### **iv) A socio-economic analysis or Cost benefit analysis**

- The bidder should develop a high level social and economic benefits analysis for the project. The bidder should clearly indicate the project's impact on all segments of the society via the calculation of economic performance indicators such as the Economic Net Present Value (ENPV), the Economic Rate of Return (ERR) and Cost-Effective Ratios (CER).
- The bidder should undertake a Cost Benefit Analysis (CBA) and Cost Effectiveness Analysis (CEA) to assess their economic viability. The analysis should focus on social aspects, gender, climate change, environmental impact and other factors, and all applicable economic indicators will be used to determine economic indicators.

#### **v) Financial Modelling**

The bidder will be required to develop the following financial statements which are essential to plan for budget allocations over the full lifecycle of the intervention. All these financial statements should be stated over the full useful life of the asset in current prices (i.e. nominal rand) using clearly specified rates of inflation to escalate costs which should include amongst others:

- An expenditure statement - This should detail all the payments that will be required to deliver the project/programme.
- A funding & budget statement - This should show all the resources that will be mobilized to implement the proposal and support the operation of the asset over its full lifecycle.
- A cash-flow statement - A comprehensive account of the annual inflows and outflows of cash associated with the proposal because of capital, operations, and financing activities over the full lifecycle of the asset.
- A contingent liability statement - The contingent liability statement should give details of all explicit liabilities that will accrue to government that includes external financing whether the external finance is in full or in part or as part of a blended financing arrangement.

The Financial Model should incorporate all relevant variables addressing the various options of the project proving bankability.

The financial models must be constructed as "virtual bids" based on the same specifications as the prospective bid. They must therefore cover the same categories of whole life-cycle costs, within an optimal and comparable contract period. A suitable project or programme structure must be formulated, incorporating appropriate equity returns, debt service cover ratios and costs of debt. Innovative design, construction and operational efficiencies that may realistically be expected of the private sector must be identified and used as the basis for costing. The model must also identify and cost all BEE specifications that can reasonably be anticipated in the various transactions. PMTE contract management costs must be calculated and clearly identifiable. All assumptions must be clearly stated.

Furthermore, the service provider must advise the project sponsor in designing an investment attractive project for financial stakeholders and check the financial capacity of PMTE to bear the cost of the project over the long run until financial closer. Lastly provide support in securing additional public funding opportunities for the project (e.g. grants).

## **vi) Legal Review**

The bidder must conduct a comprehensive legal due diligence of the preferred project delivery option and ensure all foreseeable legal requirements are met for the development of the project. These, amongst others, can include:

- Review all relevant documentation related to the project including contracts, permits, licenses, leases, financial statements, and other legal and transactional documents.
- Statutory posturing, compliance, and adherence to the operating model and infrastructure delivery and management model.
- Analyse legal risks, risk mitigation, and liabilities pursuant to the business case development.
- Legal due diligence for the draft Heads of Terms, contracts, commercial terms, and service level agreements.
- Prepare documentation, including legal and funding agreements, Board resolutions and any other activity associated with the funding process.

## **vii) Risk Assessment and sensitivity analysis**

- **Risk assessment** -The bidder should conduct a Risk assessment of the project and develop a risk matrix that identifies the project's risks.
- **Sensitivity Analysis**- The bidder should conduct a sensitivity analysis to methodically test the responsiveness of the project's selection criteria (NPV, ENPV or any other relevant criterion).

## **viii) Procurement plan**

Bidder to develop a Procurement Strategy, aligned to the objectives of the PMTE and the procurement laws of the State detailing the selected packaging, contracting, pricing, and targeting options for all the required goods and services or a combination thereof as well as the procurement procedure to ensure alignment to Constitutional requirements and other legislative requirements. The rationale for adopting a particular option(s) compared to alternatives must be clearly demonstrated. A Procurement Strategy must include the following:

- The procurement needs of the project or programme
- Delivery method, Contracting and Pricing strategy
- Procurement targeting and procedure

## **ix) Implementation plan**

Bidder to develop a fully integrated project execution plan for the projects or programme or cluster of assets, which shall include the standard operating procedure, methodology recommended optimal project execution and governance organisational structures, budget, schedule, organisational charts, and typical personnel profiles required, resource requirements, roles & responsibilities, meeting schedules, procurement phase and contracting strategy, risk processes etc.

## **x) Institutional and Operational Readiness**

The analysis should demonstrate that the institutions responsible for implementation, including

project management, and operational responsibility will be appropriate to the task.

In evaluating institutional readiness, the reporting and accounting treatment analysis must also be identified. An assessment whether the PPP can be expected to be on or off balance-sheet for the public sector for reporting purposes and assessing how the project will be recorded in the public account. The Legal Advisory expert supports the legal aspects of the risk allocation and other aspects relevant to the reporting/accounting treatment analysis.

### **3.3.3. Business Case Report**

On completion of the comprehensive feasibility, the bidder shall develop a business case for each of the project to be used to source funding from both the fiscus as well as prospective development finance institutions and commercial banks. The business case document must be compliant with funding requirements not only for National Treasury large infrastructure projects and programmes, but other sources of financing and funding. The following items should be clearly explained in the business case:

- Description and objectives of the project
- Demand and Market analysis
- Options analysis
- Socio-economic analysis
- Financial model and budget statement
- Risk statement and management plan
- Procurement statement
- Institutional and operational readiness

### **3.3.4. Programme support**

*The service provider shall provide the following procurement and implementation support:*

- Develop the framework for the implementation (i.e. methodology and standard operating procedures) of the BOT, ROT and revenue generation models.
- Develop the bid documentation including a Request for Qualification (RFQ) process, Request for Proposals (RFP) and a draft agreement with detailed output specifications, design brief and performance standards, a robust payment and penalty regime as well as a possible Request for Best and Final Offer (RFBAFO) to meet the requirements aligned to the preferred procurement route.
- Design a suitable bid process that will ensure comparable bids, set up a clear and fair bid evaluation system and criteria, ensure suitable bidder communication, inspire market confidence, and ensure optimal and progressive black economic empowerment participation in the project. If appropriate, a system that allows for variant bids may be designed.
- Prepare the necessary advertisements for bids and conduct a compulsory information session.
- Provide support with all the necessary bidder communication, i.e. the bidding notes and responses to clarification questions. Provide administrative support for the efficient and professional management of the entire procurement process as well as the quality and integrity thereof. The procurement process should be conducted in accordance with legislation and policy, and to the highest standards of efficiency and effectiveness, including proper management of the set timelines. The service provider should also aid with the design

and support with the management and functioning of a well- controlled data room.

- Provide support for conducting a structured and fair engagement with the bidders and assisting with a diligent system for the receipt of the bids and management of the bidding process and documentation.
- Assist in the evaluation of proposals and identification of the preferred and reserve bidders. The service provider should allow separately for costing of the Best and Final Offer (BAFO) process. If no BAFO stages are pursued, the service provider remuneration will be adjusted accordingly.

### **3.4. General**

The following are key steps in the workflow for the execution of the services:

- i. Project management specifically with reference to making sure the achievement of the deliverables through proper co-ordination of the interactions and deliverables, quality assurance, and time management.
- ii. Report and provide written progress reviews as well as on MS PowerPoint presentation form to the ISA and PMTE Management.
- iii. Prepare and compile any information as may be reasonably required from time to time in connection with the projects or programme.
- iv. Prepare a stakeholder management plan.
- v. Prepare a consultation management plan.
- vi. Develop a proposal and assist in the provision of a filing and knowledge management system to keep records of the project auditable.
- vii. Document and archive in hard copies and electronic form all projects and Programme documents (in a form that is acceptable for audit purposes).
- viii. Support the ISA and PMTE in presentations to DPWI, National Treasury, Client Departments, and all relevant stakeholders.
- ix. Service provider to have ability to ramp-up technical capacity to respond to the expansion of scope and/or accelerated delivery, if required.
- x. All documents must have been subjected to a robust quality control process before submission. All reports must be submitted together with an executive summary in both electronic and hard copy format.

## **4. Project timelines**

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The successful bidder(s) will be required to start immediately after the award and complete the assignment within a period of thirty-six (36) months.

## 5. TECHNICAL EVALUATION CRITERIA

### 5.1. Other Technical Requirements

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

5.1.1 BIDDER'S EXPERIENCE	Comply	Partially Comply	Not Comply
<p>The bidder must have relevant experience in Providing transactional advisory services (financial, commercial, technical, legal advisory services) for PPPs / Turnkey / Long term leasing / Lease to Own, in Office and/or Residential Accommodation and/or other projects of similar nature, to ensure the projects are affordable, indicate value for money and have appropriate risk transfer.</p> <p>The bidder must provide a minimum of three (3) references (not older than 10 years) of similar projects undertaken, a contactable reference must be given (name, designation, email address, and telephone). If such information is not given, the reference shall be deemed to be invalid.</p> <p>Refer to <b>Table (A) Annexure 1</b> of this document for the response format provided.</p>			
<b>Substantiate / Comments</b>			

5.1.2 BIDDER'S PROPOSED METHODOLOGY AND APPROACH	Comply	Partially Comply	Not Comply
<p>The bidder must demonstrate their thorough understanding of the objectives and deliverables of this project. To substantiate, the bidder must provide the following:</p> <p>A detailed (step-by-step) proposal of the methodology/approach to be used to carry out the scope of work outlined above and clearly demonstrate how the project objectives and deliverables will be achieved. Preferably, the deliverables should be packaged in Work Stages, with activities outlined for each milestone.</p>			
<b>Substantiate / Comments</b>			

5.1.3. BIDDER'S PROPOSED PROJECT PLAN	Comply	Partially Comply	Not Comply
The bidder must submit a detailed project plan, which will compliment and align with the above proposed methodology. The plan needs to align with the project duration of a maximum of Thirty-six (36) months from date of appointment. The project plan is to be in a form of a Work Breakdown Structure (WBS) and timeframes in a Gantt Chart format.			
<b>Substantiate / Comments</b>			

5.1.4 QUALIFICATIONS AND SKILLS OF KEY PERSONNEL	Comply	Partially Comply	Not Comply
<p>The bidder's personnel for the proposed team must have relevant qualifications, skills, and experience in providing transaction advisory (financial, commercial, technical, legal advisory services) including PPPs, Turnkey, Long term leasing and/or Lease to Own, in similar Office and/or Residential Accommodation and/or other projects of similar nature.</p> <p>The key technical team members (e.g. Leads or Seniors) should have at least a minimum of ten (10) years' experience in executing such assignments. The key technical team must include the following as a minimum:</p> <ol style="list-style-type: none"> <li>Project Lead – Infrastructure Specialist (with expertise in financial advisory, investment banking or infrastructure project finance)</li> <li>Financial Advisor – Registered with SAICA (South African Institute of Chartered Accountants)</li> <li>Legal Advisor – Registered with LPC (Legal Practice Council) of South Africa</li> <li>Real Estate Valuers and Appraisers – Registered with SACPV (South African Council for the Property Valuers Profession)</li> <li>Real Estate Economists – Registered with RICS (Royal Institution of Chartered Surveyors) or SACPV</li> <li>Facilities Management Specialist</li> <li>Any other relevant technical resource the bidder deems necessary – Must be registered with a recognized professional body relevant to their field of expertise</li> </ol> <p><b><i>The bidders must submit, as part of its proposal, the following:</i></b></p> <ol style="list-style-type: none"> <li>The structure and composition of the proposed team and team leader, clearly outlining the main disciplines/specialties of this project and the key personnel responsible for each specialty. To clearly outline the structure of the team. Please refer to <b>Table</b></li> </ol>			

<p><b>(b) Annexure 1</b> of this document for the format in which the required information must be provided.</p> <p>b) CVs of all key personnel; and the CVs must clearly highlight qualifications, areas of experience/competence relevant to the tasks and objectives of this project as outlined above. Bidders must submit copies of qualifications and professional registrations.</p>			
<b>Substantiate / Comments</b>			

<b>5.1.5 BIDDER'S EXPERIENCE</b>	<b>Comply</b>	<b>Partially Comply</b>	<b>Not Comply</b>
<p>The bidder must have an in-house Quality Management Systems in place.</p> <p>To substantiate, the bidder must provide their QMS, and procedure manual currently customised for their entity.</p>			
<b>Substantiate / Comments</b>			



### **SECTION 3: COST PROPOSAL**

### SECTION 3: COST PROPOSAL

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

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

YES

NO

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

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

4. Is the proposed bid price linked to the exchange rate?

Yes

No

***If yes, the bidder must indicate CLEARLY which portion of the bid price is linked to the exchange rate:***

5. Payments will be linked to specified deliverables after such deliverables have been approved by the IDC. Payments will be made within 30 days from date of invoice.

Comply

Not  
Comply

6. The IDC reserves the right to consider the guidelines on consultancy rates as set out in the **National Treasury Instruction 02 of 2016/2017: Cost Containment Measures** which took effect from 01 January 2014, where relevant.

Comply

Not  
Comply

The bidder must indicate if their proposed rates are in line with the provisions of the referenced National Treasury Instruction: Cost Containment Measures.

Substantiate / Comments

## 7. COSTING MODEL

Activity/ Deliverable	Resource(s)*	Rate/Hour per resource	Number of hours	Total Cost (VAT Excl.)
<b>1. NEEDS ASSESSMENT AND DUE DILIGENCE (Ref. to SOW 3.3.1)</b>				
Four (4) Build Operate Transfer (BOT) projects				
Nine (9) Refurbish, Operate, and Transfer (ROT) projects				
Sixteen (16) Revenue Generation (High-Value Asset) projects				
<b>2. COMPREHENSIVE BANKABLE FEASIBILITY STUDY (Ref. to SOW 3.3.2)</b>				
Four (4) Build Operate Transfer (BOT) projects				
Nine (9) Refurbish, Operate, and Transfer (ROT) projects				
Sixteen (16) Revenue Generation (High-Value Asset) projects				
<b>3. DEVELOP A BUSINESS CASE (Ref. to SOW 3.3.3)</b>				
Four (4) Build Operate Transfer (BOT) projects				
Nine (9) Refurbish, Operate, and Transfer (ROT) projects				
Sixteen (16) Revenue Generation (High-Value Asset) projects				
<b>4. PROGRAMME SUPPORT (Ref. to SOW 3.3.4)</b>				
<b>5. GENERAL i.e. meetings, presentations (Ref. to SOW 3.4)</b>				
<b>DISBURSEMENTS</b>				
<b>TOTAL BID PRICE (VAT EXCL.)</b>				
<b>VAT @ 15%</b>				
<b>TOTAL BID PRICE (VAT INCL.)</b>				

**Note:**

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

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

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

**Note on pricing:**

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

**SUMMARY OF THE PROPOSAL**

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

## **PRICE DECLARATION FORM**

Dear Sir,

Having read through and examined the Request for Proposal (RFP) Document, RFP no. **T09/03/25**, the General Conditions, and all other Annexures to the RFP Document, we offer The Roll-Out Of The State Asset Optimisation Programme to IDC as specified in this RFP document.

**R..... (Including VAT)**

**In words**

**R..... (Including VAT)**

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

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

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

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

**SIGNED**

**DATE**

(Print name of signatory)

Designation

**FOR AND ON BEHALF OF:**

COMPANY  
NAME

Tel No

Fax No

Cell No

## **SECTION 4: ANNEXURES**

### Bidder's Experience and the proposed Project Team

Name of Bidder: \_\_\_\_\_

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**Table (a) Details of the bidder's current and experience in the roll-out of the state asset optimisation programme (please refer to par 5.2.1 of Section 2 of this RFP document):**

[illegible]

**Table (b) Details of the key personnel of the bidders' proposed team: (please refer to par 5.2.4 of Section 2 of this RFP document):**

[illegible]



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

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

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

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

### CENTRAL SUPPLIER DATABASE (CSD) INFORMATION

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

<b>Supplier Number</b>	
<b>Unique registration reference number</b>	

### BIDDING STRUCTURE

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

### REQUIRED INFORMATION

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

<b>If Joint Venture or Consortium, indicate the following for each partner:</b>	
<b>Partner 1</b>	
<b>Name of Company</b>	
<b>Registration Number</b>	
<b>Vat registration Number</b>	
<b>Contact Person</b>	
<b>Telephone Number</b>	
<b>Cellphone Number</b>	
<b>Fax Number</b>	
<b>Email address</b>	

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

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

## ANNEXURE 3: TAX COMPLIANCE REQUIREMENTS

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

## ANNEXURE 4: BIDDER'S DISCLOSURE

### 1. PURPOSE OF THE FORM

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

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

### 2. BIDDER'S DECLARATION

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

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

Full Name	Identity Number	Name of State institution

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

- 2.2.1 If so, furnish particulars:

.....  
.....

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

**YES/NO**

- 2.3.1 If so, furnish particulars:

.....  
.....

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

### 3 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 consortium<sup>2</sup> will not be construed as collusive bidding.
- 3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.
- 3.4 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
- 3.5 There have been no consultations, communications, agreements, or arrangements made by the bidder with any official of the procuring institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.
- 3.6 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

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

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

.....  
Signature

.....  
Date

.....  
Position

.....  
Name of bidder

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

## ANNEXURE 5: SHAREHOLDERS AND DIRECTORS INFORMATION

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

### 1 Shareholders/ Members

Name of the shareholder	ID Number	Race	Gender	% Shares

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

### 2 Trust Information

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

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

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

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

### 4 Directors

Name of the shareholder	ID Number	Race	Gender

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

CERTIFY THAT THE INFORMATION FURNISHED ABOVE IS CORRECT.

.....

.....

Signature

Date

.....  
Position

.....  
Name of bidder

## **ANNEXURE 6: BEE COMMITMENT PLAN**

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

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



## **ANNEXURE 7: DISCLOSURE STATEMENT**

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

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

**SIGNED** \_\_\_\_\_

**DATE** \_\_\_\_\_

(Print name of signatory) \_\_\_\_\_

Designation \_\_\_\_\_

**FOR AND ON BEHALF OF:** COMPANY  
NAME

Tel No \_\_\_\_\_

Fax No \_\_\_\_\_

Cell No \_\_\_\_\_

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

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<b>Request for Proposal No:</b>	
<b>Name of Bidder:</b>	
<b>Authorised signatory:</b>	

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

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

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

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

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

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

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

## RESPONSIBILITIES OF SUPPLIERS AND BUSINESS PARTNERS WHO ARE OPERATORS UNDER POPIA

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

ITEM	GUIDING CONDITIONS FOR PROCESSING PERSONAL INFORMATION	YES	NO
1.	<b>Accountability</b> The respective clients, third parties, suppliers and operators and its members will ensure that the provisions of POPIA, the guiding principles outlined in the policy and all the measures that give effect to such provisions are complied with at the time of the determination of the purpose and means of the processing and during the processing itself. In the event that an employee of the IDC or any person acting on behalf of the corporation who through their intentional or negligent actions and/or omissions fail to comply with the principles and responsibilities outlined, proper corrective measures will be applied.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2.	<b>Processing Limitation</b> The respective clients, third parties, suppliers and operators and its members will ensure that information is only processed for the justifiable reason and processing is compatible with the purpose of the collection.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
3.	<b>Purpose Specification</b> All respective clients, third parties, suppliers and operators and its members will process personal information only for specific, explicitly defined, and legitimate reasons. The respective clients, third parties, suppliers and operators will inform IDC of reasons prior to collecting or recording their PI.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.	<b>Further Processing Limitation</b> Personal information will not be processed for a secondary purpose unless that processing is compatible with the original purpose. Thus, where the respective clients, third parties, suppliers and operators seek to process personal information it holds for a purpose for which it was originally collected, and where this secondary purpose is not compatible with the original purpose, respective clients, third parties, suppliers and operators will first obtain additional consent from the IDC.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
5.	<b>Information Quality</b> The respective clients, third parties, suppliers and operators will take reasonable steps to ensure that all personal information collected is complete, accurate and not misleading. Where PI is collected or received from third parties, the respective clients, third parties, suppliers and operators will take reasonable steps to confirm that the information is correct by verifying the accuracy of the information directly with the data subject or by way of independent sources.	Yes <input type="checkbox"/>	No <input type="checkbox"/>

ITEM	GUIDING CONDITIONS FOR PROCESSING PERSONAL INFORMATION	YES	NO
6.	<b>Open Communication</b> Reasonable steps will be taken by the respective clients, third parties, suppliers and operators to ensure that the IDC is notified of the purpose for which the information is being collected, used, and processed.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
7.	<b>Security Safeguards</b> It is a requirement of POPIA for responsible parties, business partners and operators to adequately protect personal information. IDC will need to review suppliers or business partner security controls and processes to ensure that personal Information is compliant with the conditions of the lawful processing of personal information as set out in the POPIA. This would be a continuous monitoring and review that will be conducted by the IDC at its discretion.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
8.	<b>Data Subject Participation</b> A data subject whose PI has been collected, stored, and processed by the respective clients, third parties, suppliers and operators must have communication channels to attend to may request for the correction or deletion of such information.	Yes <input type="checkbox"/>	No <input type="checkbox"/>

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

Name \_\_\_\_\_ of \_\_\_\_\_ Company/ \_\_\_\_\_ Entity:

Company/ \_\_\_\_\_ Entity \_\_\_\_\_ Registration \_\_\_\_\_ Number:

Company/ \_\_\_\_\_ Entity \_\_\_\_\_ VAT \_\_\_\_\_ Registration \_\_\_\_\_ Number:

\_\_\_\_\_  
Signature (Company/ Entity Representative)

\_\_\_\_\_  
Date

## **ANNEXURE A: DPWI GREEN BUILDING POLICY**

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See attached document