



**REQUEST FOR BIDS**

**RFB NUMBER** : SHRA/RFB/ADMIN/03/202526  
**CLOSING DATE** : 27<sup>th</sup> of March 2026  
**TIME** : 11H00  
**DESCRIPTION** : **APPOINTMENT OF A STRATEGIC PLANNING CONSULTANT TO REVIEW THE SHRA'S STRATEGIC PLAN (2025-2030) AND FACILITATE THE DEVELOPMENT OF THE SHRA'S REVISED STRATEGIC PLAN (2030-2035), ANNUAL PERFORMANCE PLAN 2027/2028, 2028/2029 and 2029/2030**

**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. Pricing Schedule (SBD 3.3)
5. Declaration of Interest (SBD 4)
6. Preference Points Claim form in terms of Preferential Procurement Regulations 2022 (SBD 6.1)
7. Submission Checklist

## **SECTION A**

### **1. BACKGROUND**

The Social Housing Regulatory Authority (“SHRA”) was established in terms of section 7 as prescribed by the Social Housing Act (Act 16 of 2008). The SHRA is classified as a national public entity listed under Schedule 3A of the Public Finance Management Act (Act 1 of 1999) (“PFMA”).

The SHRA has been operational since January 2011, with a mandate to regulate, invest in and capacitate the social housing sector. The social housing programme aims to deliver affordable rental housing for low to medium income groups, currently these are households whose income levels are between R1 850 and R22 000. There are social housing projects throughout all nine (9) provinces.

The delivery and management of social housing units and projects is done through accredited Social Housing Institutions (SHIs) and private sector companies known as other delivery agents (ODAs) collectively defined as social housing landlords (SHLs).

#### **1.1 MISSION**

To ensure there is quality housing for lower- to middle-income households in integrated settlements by investing in, enabling, regulating, and transforming the affordable social housing rental market, in collaboration with all strategic partners.

#### **1.2 VISION**

Quality, affordable rental homes - harmonious communities.

#### **1.3 FUNCTIONS**

- Promote the development and awareness of social housing and promote an
- Enabling environment for the growth and development of the Social Housing Sector.
- Provide advice and support to the NDoHS 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 SHIs and assist, where requested, in the process of the designation of restructuring zones.
- Enter into suitable agreements with Social Housing Institutions and Other Delivery Agents for the protection of the government’s investment in social housing.

- Enter into agreements with provincial governments and the National Housing Finance Corporation and debt financing institutions to ensure that implementation by these entities is coordinated.
- Provide financial assistance to SHIs through grants to enable them to develop institutional capacity, gain accreditation as SHIs, and submit viable project applications.
- Accredite institutions meeting accreditation criteria as SHIs and maintain a register of SHIs. In addition, conduct compliance monitoring through regular inspections and enforce compliance where necessary.
- Approve, administer, and disburse institutional investment grants and capital grants and obtain applications for such grants through engagement with provincial governments and municipalities.
- Make rules and regulations in respect of the accreditation of SHIs and the disbursement of government funds to them; and
- The SHRA is empowered to intervene if it is satisfied on reasonable grounds that there has been maladministration by a SHI.

## 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 (RFB).

### 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) to **Scm03@shra.org.za** by **Wednesday 18<sup>th</sup> of March 2026 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

**NB: ONE HARD COPY OF THE PROPOSAL AND ITS SOFT COPY IN USB FORMAT.**

- The USB must be sealed in a clearly marked envelope (bidders are advised to clearly mark the envelope with their Company name, the description of the bid and the bid number)
- The bid document must be saved in a Portable Document Format (PDF)
  
- Faxed or e-mailed bids will not be accepted.**
  
- RFB number: **SHRA/RFB/ADMIN/03/202526**
- Closing date and time: **27<sup>th</sup> of March 2026 at 11h00**

**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.

2.5.2 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.

- 2.5.3 Bids sent to SHRA via any other mechanism (other than personal delivery in the bid box by the bidder) shall be deemed to have been received on the date and at the 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 FORMAT OF BIDS**

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

- 2.6.2 Bidders are to set out their bids 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:

- Bidders are expected to provide an all-inclusive cost per project excluding disbursements and clearly indicating:
- Claim travel costs applicable to this contract as per the agreed rates at contracting time.
- Book only economy class flights and preferably Group B rental/hire vehicles are to be used for Service Providers.
- Book accommodation in line with the allowable rates as published by the National Treasury in Instruction Note 1 of 2024/25.

**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 B-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 for 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, internet connection, landline, own office with the basic office equipment). The bidder may be required to come on site 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 entity 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 timelines 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 any additional value-added services must be priced separately in the section provided for in the pricing schedule.

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

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

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) contactable 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.**

**2.7 PRESENTATIONS**

- 2.7.1 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.

**2.8 NEGOTIATION**

- 2.8.1 SHRA has the right to enter negotiations with a preferred bidder regarding any terms and conditions, including price(s), of a proposed contract.

**2.9 REASONS FOR REJECTION**

- 2.9.1 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.
- 2.9.2 SHRA may disregard the bid of any bidder if that bidder, or any of its directors:
  - 2.9.2.1 have abused the Supply Chain Management systems of SHRA.
  - 2.9.2.2 have committed proven fraud or any other improper conduct in relation to such systems.
  - 2.9.2.3 have failed to perform on any previous contract and the proof exists.
- 2.9.3 Such actions shall be communicated to the National Treasury after following the blacklisting process.

### **3. TERMS OF REFERENCE FOR THE PROJECT**

#### **3.1 BACKGROUND**

The SHRA is a public entity of the National Department of Human Settlements (NDoHS) comprising of approximately 50 to 56 members of staff and is based in Parktown, Johannesburg. There are five Executives:

- Chief Executive Officer.
- Corporate Affairs Executive.
- Chief Financial Officer.
- Compliance, Accreditation and Regulations Executive; and
- Project Development and Funding Executive

The SHRA's work is conducted by three (3) programmes as follows:

1. Administration Programme responsible for Corporate Affairs & Chief Financial Officer (ICT, Finance, HR, Legal, Risk Management, Supply Chain, Marketing and Communications, CEO, Company Secretary and Strategy, Research and Policy Advice).
2. Compliance, Accreditation and Regulations programme responsible for accrediting Social Housing Institutions and Other Delivering Agents' Projects, Compliance Monitoring and Enforcement and Capacity building.
3. Project Development and Funding programme responsible for Project Facilitation, Packaging and Investment, and overseeing construction projects.

In compilation of an Annual Performance Plan, the SHRA is guided by the following frameworks issued by National Treasury:

- National Treasury's Framework for Managing Programme Performance Information.
- Department of Public Monitoring & Evaluation (DPME) revised framework for Strategic Plans and Annual Performance Plans.

The SHRA is also guided by the Social Housing Act No. 16 of 2008 which defines the following plans:

- i. ***"Institutional investment plan"*** means a training and skills development plan which is a component of the social housing investment plan intended to ensure that social housing institutions acquire the expertise, skills and operational capacity to manage such institutions on a sustainable basis and produce and manage approved projects.
- ii. ***"Social housing investment plan"*** means a corporate plan and budget as required by the Public Finance Management Act, comprising a capital investment plan and an institutional investment plan for the capital institutional and investment activity of the Regulatory Authority for purposes of the social housing programme; and
- iii. ***"Social housing regulatory plan"*** means a corporate plan and budget as required under section 52 of Public Finance Management Act.

Under Section 11 (2), Functions of the Regulatory Authority, the following is stated: (2) *The Regulatory Authority must—*

- (a) *annually, in accordance with the Public Finance Management Act. Prepare and submit the social housing investment plan and the social housing regulatory plan to the Minister.*
- (b) *annually, in accordance with the Public Finance Management Act, prepare and submit annual financial statements and an annual report to the Minister on its performance in respect of the social housing investment plan and the social housing regulatory plan, respectively, during the preceding year; and*
- (c) *comply with the provisions of the Public Finance Management Act and regulations applicable to public entities.*

SHRA has determined that the APP must consist of three operation programme plans as follows:

1. Administration plan developed by the Administration programme.
2. Social Housing Investment Plan (SHIP) developed by the Project Development and Funding programme.
3. Social Housing Regulatory Plan (SHoRP) developed by the Compliance, Accreditation and Regulations Programme.

Given the rise of the revised DPME framework on Strategic Plans and Annual Performance Plans (APPs), these plans are viewed akin to the operational plan requirements as required.

It is the responsibility of the SHRA Council to set the strategic direction of the entity to achieve its mandate aligned to national priorities as outlined in the National Development Plan (NDP 2030) and Medium-Term Strategic Framework which covers a five-year period, and 2029 being the final year of the 2024-2029 cycle.

### **3.2 PURPOSE**

The SHRA is seeking to appoint a strategic planning consultant who will assist the SHRA in reviewing its five-year strategy, current Annual Performance Plan (APP 2026/27) and facilitate workshops with the SHRA Council and Staff as part of the strategic planning cycle of the new Strategic Plan 2030-2035 as well as APP 2027/2028; 2028/2029 and 2029/2030.

This will include research to update the status quo, advice to the SHRA, capacity building in terms of formulation of indicator, targets and technical indicator descriptions as well as facilitating workshops with programmes, staff and the Council of the SHRA.

It should be noted that the APP should also include an updated strategic risk register, but the SHRA shall appoint a Risk Consultant to undertake this work. The programme plans should also include operational risk registers which the Risk Consultant will be responsible for. The strategic planning consultant must liaise with the Risk Consultant to ensure that the timing is synchronised and that there is synergy between the risk mitigation plan and the programme plans.

The SHRA requires that the Strategic Plan (2025-2030) and APP 2026/27 be reviewed and revised if required. Amendments if enacted would need to be

considered in the second quarter of 2026/27. The SHRA is also required to develop a new Strategic Planning for 2030-2035 as well as APP 2027/28 that is aligned to government priorities outlined in the MTDP 2024-2029.

The format of the documents should be concise, and act as a management tool that can feed directly into the organisation's balanced scorecard and individuals performance agreements.

The APP must adhere to align to the DPME framework for Strategic Plans and Annual Performance Plans.

It is intended that the facilitation process will ensure a coordinated and dynamic interaction between the SHRA Council, Executive Managers, and Senior Managers of the organisation. At the end of the process a detailed annual performance plan will be developed. All this work will be based on a shared understanding, appreciation and alignment of the strategic impact, outcomes, outputs, and activities among as per the theory of change.

#### **4. TIMEFRAMES FOR DEVELOPMENT OF THE STRATEGIC AND ANNUAL PERFORMANCE PLAN**

The submission date for amendments to in-year APPs is to be approved within the second quarter (July – September) of the financial year.

- First draft APP submission – 15 October
- Final draft APP submission – 30 January

The three-day Council strategic session must be held as a priority to meet the first submission timeframe noted above.

#### **5. REPORTING AND REQUIRED CONTACT TIME**

The consultant will be required to be based physically at SHRA's office in the week leading up to each of the strategic sessions. The prospective service providers are cautioned to consider the SHRA's culture in planning this work, the best possible means of success are for the staff to become familiar with the consultant and for the consultant to build excellent working relationship with the Staff, Executive Managers and Council.

The contract will be managed by the Strategy, Research and Policy Manager.

The consultant will work with each of the Executives and staff in their respective programmes to develop their individual programme plans.

The consultant will liaise with the SHRA Company Secretary in terms of planning and logistics of the Council strategic session. The costs of venue hire for workshops will be undertaken by the SHRA and should not feature as part of the response to this request.

## 6. SCOPE OF WORK

The scope of work will be as follows:

- To gain an in-depth understanding of the frameworks governing the structure of the Strategic Plan 2025-2030, associated Annual Performance Plans (APPs) and programme Operational Plans.
- Hold workshops with the Council, SHRA Executive Committee and programme staff to solicit input into the development of the plans; and develop the three (3) programme plans based on input from the programmes.
- Engage with SHRA staff of the three (3) programmes and provide recommendations to the Executive team on the current Strategic Plan and APP.
- Facilitate the staff strategic planning session (preparation of agendas in consultation with SHRA, develop packs, facilitate the two-day session).
- Finalise all three (3) programme plans and consolidate into the APP 2027/28 & 2028/29.
- Develop new SHRA Strategic Plan 2030-2035.
- Ensure approval of the plans by meeting statutory reporting deadlines guided by the shareholder department and stipulated within the DPME Framework for Strategic Plans and APPs.

The service provider will be expected to undertake these key activities as per the timeframes indicated below:

| <b>Key Activities</b>   | <b>Timelines (Subject to change annually)</b> |
|---|---|
| <p>1. <b>Perform a desktop exercise to obtain an in-depth understanding of the frameworks governing the structure of the Strategic Plan and APPs.</b></p> <p>2. <b>To gain an in-depth understanding of the operating environment by assessing the current Strategic Plan 2025-2030, Annual Performance</b></p> | June  |
| <b>Plans, Operational plans and relevant sector documents</b>   |   |
| <p>3. <b>Facilitate the Staff &amp; Council's strategic planning session (preparation of agenda in consultation with CEO and Chairperson, develop packs, facilitate the Council workshop session).</b></p>  | August  |

RFB - Appointment of a strategic planning consultant to review the SHRA's strategic plan (2025-2030) and facilitate the development of the SHRA's revised strategic plan (2030-2035), annual performance plan 2027/2028, 2028/2029 and 2029/2030

|   |                        |
|---|------------------------|
| 4. <b>Prepare 1<sup>st</sup> Draft APP 2027/28 Submission and revised Strategic Plan and 2026/27 amendments if needed</b>   | 15 October             |
| 5. <b>Consult with staff and hold workshops with the respective programmes to prepare the Final Draft APP 2027/28 for submission to the National Department of Human Settlements.</b>   | November               |
| 6. <b>Engage with staff in the respective programmes to solicit input into the APP and develop the three (3) programme draft operational plan based on input and feedback received from the SHRA Council, EXCO and National Department of Human Settlements</b> | November-December      |
| 7. <b>Fine tune planning documents by preparing Final draft submission of Annual Performance Plans 2027/28 and Operational Plans to the SHRA EXCO ahead of Council for approval in January 2027</b>   | January (SHRA Council) |
| 8. <b>Iterate APP 2027/28</b>   | February               |

## 7. FORMAT OF THE PROGRAMME PLANS

The programme plans should build on the plans developed previously and should include at a minimum the requirements as outlined in the DPME Framework for Strategic Plans and APPs and accompanying Implementation Guidelines and must address the following:

- Status quo and achievements against previous plan
- SWOT analysis
- Theory of change (logic model)
- Risk register(s) and assessment
- Performance indicators and targets
- Technical Indicator Descriptions
- Budget in line with the MTEF allocation
- Operational requirements and alignment

The Administration plan will comprise of the various units within this programme.

## 8. DURATION OF THE CONTRACT

The duration of the contract will be three (3) years from the start date, that is, the date after the signing of a contract/PID and SLA.

## 9. ACCOUNTABILITY AND REPORTING

The service provider will report administratively to Strategy, Research and Policy Manager of the SHRA and be accountable to the Accounting Authority.

A Project Initiation Document will be developed and signed upon appointment which will outline the deliverables, timeframes, milestones, and disbursement schedule.

## 10. SKILLS AND EXPERIENCE OF THE TEAM

The successful service provider must demonstrate the following:

The **team leader** must have the following:

- A thorough understanding of the government sector; the SHRA Mandate, and the Social Housing Act demonstrated by having worked on at least one (1) similar project within the public/private sector.
- Minimum of seven (7) years previous experience in facilitating Staff, Board/Council Strategic Sessions.
- Excellent report writing and presenting skills.
- Minimum of seven (7) years knowledge and experience of using participatory approaches and innovative facilitation techniques.
- Strong analytical skills with seven (7) years strategic planning experience.
- Good interpersonal skills and ability to negotiate shared positions.
- Strong understanding of housing development including delivery methodologies and funding models.

The team leader should be assisted by a scribe, co-facilitator and necessary administrative support staff with at least three (3) years' experience in report writing.

The **bidder** must have the following experience:

- The bidder must have completed at least five (5) projects of a similar nature preferably in the public sector.

## 11. SUBMISSION REQUIREMENTS

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

### Section 1

- Understanding of the required scope of work
- Methodology
- Value added suggestions that will demonstrate the expertise and suitability of the bidder in executing this assignment.

## 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 for projects completed within the past five (5) years from the closing date of this tender, demonstrating skills and expertise to undertake the contract.
- Contactable references.

## Section 3

- Bidders are requested to provide an all-inclusive cost (excluding venue hire) of this project assignment with the following clearly indicated:
  - Daily rate of each consultant with anticipated number of days to complete assignment.

Disbursements should be in line with the National Treasury Cost Containment Measures Instruction No.1 of 2024/2025 related to Travel and Subsistence which will be reimbursed to the appointed service provider based on the pre-approval by the SHRA and a disbursement invoice is to be always submitted separately proof of payments for all disbursements must be attached to the disbursement invoice claimed.

- Bidders are reminded that the SHRA will award the bid based on a bidder's total project cost and not hourly or daily rates. The bidder must ensure delivery of the project within the required timeframes stipulated in the terms of reference.

## 12. PROPOSED 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.

## 13. PROPOSAL SUBMISSION REQUIREMENTS

- a) 1X soft copy of the proposal in a USB format.**
- b) The bid document must be saved in a Portable Document Format (PDF)**
- c) The USB must be sealed in a clearly marked envelope (bidders are advised to clearly mark the envelope with their Company name, the description of the bid and the bid number)**

Disbursements should be in line with the National Treasury Cost Containment Measures Instruction No.1 of 2024/2025 related to Travel and Subsistence which will be reimbursed to the appointed service provider based on the pre-approval by the SHRA and a disbursement invoice is to be always submitted separately proof of payments for all disbursements must be attached to the disbursement invoice claimed.

**14. DISCLAIMER:**

- The SHRA has not appointed external consultants to liaise with bidders on any matter. Any matter and or queries regarding this bid will be channeled in writing through the Supply Chain Management Unit of the SHRA.
- SHRA issues this invitation for bids in good faith; however, it reserves the right to:
  - To appoint more than one service provider should the need arise.
  - 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
- The SHRA has no tolerance for fraudulent and corrupt activities.
- Any solicitation or any attempt to solicit bribes from bidders by SHRA employees is prima facie unlawful and must be reported.
- 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 unlawful and the SHRA will disqualify any bidder invited from further consideration in the tender process.
- 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 person responsible of both parties. The designated person responsible for SHRA is the Chief Executive Officer or his/her written authorized delegate.

**3.3 OBJECTIVE CRITERIA**

The objective criteria that the SHRA uses is where the difference between the bidder that scored the highest points, and the second ranked bidder is within 10 percentage points; the right is reserved to award the bidder that scored highest on specific goals (80/20 principle).

| <b>Evaluation Criterion on Price and Specific Goals</b> |            |
|---|------------|
| Relative competitiveness of proposed price              | 80         |
| Specific goals allocation                               | 20         |
| <b>Total For Price and Preference</b>                   | <b>100</b> |

The specific goals allocation is broken down as follows:

| <b>Specific goals towards Historically Disadvantaged Individuals (HDI)</b>  | <b>Preference Point system</b> |
|---|--------------------------------|
| Enterprises with % ownership by a person/s who are Women scored on a sliding scale from 1 to 10                           | 10                             |
| Enterprises with % ownership by a person/s who are Youth scored on a sliding scale from 1 to 5                            | 5                              |
| Enterprises with % ownership by a person/s who are Persons living with disabilities scored on a sliding scale from 1 to 5 | 5                              |
| <b>Total Points allocated to Specific Goals</b>   | <b>20</b>                      |

## 15. COMPETENCY AND EXPERTISE REQUIREMENTS

The criteria and weights referred to and included as criteria for evaluation are as follows:

| NO | ELEMENT  | EVALUATION |  | WEIGHT | SCORE |
|----|--|------------|--|--------|-------|
|    |  | Rating     | Criteria   |        |       |
| 1  | Bidders understanding of the scope of work (10%);  | 1          | No scope of work or irrelevant to the assignment.  | 10%    |       |
|    |  | 2          | Scope of work is referred to but is inaccurate   |        |       |
|    |  | 3          | Proposal indicates the exact scope of work as per the Terms of Reference   |        |       |
|    |  | 4          | Reference to the full scope of work written in own understanding   |        |       |
|    |  | 5          | Reference to the full scope of work, written in own words and provision of examples of similar type of projects the service provider has undertaken  |        |       |
| 2  | Methodology as to how the scope of work will be executed including a project plan (30%); | 1          | Short methodology that does not relate to the full scope of work   | 30%    |       |
|    |  | 2          | Detailed methodology that does not relate to the full scope of work  |        |       |
|    |  | 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 plan which indicates activities and timeframes that adhere to the terms of reference. Project plan also includes person days of work of each activity and the resource/s that will undertake each activity. |        |       |

| NO | ELEMENT  | EVALUATION             |  | WEIGHT | SCORE |
|----|--|------------------------|--|--------|-------|
|    |  | Rating                 | Criteria   |        |       |
| 3  | Value-add suggestions that will demonstrate the expertise and suitability of the bidder in executing this contract, including innovation and use of technologically advanced facilitation tools. (10%).  | 1                      | Value add suggestions are inadequate   | 10%    |       |
|    |  | 2                      | Value add suggestions that are actually part of the scope of work and / or an additional cost is requested   |        |       |
|    |  | 3                      | Value add suggestion that aligns to the scope of work at no additional cost to the SHRA  |        |       |
|    |  | 4                      | Value add suggestion that aligns to the scope of work at no additional cost to the SHRA. Commitment that consultants will strive to provide value add.   |        |       |
|    |  | 5                      | Value add suggestion that aligns to the scope of work at no additional cost to the SHRA. Commitment that consultants will strive to provide value add. Previous clients' confirmation that service provider delivers value add on previous contracts undertaken. |        |       |
|    | <b>Suitability of the proposed team, and experience:</b>   | <b>Rating out of 5</b> | <b>Evaluation criteria</b>   |        |       |
| 4  | The team leader must have the required skills and experience in facilitating Board/Council Strategic Sessions, as well as experience of using participatory approaches and innovative facilitation techniques, strategic planning experience. (25%); | 1                      | The team leader has 1 - 3 years of experience as detailed in section 10 in the document and summarised in the element.   | 25%    |       |
|    |  | 2                      | The team leader has more than 3 but less than 7 years of experience as detailed in section 10 in the document and summarised in the element.   |        |       |
|    |  | 3                      | The team leader has 7 years of experience as detailed in section 10 in the document and summarised in the element.   |        |       |
|    |  | 4                      | The team leader has more than 7 but less than 10 years of experience as detailed in section 10 in the document and summarised in the element.  |        |       |
|    |  | 5                      | The team leader has 10 or more years of experience as detailed in section 10 in the document and summarised in the element.  |        |       |
| 5  | The scribe, co-facilitator and administrative support staff must   | 1                      | The scribe, co-facilitator and administrative support staff has no experience in presentation and report writing   | 15%    |       |

RFB - Appointment of a strategic planning consultant to review the SHRA's strategic plan (2025-2030) and facilitate the development of the SHRA's revised strategic plan (2030-2035), annual performance plan 2027/2028, 2028/2029 and 2029/2030

| NO | ELEMENT  | EVALUATION             |  | WEIGHT | SCORE |
|----|--|------------------------|--|--------|-------|
|    |  | Rating                 | Criteria   |        |       |
|    | have the required skills and experience (15%).   | 2                      | The scribe, co-facilitator and administrative support staff has less than 3 years' experience presentation and report writing                    |        |       |
|    |  | 3                      | The scribe, co-facilitator and administrative support staff has 3 years' experience in presentation and report writing                           |        |       |
|    |  | 4                      | The scribe, co-facilitator and administrative support staff has more than 3 but less than 5 years' experience in presentation and report writing |        |       |
|    |  | 5                      | The scribe, co-facilitator and administrative support staff has 5 or more years' experience in presentation and report writing                   |        |       |
|    | <b>Suitability of the bidder:</b>  | <b>Rating out of 5</b> | <b>Evaluation criteria</b>   |        |       |
| 6  | Track record of the company (Reference Letters) - minimum of five (5) signed reference letters on the client's letterhead, indicating the duration of the project, dates, contact details of the client, and project description. These should show the service provider has undertaken similar assignments above (within the past five (5) years from the closing date of this tender) (10%). | 1                      | 1-2 letter Included in the submission  | 10%    |       |
|    |  | 2                      | 3-4 letters included in the submission   |        |       |
|    |  | 3                      | 5 letters included in the submission   |        |       |
|    |  | 4                      | 6 - 7 letters included in the submission   |        |       |
|    |  | 5                      | 8 or more letters or more included in the submission   |        |       |

**N/B: Bidders need to obtain a minimum of 70% for functionality for them to be evaluated further on the 80/20 preference point system**

## 16. 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 bidder 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:

$$P_s = \frac{S_o}{M_s} \times A_p$$

where

$P_s$  = percentage scored for functionality by bid/bid under consideration

$S_o$  = total score of bid/bid under consideration

$M_s$  = maximum possible score

$A_p$  = 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.

## **17. 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.

## **18. 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.

## **19. COMBINING PRICE AND PREFERENCE POINTS**

- a) In accordance with PPPFA Act No. 5, 2000 (f), the contract must be awarded to the tenderer who scores the highest points unless objective criteria justify the award to another tenderer.
- b) The objective criteria that the SHRA intends to use is that should the price between the bidder that scores the highest points for price and specific goals and the bidder that scores highest on functionality be within 10 points, the right is reserved to award to the bidder that scored the highest on functionality. In the event of a tie, a proportionate follow through will be applied.

## **20. ADJUDICATION OF BID**

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

## **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 entity 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 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/ADMIN/03/202526 **CLOSING DATE:** 27<sup>th</sup> of March 2026  
**CLOSING TIME:**11h00

**DESCRIPTION: APPOINTMENT OF A STRATEGIC PLANNING CONSULTANT TO REVIEW THE SHRA'S STRATEGIC PLAN (2025-2030) AND FACILITATE THE DEVELOPMENT OF THE SHRA'S REVISED STRATEGIC PLAN (2030-2035), ANNUAL PERFORMANCE PLAN 2027/2028, 2028/2029 and 2029/2030**

**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*)**

Supply Chain Management  
Social Housing Regulatory Authority  
Sunnyside Office Park  
3<sup>rd</sup> Floor, Sentinel House  
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.**

**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

|  |  |                  |  |  |       |
|--|--|------------------|--|--|-------|
| <b>YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE (NAME OF DEPARTMENT/ PUBLIC ENTITY)</b>   |  |                  |  |  |       |
| BID NUMBER:  | SHRA/RFB/ADMIN/03/202526   | CLOSING DATE:    | 27 <sup>th</sup> of March 2026   | CLOSING TIME:  | 11h00 |
| DESCRIPTION  | APPOINTMENT OF A STRATEGIC PLANNING CONSULTANT TO REVIEW THE SHRA'S STRATEGIC PLAN (2025-2030) AND FACILITATE THE DEVELOPMENT OF THE SHRA'S REVISED STRATEGIC PLAN (2030-2035), ANNUAL PERFORMANCE PLAN 2027/2028, 2028/2029 and 2029/2030 |                  |  |  |       |
| <b>BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO</b>  |  |                  | <b>TECHNICAL ENQUIRIES MAY BE DIRECTED TO:</b>                           |  |       |
| CONTACT PERSON   |  | CONTACT PERSON   |  |  |       |
| TELEPHONE NUMBER   |  | TELEPHONE NUMBER |  |  |       |
| E-MAIL ADDRESS   |  | E-MAIL ADDRESS   |  |  |       |
| <b>SUPPLIER INFORMATION</b>  |  |                  |  |  |       |
| NAME OF BIDDER   |  |                  |  |  |       |
| NAME OF REPRESENTATIVE   |  |                  |  |  |       |
| POSTAL ADDRESS   |  |                  |  |  |       |
| STREET ADDRESS   |  |                  |  |  |       |
| TELEPHONE NUMBER   | CODE   |                  | NUMBER   |  |       |
| CELL PHONE NUMBER  |  |                  |  |  |       |
| FACSIMILE NUMBER   | CODE   |                  | NUMBER   |  |       |
| E-MAIL ADDRESS   |  |                  |  |  |       |
| VAT REGISTRATION NUMBER  |  |                  |  |  |       |
| SUPPLIER COMPLIANCE STATUS   | TAX COMPLIANCE SYSTEM PIN:   |                  | <b>OR</b>  | CENTRAL SUPPLIER DATABASE No:  | MAAA  |
| B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE   | TICK APPLICABLE BOX]<br><br><input type="checkbox"/> Yes <input type="checkbox"/> No   |                  | B-BBEE STATUS LEVEL SWORN AFFIDAVIT                                      | [TICK APPLICABLE BOX]<br><br><input type="checkbox"/> Yes <input type="checkbox"/> No      |       |
| <b>[A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE/ SWORN AFFIDAVIT (FOR EMES &amp; QSEs) MUST BE SUBMITTED IN ORDER TO QUALIFY FOR PREFERENCE POINTS FOR B-BBEE]</b>  |  |                  |  |  |       |
| ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES /WORKS OFFERED?  | <input type="checkbox"/> Yes <input type="checkbox"/> No<br><br>[IF YES ENCLOSE PROOF]   |                  | ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED? | <input type="checkbox"/> Yes <input type="checkbox"/> No<br><br>[IF YES, ANSWER PART B:3 ] |       |
| <b>QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS</b>  |  |                  |  |  |       |
| IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)? <span style="float: right;"><input type="checkbox"/> YES <input type="checkbox"/> NO</span>  |  |                  |  |  |       |
| DOES THE ENTITY HAVE A BRANCH IN THE RSA? <span style="float: right;"><input type="checkbox"/> YES <input type="checkbox"/> NO</span>  |  |                  |  |  |       |
| DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA? <span style="float: right;"><input type="checkbox"/> YES <input type="checkbox"/> NO</span>   |  |                  |  |  |       |
| DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA? <span style="float: right;"><input type="checkbox"/> YES <input type="checkbox"/> NO</span>  |  |                  |  |  |       |
| IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION? <span style="float: right;"><input type="checkbox"/> YES <input type="checkbox"/> NO</span>  |  |                  |  |  |       |
| <b>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.</b> |  |                  |  |  |       |

RFB - Appointment of a strategic planning consultant to review the SHRA's strategic plan (2025-2030) and facilitate the development of the SHRA's revised strategic plan (2030-2035), annual performance plan 2027/2028, 2028/2029 and 2029/2030

**PART B**

**SBD 1**

**TERMS AND CONDITIONS FOR BIDDING**

|  |
|--|
| <b>1. BID SUBMISSION:</b>  |
| 1.1. BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.   |
| 1.2. <b>ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED-(NOT TO BE RE-TYPED) OR IN THE MANNER PRESCRIBED IN THE BID DOCUMENT.</b>  |
| 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. <b>THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM (SBD7).</b>   |
| <b>2. TAX COMPLIANCE REQUIREMENTS</b>  |
| 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) .....**

**SIGNATURE OF BIDDER:**  
.....

**CAPACITY UNDER WHICH THIS BID IS SIGNED:**  
.....

(Proof of authority must be submitted e.g. company resolution)

**DATE:**  
.....

**PRICING SCHEDULE**  
**(Professional Services)**

|                       |                   |
|-----------------------|-------------------|
| NAME OF BIDDER: ..... | BID NO.: .....    |
| CLOSING TIME 11:00    | CLOSING DATE..... |

OFFER TO BE VALID FOR **120** DAYS FROM THE CLOSING DATE OF BID.

| ITEM NO | DESCRIPTION  | BID PRICE IN RSA CURRENCY<br>**(ALL APPLICABLE TAXES INCLUDED) |
|---------|--|--|
| 1.      | The accompanying information must be used for the formulation of proposals.  |  |
| 2.      | Bidders are required to indicate a ceiling price based on the total estimated time for completion of all phases and including all expenses inclusive of all applicable taxes for the project. R..... |  |

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

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

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

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

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

TOTAL: .....

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

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

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

TOTAL: R.....

- 6. Period required for commencement with project after Acceptance of bid .....
- 7. Estimated man-days for completion of project .....
- 8. Are the rates quoted firm for the full period of contract? \*YES/NO
- 9. If not firm for the full period, provide details of the basis on which adjustments will be applied for, for example consumer price index. ....

**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**

---

<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.

2.2.1 If so, furnish particulars:

.....  
.....

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

**YES/NO**

2.3.1 If so, furnish particulars:

.....  
.....

**3 DECLARATION**

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

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

<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.

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 |

## 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

#### 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     |
|--|------------|
| <b>PRICE</b>                                     | 80         |
| <b>SPECIFIC GOALS</b>                            | 20         |
| <b>TOTAL POINTS FOR PRICE AND SPECIFIC GOALS</b> | <b>100</b> |

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**

$$P_s = 80 \left( 1 - \frac{P_t - P_{min}}{P_{min}} \right)$$

Where

- P<sub>s</sub> = Points scored for price of tender under consideration
- P<sub>t</sub> = Price of tender under consideration
- P<sub>min</sub> = 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**

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

Where

- P<sub>s</sub> = Points scored for price of tender under consideration
- P<sub>t</sub> = Price of tender under consideration
- P<sub>max</sub> = 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 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 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 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 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 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.***

| <b>Specific goals towards Historically Disadvantaged Individuals (HDI)</b>  | <b>Preference Point system</b> |
|---|--------------------------------|
| Enterprises with % ownership by a person/s who are Women scored on a sliding scale from 1 to 10                           | 10                             |
| Enterprises with % ownership by a person/s who are Youth scored on a sliding scale from 1 to 5                            | 5                              |
| Enterprises with % ownership by a person/s who are Persons living with disabilities scored on a sliding scale from 1 to 5 | 5                              |
| <b>Total Points allocated to Specific Goals</b>   | <b>20</b>                      |

**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.

|   |       |
|---|-------|
| .....<br><b>SIGNATURE(S) OF TENDERER(S)</b> |       |
| <b>SURNAME AND NAME:</b>                    | ..... |
| <b>DATE:</b>                                | ..... |
| <b>ADDRESS:</b>                             | ..... |
|   | ..... |
|   | ..... |
|   | ..... |

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

| <b>DETAILS</b>   | <b>TICK BY BIDDER</b> |
|--|-----------------------|
| Completed and signed the invitation to bid document (SBD 1)  |                       |
| Pricing Schedule (SBD 3.3)   |                       |
| Completed and signed the declaration of interest document.<br><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>   |                       |
| Completed and signed the Preference Points Claim form in terms of the Preferential Procurement Regulations 2022 (SBD 6.1)  |                       |
| Submitted an original/ certified copy of a valid B-BBEE Certificate.<br><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</u> as if they were a group structure and that such a consolidated B-BBEE scorecard is prepared for every separate bid.</i> |                       |
| Submitted the General Conditions of Contract (initialled each page)  |                       |
| Submitted the Technical approach   |                       |
| Submitted the Details of the team and included their CV  |                       |
| Submitted Experience in the field document and reference letters   |                       |
| Bidders National Treasury Central Supplier Database (CSD) forms indicating the validity of the bidder's registration.  |                       |
| CIPC Document  |                       |