

## REQUEST FOR PROPOSALS

**YOU ARE HEREBY INVITED TO SUBMIT A BID TO MEET THE REQUIREMENTS OF THE DEVELOPMENT BANK OF SOUTHERN AFRICA LIMITED**

<b>BID NUMBER:</b>	<b>RFP278/2023</b>
<b>COMPULSORY SESSION DETAILS:</b>	<p><b>BRIEFING</b></p> <p><b>22 November 2023 at 11:00am</b>  <b>Microsoft Teams meeting</b>  Join on your computer, mobile app or room device  <a href="#">Click here to join the meeting</a>  Meeting ID: 343 128 910 434  Passcode: HMKRBu  <a href="#">Download Teams</a>   <a href="#">Join on the web</a></p>
<b>CLOSING DATE:</b>	<b>30 November 2023</b>
<b>CLOSING TIME:</b>	23H55
<b>PERIOD FOR WHICH BIDS ARE REQUIRED TO REMAIN OPEN FOR ACCEPTANCE:</b>	120 days
<b>DESCRIPTION OF BID:</b>	<b>AN APPOINTMENT OF A PROFESSIONAL SERVICE PROVIDER TO DEVELOP AND IMPLEMENT THE REVENUE ENHANCEMENT PROGRAMME IN SUPPORT OF BLOUBERG LOCAL MUNICIPALITY</b>
<b>BID DOCUMENTS DELIVERY ADDRESS:</b>	<p><b>1. ELECTRONIC SUBMISSIONS</b></p> <p><b><u>INSTRUCTIONS:</u></b></p> <ul style="list-style-type: none"> <li>➤ Bidders are required to issue Tender Submission Link requests and all other enquiries to <a href="mailto:tumim@dbsa.org">tumim@dbsa.org</a> <b>ONLY</b>;</li> <li>➤ <b>No</b> – Tender Submission Link requests will be accepted after <b>16h00 on the 27<sup>th</sup> November 2023</b>. Any requests after the stipulated date and time will be disregarded.</li> <li>➤ Bidders will thereafter receive a OneDrive Link to upload their tender submission documents electronically.</li> </ul> <p><b>NB: Electronic submission is encouraged for all bidder's interest in this tender bid.</b></p>

	<b>Closing date 30 November 2023 before 23:55. All bids must be in on the 30 November 2023.</b>
<b>NAME OF BIDDER:</b>	
<b>CONTACT PERSON:</b>	
<b>EMAIL ADDRESS:</b>	
<b>TELEPHONE NUMBER:</b>	
<b>FAX NUMBER:</b>	
<b>BIDDER'S STAMP OR SIGNATURE</b>	



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

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

## Table of Contents

<b>PART A .....</b>	<b>4</b>
<b>PART B .....</b>	<b>7</b>
<b>PART C .....</b>	<b>8</b>
<b>PART D .....</b>	<b>10</b>
<b>PART E .....</b>	<b>38</b>
<b>Table 1: Detailed scope of work and expected deliverables.....</b>	<b>48</b>
<b>Annexure B .....</b>	<b>97</b>
<b>Annexure C.....</b>	<b>101</b>
<b>Annexure D .....</b>	<b>106</b>
<b>Annexure E.....</b>	<b>107</b>
<b>Annexure F.....</b>	<b>108</b>
<b>Annexure G .....</b>	<b>109</b>
<b>Annexure H .....</b>	<b>110</b>
<b>Annexure I .....</b>	<b>111</b>
<b>Annexure J .....</b>	<b>112</b>
<b>Annexure K .....</b>	<b>113</b>

## PART A

### INVITATION TO BID

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

**BID NUMBER:** RFP278/2023

**DESCRIPTION: AN APPOINTMENT OF A SERVICE PROVIDER TO DEVELOP AND IMPLEMENT THE REVENUE ENHANCEMENT PROGRAMME IN SUPPORT OF BLOUBERG LOCAL MUNICIPALITY.**

**COMPULSORY BRIEFING:** 22 November 2023

**LINK REQUESTS:** No – Tender Submission Link requests will be accepted after **16h00 on the on the 27 November 2023**. Any requests after the stipulated date and time will be disregarded.

**CLOSING DATE:** 30 November 2023

**CLOSING TIME:** 23H55

---

**The successful Bidder will be required to conclude a service level agreement with the DBSA**

---

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

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

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

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

<b>NAME OF BIDDER AND EACH ENTITY IN CONSORTIUM:</b>	
<b>POSTAL ADDRESS:</b>	
<b>STREET ADDRESS:</b>	

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

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

## **PART B**

### **TERMS AND CONDITIONS FOR BIDDING**

<b>1. BID SUBMISSION:</b>	
<p>1.1. BIDS MUST BE SUBMITTED ELECTRONICALLY (ONE DRIVE LINK) BY THE STIPULATED TIME TO THE LINK PROVIDED. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.</p> <p>1.2. ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED–(NOT TO BE RE-TYPED) OR ONLINE</p> <p>1.3. BIDDERS MUST REGISTER ON THE CENTRAL SUPPLIER DATABASE (CSD) TO UPLOAD MANDATORY INFORMATION NAMELY: (BUSINESS REGISTRATION/ DIRECTORSHIP/ MEMBERSHIP/IDENTITY NUMBERS; TAX COMPLIANCE STATUS; AND BANKING INFORMATION FOR VERIFICATION PURPOSES). B-BBEE CERTIFICATE OR SWORN AFFIDAVIT FOR B-BBEE MUST BE SUBMITTED TO BIDDING INSTITUTION.</p> <p>1.4. WHERE A BIDDER IS NOT REGISTERED ON THE CSD, MANDATORY INFORMATION NAMELY: (BUSINESS REGISTRATION/ DIRECTORSHIP/ MEMBERSHIP/IDENTITY NUMBERS; TAX COMPLIANCE STATUS MAY NOT BE SUBMITTED WITH THE BID DOCUMENTATION. B-BBEE CERTIFICATE OR SWORN AFFIDAVIT FOR B-BBEE MUST BE SUBMITTED TO BIDDING INSTITUTION.</p> <p>1.5. 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 LEGISLATION OR SPECIAL CONDITIONS OF CONTRACT.</p>	
<b>2. TAX COMPLIANCE REQUIREMENTS</b>	
<p>2.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.</p> <p>2.2 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>2.3 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>2.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS TOGETHER WITH THE BID.</p> <p>2.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE PROOF OF TCS / PIN / CSD NUMBER.</p> <p>2.6 WHERE NO TCS IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.</p>	
<b>3. QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS</b>	
3.1. IS THE BIDDER A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?	<input type="checkbox"/> YES <input type="checkbox"/> NO
3.2. DOES THE BIDDER HAVE A BRANCH IN THE RSA?	<input type="checkbox"/> YES <input type="checkbox"/> NO
3.3. DOES THE BIDDER HAVE A PERMANENT ESTABLISHMENT IN THE RSA?	<input type="checkbox"/> YES <input type="checkbox"/> NO
3.4. DOES THE BIDDER HAVE ANY SOURCE OF INCOME IN THE RSA?	<input type="checkbox"/> YES <input type="checkbox"/> NO
<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 2.3 ABOVE.</b></p>	

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

## PART C

### CHECKLIST OF COMPULSORY RETURNABLE SCHEDULES AND DOCUMENTS

Please adhere to the following instructions

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

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

**YES      NO**

☐☐

One original Bid document in separate folders; Folder 1 - for Pre-Qualifying Criteria and Functional Evaluation Folder 2 - Price / Financial Proposal –  
**Electronic submission**

☐☐

**Part A:** Invitation to Bid

☐☐

**Part B:** Terms and Conditions of Bidding

☐☐

**Part C:** Checklist of Compulsory Returnable Schedules and Documents

☐☐

**Part D:** Conditions of Tendering and Undertakings by Bidders

☐☐

**Part E: Specifications/Terms of Reference and Project Brief**

☐☐

**Annexure A:** Price Proposal Requirement

☐☐

**Annexure B:** SBD4 Declaration of Interest

☐☐

**Annexure C:** SBD6.1 and B-BBEE status level certificate

☐☐

**Annexure D:** SBD8: Declaration of Bidder's Past Supply Chain Practices – N/A

☐☐

**Annexure E:** SBD9: Certificate of Independent Bid Determination – N/A

☐☐

**Annexure F:** Certified copies of your CIPC company registration documents listing all members with percentages, in case of a lose corporation

☐☐



**Annexure G:** Certified copies of latest share certificates, in case of a company.

☐☐

**Annexure H: (if applicable):** A breakdown of how fees and work will be spread between members of the bidding consortium.

☐☐

**Annexure I** Supporting documents to responses to Pre-Qualifying Criteria and Functional Evaluation Criteria.

☐☐

**Annexure J:** General Condition of Contract

☐☐

**Annexure K:** CSD Tax Compliance Status and Registration Requirements Report

## PART D

### CONDITIONS OF TENDERING AND UNDERTAKINGS BY BIDDER

#### 1. DEFINITIONS

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

- 1.1 **B-BBEE** means broad-based black economic empowerment as defined in section 1 of the Broad-Based Black Economic Empowerment Act, 2003;
- 1.2 **B-BBEE Act** means the Broad-Based Black Economic Empowerment Act, 2003;
- 1.3 **B-BBEE status level of contributor** means the B-BBEE status received by a measured entity based on its overall performance used to claim points in terms of regulation 6 and 7 of the Preferential Procurement Regulations, 2017.
- 1.4 **Business Day** means a day which is not a Saturday, Sunday or public holiday.
- 1.5 **Bid** means a written offer in the prescribed or stipulated form lodged by a Bidder in response to an invitation in this Request for Proposal, containing an offer to provide goods, works or services in accordance with the Specification as provided in this RFP.
- 1.6 **Bidder** means a person or legal entity, or an unincorporated group of persons or legal entities that submit a Bid.
- 1.7 **Companies Act** means the Companies Act, 2008.
- 1.8 **Compulsory Documents** means the list of compulsory schedules and documents set out in Part B.
- 1.9 **Closing Time** means the time, specified as such under the clause 4 (Bid Timetable) in Part C, by which Tenders must be received.
- 1.10 **DBSA** means the Development Bank of Southern Africa Limited.
- 1.11 **DFI** means Development Finance Institution.
- 1.12 **Evaluation Criteria** means the criteria set out under the clause 27 (Evaluation Process) of this Part C, which includes the Qualifying Criteria, Functional Criteria and Price and Preferential Points Assessment.
- 1.13 **Functional Criteria** means the criteria set out in clause 27 of this Part C.
- 1.14 **Intellectual Property Rights** includes copyright and neighbouring rights, and all proprietary rights in relation to inventions (including patents) registered and unregistered trademarks (including service marks), registered designs, confidential information (including trade secrets and know how) and circuit layouts, and all other proprietary rights resulting from intellectual activity in the industrial, scientific, literary or artistic fields.
- 1.15 **PFMA** means the Public Finance Management Act, 1999.

- 1.16 **PPPFA** means the Preferential Procurement Policy Framework Act, 2000.
- 1.17 **PPPFA Regulations** means the Preferential Procurement Regulations, 2017 published in terms of the PPPFA.
- 1.18 **Pre-Qualifying Criteria** means the criteria set out in clause 27.1.2 of this Part C.
- 1.19 **Price and Preferential Points Assessment** means the process described in clause 27.1.4.3 of this Part C, as prescribed by the PPPFA.
- 1.20 **Proposed Contract** means the agreement including any other terms and conditions contained in or referred to in this RFP that may be executed between the DBSA and the successful Bidder.
- 1.21 **Request for Proposal** or **RFP** means this document (comprising each of the parts identified under Part A, Part B, Part C and Part D) including all annexures and any other documents so designated by the DBSA.
- 1.22 **SARS** means the South African Revenue Service.
- 1.23 **Services** means the services required by the DBSA, as specified in this RFP Part D.
- 1.24 **SLA** means service level agreement.
- 1.25 **SOE** means State Owned Enterprise, as defined by the Companies' Act.
- 1.26 **Specification** means the conditions of tender set and any specification or description of the DBSA's requirements contained in this RFP.
- 1.27 **State** means the Republic of South Africa.
- 1.28 **Statement of Compliance** means the statement forming part of a Tender indicating the Bidders compliance with the Specification.
- 1.29 **Tendering Process** means the process commenced by the issuing of this Request for Proposals and concluding upon formal announcement by the DBSA of the selection of a successful Bidder(s) or upon the earlier termination of the process.
- 1.30 **Website** means a website administered by DBSA under its name with web address [www.dbsa.org](http://www.dbsa.org)

## **2. INTERPRETATIONS**

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

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

### 3. TENDER TECHNICAL AND GENERAL QUERIES

Queries pertaining to this tender must be directed to:-

DBSA Supply Chain Management Unit

Email: [tumim@dbsa.org](mailto:tumim@dbsa.org)

No questions will be answered telephonically.

### 4. BID TIMETABLE

This timetable is provided as an indication of the timing of the tender process. It is indicative only and subject to change by the DBSA. Bidders are to provide proposals that will allow achievement of the intended commencement date.

Activity	Date
Advertisement of tender	08 November 2023
RFP document available	08 November 2023
Compulsory briefing session	22 November 2023 at 11:00am
Closing date for tender enquiries	27 November 2023
Link requests	27 November 2023 by 16h00
Closing date and time	30 November 2023 at 23h55
Intended completion of evaluation of tenders	13 December 2023
Intended formal notification of successful Bidder(s)	10 January 2024
Signing of Service Level Agreement	22 January 2024
Effective date	01 February 2024

### 5. SUBMISSION OF TENDERS

#### **Instructions:**

- Bidders are required to issue Tender Submission Link requests and all other enquiries to [TumiM@dbsa.org](mailto:TumiM@dbsa.org) **ONLY**.
- **No** – Tender Submission Link requests will be accepted after **16h00 on the 27<sup>th</sup> of November 2023**. Any requests after the stipulated date and time will be disregarded.
- Bidders will thereafter receive a OneDrive Link to upload their tender submission documents electronically.

**NB: No Physical submission will be accepted for this bid. Bidders must ensure that they follow the instructions for the electronic submission.**

## **6. RULES GOVERNING THIS RFP AND THE TENDERING PROCESS**

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

## **7. STATUS OF REQUEST FOR PROPOSAL**

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

## **8. ACCURACY OF REQUEST FOR PROPOSAL**

- 8.1 Whilst all due care has been taken in connection with the preparation of this RFP, the DBSA makes no representations or warranties that the content in this RFP or any information communicated to or provided to Bidders during the Tendering Process is, or will be, accurate, current or complete. The DBSA, and its officers, employees and advisors will not be liable with respect to any information communicated which is not accurate, current or complete.

- 8.2 If a Bidder finds or reasonably believes it has found any discrepancy, ambiguity, error or inconsistency in this RFP or any other information provided by the DBSA (other than minor clerical matters), the Bidder must promptly notify the DBSA in writing of such discrepancy, ambiguity, error or inconsistency in order to afford the DBSA an opportunity to consider what corrective action is necessary (if any).
- 8.3 Any actual discrepancy, ambiguity, error or inconsistency in this RFP or any other information provided by the DBSA will, if possible, be corrected and provided to all Bidders without attribution to the Bidder who provided the written notice.

## **9. ADDITIONS AND AMENDMENTS TO THE RFP**

- 9.1 The DBSA reserves the right to change any information in, or to issue any addendum to this RFP before the Closing Time. The DBSA and its officers, employees and advisors will not be liable in connection with either the exercise of, or failure to exercise this right.
- 9.2 If the DBSA exercises its right to change information in terms of clause 9.1, it may seek amended Tenders from all Bidders.

## **10. REPRESENTATIONS**

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

## **11. CONFIDENTIALITY**

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

## **12. REQUESTS FOR CLARIFICATION OR FURTHER INFORMATION**

- 12.1 All communications relating to this RFP and the Tendering Process must be directed to the Tender Officer.
- 12.2 All questions or requests for further information or clarification of this RFP or any other document issued in connection with the Tendering Process must be submitted to the Tender Officer in writing, and most preferably by e-mail to [tumim@dbsa.org](mailto:tumim@dbsa.org)
- 12.3 Any communication by a Bidder to the DBSA will be effective upon receipt by the Tender Officer (provided such communication is in the required format).

- 12.4 The DBSA has restricted the period during which it will accept questions or requests for further information or clarification and reserves the right not to respond to any enquiry or request, irrespective of when such enquiry or request is received.
- 12.5 Except where the DBSA is of the opinion that issues raised apply only to an individual Bidder, questions submitted and answers provided will be made available to all Bidders by e-mail, as well as on the DBSA's website without identifying the person or organisation which submitted the question.
- 12.6 In all other instances, the DBSA may directly provide any written notification or response to a Bidder by email to the address of the Bidder (as notified by the Bidder to the Tender Manager).
- 12.7 A Bidder may, by notifying the Tender Officer in writing, withdraw a question submitted in accordance with clause 12, in circumstances where the Bidder does not wish the DBSA to publish its response to the question to all Bidders.

### **13. UNAUTHORISED COMMUNICATIONS**

- 13.1 Communications (including promotional or advertising activities) with staff of the DBSA or their advisors assisting with the Tendering Process are not permitted during the Tendering Process, or otherwise with the prior consent of the Tender Officer. Nothing in this clause 13 is intended to prevent communications with staff of, or advisors to, the DBSA to the extent that such communications do not relate to this RFP or the Tendering Process.
- 13.2 Bidders must not otherwise engage in any activities that may be perceived as, or that may have the effect of, influencing the outcomes of the Tendering Process in any way.

### **14. IMPROPER ASSISTANCE, FRAUD AND CORRUPTION**

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

## **15. ANTI-COMPETITIVE CONDUCT**

- 15.1 Bidders and their respective officers, employees, agents and advisors must not engage in any collusion, anti-competitive conduct or any other similar conduct in respect of this Tendering Process with any other Bidder or any other person(s) in relation to:
- 15.1.1 the preparation or lodgement of their Bid
  - 15.1.2 the evaluation and clarification of their Bid; and
  - 15.1.3 the conduct of negotiations with the DBSA.
- 15.2 For the purposes of this clause 15, collusion, anti-competitive conduct or any other similar conduct may include disclosure, exchange and clarification of information whether or not such information is confidential to the DBSA or any other Bidder or any other person or organisation.
- 15.3 In addition to any other remedies available to it under law or contract, the DBSA may, in its absolute discretion, immediately disqualify a Bidder that it believes has engaged in any collusive, anti-competitive conduct or any other similar conduct during or before the Tendering Process.

## **16. COMPLAINTS ABOUT THE TENDERING PROCESS**

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

## **17. CONFLICT OF INTEREST**

- 17.1 A Bidder must not, and must ensure that its officers, employees, agents and advisors do not place themselves in a position that may give rise to actual, potential or perceived conflict of interest between the interests of the DBSA and the Bidder's interests during the Tender Process.



- 17.2 The Bidder is required to provide details of any interests, relationships or clients which may or do give rise to a conflict of interest in relation to the supply of the services under any contract that may result from this RFP. If the Bidder submits its Bid and a subsequent conflict of interest arises, or is likely to arise, which was not disclosed in the Bid, the Bidder must notify the DBSA immediately in writing of that conflict.
- 17.3 The DBSA may immediately disqualify a Bidder from the Tendering Process if the Bidder fails to notify the DBSA of the conflict as required.

## **18. LATE BIDS**

- 18.1 Bids must be delivered by the Closing Time. The Closing Time may be extended by the DBSA in its absolute discretion by providing written notice to Bidders.
- 18.2 Bids delivered after the Closing Time or lodged at a location or in a manner that is contrary to that specified in this RFP will be disqualified from the Tendering Process and will be ineligible for consideration. However, a late Bid may be accepted where the Bidder can clearly demonstrate (to the satisfaction of the DBSA, in its sole discretion) that late lodgement of the Bid was caused by the DBSA; that access was denied or hindered in relation to the physical tender box; or that a major/critical incident hindered the delivery of the Bid and, in all cases, that the integrity of the Tendering Process will not be compromised by accepting a Bid after the Closing Time.
- 18.3 The determination of the DBSA as to the actual time that a Bid is lodged is final. Subject to clause 18.2, all Bids lodged after the Closing Time will be recorded by the DBSA and will only be opened for the purposes of identifying a business name and address of the Bidder. The DBSA will inform a Bidder whose Bid was lodged after the Closing Time of its ineligibility for consideration. The general operating practice is for the late Bid to be returned within 5 (five) working days of receipt or within 5 (five) working days after determination not to accept a late Bid.

## **19. BIDDER'S RESPONSIBILITIES**

- 19.1 Bidders are responsible for:
- 19.1.1 examining this RFP and any documents referenced or attached to this RFP and any other information made or to be made available by the DBSA to Bidders in connection with this RFP;

- 19.1.2 fully informing themselves in relation to all matters arising from this RFP, including all matters regarding the DBSA's requirements for the provision of the Services;
  - 19.1.3 ensuring that their Bids are accurate and complete;
  - 19.1.4 making their own enquiries and assessing all risks regarding this RFP, and fully considering and incorporating the impact of any known and unknown risks into their Bid;
  - 19.1.5 ensuring that they comply with all applicable laws in regards to the Tendering Process particularly as specified by National Treasury Regulations, Guidelines, Instruction Notes and Practice Notes and other relevant legislation as published from time to time in the Government Gazette; and
  - 19.1.6 submitting all Compulsory Documents.
- 19.2 Bidders with annual total revenue of R10 million or less qualify as Exempted Micro Enterprises (EMEs) in terms of the B-BBEE Act must submit a certificate issued by a registered, independent auditor (who or which is not the Bidder or a part of the Bidder) or an accredited verification agency.
- 19.3 Bidders other than EMEs must submit their original and valid B-BBEE status level verification certificate or a certified copy, or a sworn affidavit thereof, substantiating their B-BBEE status. The submission of such certificates must comply with the requirements of instructions and guidelines issued by National Treasury and be in accordance with the applicable notices published by the Department of Trade and Industry in the Government Gazette.
- 19.4 The DBSA reserves the right to require of a Bidder, either before a Bid is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the DBSA.
- 19.5 Failure to provide the required information may result in disqualification of the Bidder.

## **20. PREPARATION OF BIDS**

- 20.1 Bidders must ensure that:
- 20.1.1 their Bid is submitted in the required format as stipulated in this RFP; and
  - 20.1.2 all the required information fields in the Bid are completed in full and contain the information requested by the DBSA.
- 20.2 The DBSA may in its absolute discretion reject a Bid that does not include the information requested or is not in the format required.
- 20.3 Unnecessarily elaborate responses or other representations beyond that which is sufficient to present a complete and effective tender proposal are not desired or required. Elaborate and expensive visual and other presentation aids are not necessary.

- 20.4 Where the Bidder is unwilling to accept a specified condition, the non-acceptance must be clearly and expressly stated. Prominence must be given to the statement detailing the non-acceptance. It is not sufficient that the statement appears only as part of an attachment to the Bid or be included in a general statement of the Bidders usual operating conditions.
- 20.5 An incomplete Bid may be disqualified or assessed solely on the information completed or received with the Bid.

## **21. ILLEGIBLE CONTENT, ALTERATION AND ERASURES**

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

## **22. OBLIGATION TO NOTIFY ERRORS**

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

## **23. RESPONSIBILITY FOR BIDDING COSTS**

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

## **24. DISCLOSURE OF BID CONTENTS AND BID INFORMATION**

24.1 All Bids received by the DBSA will be treated as confidential. The DBSA will not disclose contents of any Bid and Bid information, except:

- 24.1.1 as required by law;
- 24.1.2 for the purpose of investigations by other government authorities having relevant jurisdiction;
- 24.1.3 to external consultants and advisors of the DBSA engaged to assist with the Tendering Process; or for the general information of Bidders required to be disclosed as per National Treasury Regulations, Guidelines, Instruction Notes or Practice Notes.

## **25. USE OF BIDS**

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

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

## **26. BID ACCEPTANCE**

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

## **27. EVALUATION PROCESS**

27.1 The Bids will be evaluated and adjudicated as follows:

### **27.1.1 First Stage – Test for administrative Responsiveness**

The test for administrative responsiveness will include the following:

#### **Stage 1: Responsiveness**

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

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

Responsiveness Criteria		Prequalifying Criteria	Applicable to this Tender (Y/N)
1	Adherence in submitting Tender as two stage folders (Folder 1 – Prequalifiers & Functionality Proposal & Folder 2 - Price Proposal)	<b>Pre-Qualifier</b>	Y
2	Attendance registers for Compulsory Briefing session.	<b>Pre-Qualifier</b>	Y

**B.** Tenderers who do not adhere to the response time indicated for clarification inquiries by the Employer will be deemed non-responsive and not be evaluated further.

Responsiveness Criteria		Clarification Time	Applicable to this Tender (Y/N)
2	Standard conditions of tender as required.	48 hours	Y
3	Returnable documents completed and signed.	48 hours	Y
4	Professional Indemnity Insurance –R 5 million	72 hours	Y
5	Submission of Registration with National Treasury Central Supplier Database (CSD) Summary Report: - Bidder must be fully registered & compliant in order to do business with the DBSA	72 hours	Y
6	A valid and active Tax Compliance Status Pin issued by SARS for Tax compliance status verification.	48 hours	Y

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

### 27.1.2 **Qualification: Pre-Qualifying Criteria**

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

**Note: A tender that fails to meet any Pre-Qualifying Criteria stipulated herein in the tender documents is an unacceptable tender. Please refer to the table above**

### 27.1.3 **Second Stage – Eligibility criteria**

Bidders will be assessed on the eligibility criteria set out in this RFP (**refer to Part E**). Only those Bidders which comply with the eligibility criteria will proceed to the next stage.

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

### 27.1.4 **Third Stage – price and preferential points**

27.1.4.1 Those Bidders which have passed the first and second stages of the tender process will be scored on the basis of price and preference point allocation in accordance with the applicable legislation.

27.1.4.2 The successful Bidder will be the Bidder that scores the highest number of points in the second stage of the Bid evaluation, unless the DBSA exercises its right to cancel the RFP, in line with the PPPFA Regulations.

#### 27.1.4.3 Price and Preferential Points Assessment

- The third stage of evaluation of the Bids will be in respect of price and preferential procurement only. Points will be allocated to Bidders at this stage of the evaluation in accordance with the PPPFA and the PPPFA Regulations, as follows:

Price points 80

Preferential procurement points 20

- **Price points**

The following formula will be used to calculate the points for price:

$$Ps = 80(1-(Pt-Pmin)/Pmin)$$

Where:

Ps = Points scored for comparative price of tender or offer under consideration;

Pt = Comparative price of tender or offer under consideration; and

Pmin = Comparative price of lowest acceptable tender or offer.

- **Preferential procurement points**

A maximum of 20 points may be awarded in respect of preferential procurement, which points must be awarded to a tenderer for attaining their B-BBEE Status Level in accordance with the table below:

B-BBEE Status Level of Contributor	Number of points (80/20 system)
1	20
2	18
3	16
4	12
5	8
6	6
7	4
8	2
Non-compliant contributor	0

An unincorporated trust, consortium or joint venture will qualify for points for their B-BBEE status level 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.

- **Total**

The total points scored by each Bidder will be calculated by adding the points scored for price (out of 80) to the points scored for preferential procurement (out of 20).

The successful Bidder will be the Bidder which has the highest total points (out of 100) for both price and preferential procurement (unless there is a basis for selecting a different successful Bidder in accordance with section 2(1)(f) of the PPPFA).

## 28. Risk Analysis and Objective Criteria

**(This must only be included in the tender document if it is applicable, ensure that the list is specific as to what your objective criteria are)**

The DBSA reserves the right to award the tender to the tenderer who scores the highest number of points overall in line with Section (2) (1) (f) of the PPPFA, unless there are **objective criteria** which will justify the award of the tender to another tenderer. The objective criteria that the DBSA may apply in this bid process includes:

- Any bidder that has a **cumulative order book totaling three (3) Awards**

- with outstanding value**, will be excluded from the selection.
- ii. Where a bidder has three (3) active Awards with an outstanding value and the outstanding value is 10% or less, indicating the project is nearing completion, the bidder may be included in the selection.
- iii. Where a bidder has three (3) active Awards with an outstanding value and at least one of the projects has stalled for a period of six (6) months or more, or the client has placed the project on hold indefinitely, the bidder may be included in the selection.
- iv. The DBSA has the discretion to apply an objective criterion.
- v. The DBSA reserves the right to disqualify a tenderer with unrealistic price offers.
- vi. The DBSA reserves the right to negotiate to ensure the value for money principle is not compromised.
- vii. The DBSA reserves the right to award the scope in full or part thereof, subject to budget availability.
- viii. In the event of a partial award, the DBSA reserves the right for items excluded from the award, to be retendered in a new tender process.
- ix. Tenderer is required to price the whole Pricing document for the project and non-adherence is noncompliance, resulting in disqualification.

## 29. Due Diligence

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

### a. Judgements and criminal convictions

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

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

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

### c. Performance

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

### d. Reputational harm

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

### e. Restricted/Blacklisted

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

### f. Vetting

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

### g. PEP Checks for both Companies and Individual directors, as well as Procure Check and or any other systems that the DBSA may choose to utilize (which may be conducted by an authorized third party) that would



- be done to assess all risks, including but not limited to
  - a. Financial stability of the bidder based on key ratio analysis ;
  - b. Efficiency ;
  - c. Profitability ;
  - d. Financial Risk;
  - e. Liquidity ;
  - f. Acid Test ;
  - g. Solvency; and
  - h. Commercial relationship with a politically exposed and brand risk
- x. The DBSA reserves the right to award the scope in full or part thereof, subject to budget availability.
- xi. The DBSA reserves the right to negotiate to ensure the value for money principle is not compromised.

**30.** Generally, suppliers have their own business standards and regulations. Although DBSA cannot control the actions of our suppliers, we will not tolerate any Illegal activities. These include, but are not limited to:

- Misrepresentation of any kind (e.g. origin of manufacture, specifications,intellectual property rights, etc);
- Collusion;
- Failure to disclose accurate information required during the sourcing activity(ownership, financial situation, BBBEE status, etc.);
- Corrupt activities listed above; and
- Harassment, intimidation or other aggressive actions towards DBSA's employees.

### **31. STATUS OF BID**

31.1 Each Bid constitutes an irrevocable offer by the Bidder to the DBSA to provide the Services required and otherwise to satisfy the requirements of the Specification as set out in this RFP.

31.2 A Bid must not be conditional on:

- 31.2.1 the Board approval of the Bidder or any related governing body of the Bidder being obtained;
- 31.2.2 the Bidder conducting due diligence or any other form of enquiry or investigation;
- 31.2.3 the Bidder (or any other party) obtaining any regulatory approval or consent;
- 31.2.4 the Bidder obtaining the consent or approval of any third party; or
- 31.2.5 the Bidder stating that it wishes to discuss or negotiate any commercial terms of the contract.

- 31.3 The DBSA may, in its absolute discretion, disregard any Bid that is, or is stated to be, subject to any one or more of the conditions detailed above (or any other relevant conditions).
- 31.4 The DBSA reserves the right to accept a Bid in part or in whole or to negotiate with a Bidder in accordance with the provisions of this RFP and the applicable laws and regulations.

## **32. CLARIFICATION OF BIDS**

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

## **33. DISCUSSION WITH BIDDERS**

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

## **34. SUCCESSFUL BIDS**

- 34.1 Selection as a successful Bidder does not give rise to a contract (express or implied) between the successful Bidder and the DBSA for the supply of the Services. No legal relationship will exist between the DBSA and a successful Bidder for the supply of the Services until such time as a binding contract is executed by them.

34.2 The DBSA may, in its absolute discretion, decide not to enter into pre-contractual negotiations with a successful Bidder.

34.3 A Bidder is bound by its Bid and all other documents forming part of the Bidder's Response and, if selected as a successful Bidder, must enter into a contract on the basis of the Bid with or without further negotiation.

### **35. NO OBLIGATION TO ENTER INTO CONTRACT**

35.1 The DBSA is under no obligation to appoint a successful Bidder or Bidders (as the case may be), or to enter into a contract with a successful Bidder or any other person, if it is unable to identify a Bid that complies in all relevant respects with the requirements of the DBSA, or if due to changed circumstances, there is no longer a need for the Services requested, or if funds are no longer available to cover the total envisaged expenditure. For the avoidance of any doubt, in these circumstances the DBSA will be free to proceed via any alternative process.

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

### **36. BIDDER WARRANTIES**

36.1 By submitting a Bid, a Bidder warrants that:

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

### **37. DBSA'S RIGHTS**

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

- 37.1.1 cease to proceed with, or suspend the Tendering Process prior to the execution of a formal written contract;
- 37.1.2 alter the structure and/or the timing of this RFP or the Tendering Process;
- 37.1.3 vary or extend any time or date specified in this RFP
- 37.1.4 terminate the participation of any Bidder or any other person in the Tendering Process;
- 37.1.5 require additional information or clarification from any Bidder or any other person;
- 37.1.6 provide additional information or clarification;
- 37.1.7 negotiate with any one or more Bidder;
- 37.1.8 call for new Bid;
- 37.1.9 reject any Bid received after the Closing Time; or
- 37.1.10 reject any Bid that does not comply with the requirements of this RFP.

### 38. GOVERNING LAWS

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

### 39. MANDATORY QUESTIONS

- 39.1 Bidders shall provide full and accurate answers to all (including mandatory) questions posed in this document, and, are required to explicitly state "Comply/Accept" or "Do not comply/Do not accept" (with a √ or an X) regarding compliance with the requirements. Where necessary, the Bidders shall substantiate their response to a specific question.

**NOTE: It is mandatory for Bidders to complete or answer this part fully; failure to do so result the Bid being treated as incomplete and the Bid may be disqualified.**

39.1.1

This Bid is subject to the General Conditions of Contract stipulated in this RFP document.	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

### 39.1.2

The laws of the Republic of South Africa shall govern this RFP and the Bidders hereby accept that the courts of the Republic of South Africa shall have the jurisdiction.	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

### 39.1.3

The DBSA shall not be liable for any costs incurred by the Bidder in the preparation of response to this RFP. The preparation of response shall be made without obligation to acquire any of the items included in any Bidder's proposal or to select any proposal, or to discuss the reasons why such vendor's or any other proposal was accepted or rejected.	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

### 39.1.4

The DBSA may request written clarification or further information regarding any aspect of this proposal. The Bidders must supply the requested information in writing within two working days after the request has been made, otherwise the proposal may be disqualified.	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

### 39.1.5

In the case of Consortium, Joint Venture or subcontractors, Bidders are required to provide copies of signed agreements stipulating the work split and Rand value.	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

### 39.1.6

In the case of Consortium, Joint Venture or subcontractors, all Bidders are required to provide mandatory documents as stipulated in Part C: Checklist	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

of Compulsory Returnable Schedules and Documents of the Tender Document.		
--	--	--

39.1.7

The DBSA reserves the right to; cancel or reject any proposal and not to award the proposal to the lowest Bidder or award parts of the proposal to different Bidders, or not to award the proposal at all.	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

39.1.8

Where applicable, Bidders who are distributors, resellers and installers of network equipment are required to submit back-to-back agreements and service level agreements with their principals.	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

39.1.9

By submitting a proposal in response to this RFP, the Bidders accept the evaluation criteria as it stands.	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

39.1.10

Where applicable, the DBSA reserves the right to run benchmarks on the requirements equipment during the evaluation and after the evaluation.	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

39.1.11

The DBSA reserves the right to conduct a pre-award survey during the source selection process to evaluate contractors' capabilities to meet the requirements specified in the RFP and supporting documents.	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

39.1.12

Only the solution commercially available at the proposal closing date shall be considered. No Bids for future solutions shall be accepted.	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

39.1.13

<p>The Bidder should not qualify the proposal with own conditions.</p> <p><b>Caution:</b> If the Bidder does not specifically withdraw its own conditions of proposal when called upon to do so, the proposal response shall be declared invalid.</p>	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

39.1.14

Delivery of and acceptance of correspondence between the DBSA and the Bidder sent by prepaid registered post (by air mail if appropriate) in a correctly addressed envelope to either party's postal address or address for service of legal documents shall be deemed to have been received and accepted after (2) two days from the date of postage to the South African Post Office Ltd.	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

39.1.15

Should the parties at any time before and/or after the award of the proposal and prior to, and-or after conclusion of the contract fail to agree on any significant product price or service price adjustments, change in technical specification, change in services, etc. The DBSA shall be entitled within 14 (fourteen) days of such failure to agree, to recall the letter of award and cancel the proposal by giving the Bidder not less than 90 (ninety) days written	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

notice of such cancellation, in which event all fees on which the parties failed to agree increases or decreases shall, for the duration of such notice period, remain fixed on those fee/price applicable prior to the negotiations. Such cancellation shall mean that the DBSA reserves the right to award the same proposal to next best Bidders as it deems fit.		
---	--	--

39.1.16

In the case of a consortium or JV, each of the authorised enterprise's members and/or partners of the different enterprises must co-sign this document.	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

39.1.17

Any amendment or change of any nature made to this RFP shall only be of force and effect if it is in writing, signed by the DBSA signatory and added to this RFP as an addendum.	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

39.1.18

Failure or neglect by either party to (at any time) enforce any of the provisions of this proposal shall not, in any manner, be construed to be a waiver of any of that party's right in that regard and in terms of this proposal. Such failure or neglect shall not, in any manner, affect the continued, unaltered validity of this proposal, or prejudice the right of that party to institute subsequent action.	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

39.1.19

<b>Bidders who make use of subcontractors:</b>	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>



1. It is the responsibility of the Bidder to select competent subcontractors that meet all the tender requirements stipulated in this tender document.		
2. The Bidder shall be responsible for all due diligence of the selected subcontractors and will be held liable for any non-performance of the subcontractor.		
3. Bidders are required to provide documentation (such as BBBEE Certificate/Sworn Affidavit, Valid or Active Tax Compliance Status Pin Issued by SARS, CSD Summary Report, Valid or Active CIDB Certificate etc.) for the relevant subcontractor as a minimum in support of the subcontracting arrangement.		
4. Subcontracting must not contradict any Regulation or Legislation.		
5. No separate contract shall be entered into between the DBSA and any such subcontractors. Copies of the signed agreements between the relevant parties must be attached to the proposal responses.		

39.1.20

All services supplied in accordance with this proposal must be certified to all legal requirements as per the South African law.	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

39.1.21

No interest shall be payable on accounts due to the successful Bidder in an event of a dispute arising on any stipulation in the contract.	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

## 39.1.22

<p>Evaluation of Bids shall be performed by an evaluation panel established by the DBSA.</p> <p>Bids shall be evaluated on the basis of conformance to the required specifications (functionality) as outlined in the RFP. For Bids considered for price and preference evaluation, points shall be allocated to each Bidder, on the basis that the maximum number of points that may be scored for price is 80, and the maximum number of preference points that may be claimed for B-BBEE status level of contributor (according to the PPPFA Regulations) is 20.</p>	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

## 39.1.23

<p>If the successful Bidder disregards contractual specifications, this action may result in the termination of the contract.</p>	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

## 39.1.24

<p>The Bidders' response to this Bid, or parts of the response, shall be included as a whole or by reference in the final contract.</p>	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

## 39.1.25

<p>Should the evaluation of this Bid not be completed within the validity period of the Bid, the DBSA has discretion to extend the validity period.</p>	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

#### 39.1.26

Upon receipt of the request to extend the validity period of the Bid, the Bidder must respond within the required time frames and in writing on whether or not he agrees to hold his original Bid response valid under the same terms and conditions for a further period.	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

#### 39.1.27

Should the Bidder change any wording or phrase in this document, the Bid shall be evaluated as though no change has been effected and the original wording or phrasing shall be used.	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

#### 39.1.28

<p>Tax Compliance Status either on CSD National Treasury Database or SARS eFiling System as a Condition for Appointment/Award of the Bid.</p> <p>This requirement is mandatory and has to be satisfied by the successful bidder. The successful bidder must be tax compliant prior to appointment/award of the bid as no bid will be awarded to persons who are not tax compliant.</p>	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

#### 39.1.29

<p>Company registration with CSD National Treasury Database as a Condition for Appointment/Award of the Bid.</p> <p>This requirement is mandatory and has to be satisfied by the successful bidder. The successful bidder must be registered on the CSD National Treasury site prior to appointment/award of the bid.</p>	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

<b>The following will be grounds for disqualification:</b> <ul style="list-style-type: none"> <li>• Unsatisfactory performance under a previous public contract in the past 5 years, provided that notice of such unsatisfactory performance has been given to the bidder; and/or</li> <li>• The bidder or any of its directors have committed a corrupt or fraudulent act in competing for the appointment; and/or</li> <li>• The bidder or any of its directors have been convicted of fraud or corruption in the last 5 years; and/or</li> <li>• The bidder or any of its directors have been listed in the Register for Tender Defaulters under section 9 of the Prevention and Combating of Corrupt Activities Act; and/or</li> <li>• Bids received after the stipulated closure time will be immediately disqualified; and/or</li> <li>• Bidders whom have recently completed or currently performing, or to commence work on specific categories of services may be excluded to enable the Bank manage its concentration risk. This threshold is currently set at R10 million for consultancy services.</li> </ul>	<b>Comply/Accept</b>	<b>Do not comply/Do not accept</b>

---

 Signature(s) of Bidder or assignee(s)

---

 Date

---

 Name of signing person (in block letters)

---

 Capacity

---

 Are you duly authorized to sign this Bid?

---

 Name of Bidder (in block letters)

---

 Postal address (in block letters)

---

 Domicilium citandi et executandi in the RSA (full street address of this place) (in block letters)

.....

.....

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

Telephone Number:.....FAX number.....

Cell Number: .....

Email Address.....

## **PART E**

### **THE TERMS OF REFERENCE AND SCOPE OF WORK FOR DEVELOPMENT AND IMPLEMENTATION OF THE REVENUE ENHANCEMENT PROGRAMME IN SUPPORT OF BLOUBERG LOCAL MUNICIPALITY.**

#### **1. INTRODUCTION**

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

In responding to the shareholder's imperatives, the DBSA is positioned to provide dedicated support to municipalities through the Local Government Support Unit (LGSU) under the Coverage Division which facilitates an integrated delivery approach that includes lending and non-lending services and products offered by the Project Preparation Division, Transacting Division, Infrastructure Delivery Division, Innovation Unit, Investment Support Unit and the Research Unit. In each of these areas there are dedicated skills focused on municipal built infrastructure development supported by the Local Government Support Unit in extending non-lending capacity development including revenue enhancement, project and contract management, and technical advisory support.

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

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

## **2. SCOPE OF WORK**

### **2.1 BLOUBERG LOCAL MUNICIPALITY BACKGROUND**

The Blouberg Local Municipality is a Category B municipality situated within the Capricorn District Municipality (CDM) of the Limpopo Province, in the northern-western part of South Africa, bordering Zimbabwe and Botswana. BLM is a predominantly rural municipality situated approximately 95 kilometers from Polokwane City. The R521 Road provides a north-south link between Blouberg and Molemole, Polokwane and Makhado municipalities. N11 from Mokopane town to Botswana passes through the municipality. The municipality is the largest of the four municipalities (others being Lepelle Nkumpi, Molemole and Polokwane) in the district, making up almost half of the district's geographical area.

BLM has powers and functions for the provision of electricity, integrated waste management, roads, levy property and Storm water drainage. The municipality is facing challenges with electricity services, due to the high distribution losses, emanating from illegal connections, meter tempering, billing and collection inefficiencies and ageing infrastructure amongst others. This impacts on the service delivery and financial situation of the municipality.

As a predominantly rural municipality, BLM has further difficulty in generating adequate revenue since many of the customers are indigent. There is a need for the municipality to have a proper indigent management system that will capture an increasing number of indigent customers. This will enable the municipality to properly account for the indigent customers who need to benefit from free basic services and thereby enable the municipality to allocate equitable share to the deserving indigent customers. Amongst others, the municipality is experiencing the following challenges:

- Low Revenue Collection.
- Illegal Connections (Electricity).
- Unaffordability of Municipal services by consumers, leading to the increase in the number of indigent households.
- Lack of adequate and revenue driven development within the municipality leading to low revenue opportunities.
- Culture of non-payment of municipal services by the customers.
- Lack of data Integrity.

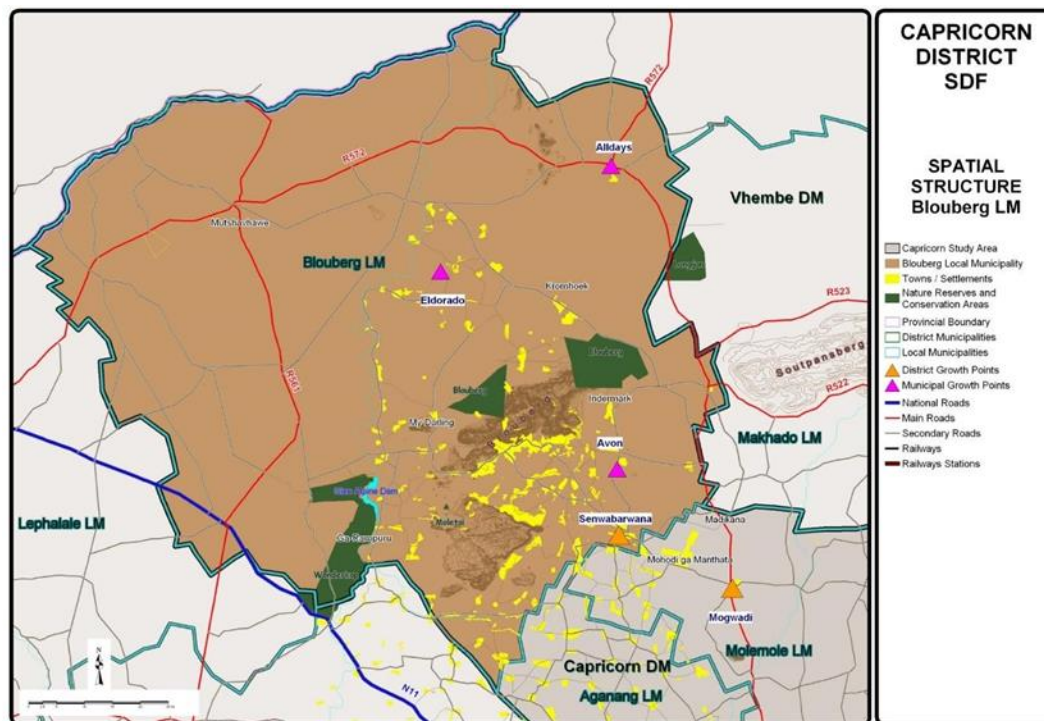
- Low payment rate by Government Departments.

The DBSA has partnered with the municipality to assist with the development and implementation of the Revenue Enhancement Programme. The focus will inter alia be on the customer billing data cleansing integrating it with the financial system, property information and GIS, audit of electricity meters, meter management and land use/zoning, cost of supply studies/ the tariffs review and analysis and restructuring thereof.

### 2.1.1 Location of services

The PSP is expected to provide the services to the Local Municipality of Blouberg within the Capricorn District Municipality in the Province of Limpopo. The site information is illustrated below as follows:

#### Site information



## 2.2 PROJECT OBJECTIVES:

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



- 2.2.1 Support municipality to increase their own revenue generation with a focus on improving their financial sustainability.
- 2.2.2 Unlocking infrastructure that has sufficient capacity taking cognisance of the potential growth of an area.
- 2.2.3 Assist the municipality to identify and implement low hanging fruits aimed at improving and protecting revenue base.
- 2.2.4 Assist the municipality to develop bankable business cases for funding of short, medium to long term infrastructure requirements to broaden and protect the revenue base.
- 2.2.5 Assist the municipality to apply for appropriate grants to address systems development where relevant.

### **2.3 DETAILED SCOPE OF WORK AND EXPECTED DELIVERABLES**

This request is for a written proposal based on the Terms of Reference and scope of work as outlined in the tender document.

The services required by the Employer from the Professional Service Provider (PSP) are essentially analytical and multi-disciplinary, including electrical engineering, municipal financial and transaction advisory expertise, geo-spatial expertise, town planning, project management and legal expertise which are all necessary for the development and implementation of Revenue Enhancement Programme in the BLM areas of electricity supply.

The expected outputs include the following:

- i. Identified and prioritised infrastructure projects for the broadening and protection of the revenue base to be included in IDP and budget process of the municipality for implementation in the medium to long term, post the DBSA project.
- ii. Enhancing revenue directly through exchange transactions e.g., addition of new users and inclusion of those who may have been omitted as consumers.
- iii. Enhancing revenue indirectly through non-exchange transactions, e.g., increase in property rates or other taxes.

- iv. Updated and credible indigent register reflecting a reduction of number and percentage of customers incorrectly receiving free basic services.
- v. Proposed cost reflective tariff structure to increase revenue as a percentage of cost of service.
- vi. Updated Revenue related policies, Best Practice Operating Procedure, and staffing requirements to enhance efficiencies.

These will be achieved by undertaking the following steps:

- i. Project Inception meeting and development of the Project Implementation Plan (PIP).
- ii. Stakeholder Engagement.
- iii. Analysis of the existing situation / AS – IS analysis.
- iv. Cost of Supply studies, Tariff structure review and analysis and restructuring thereof.
- v. Audit of electricity meters, meter management and land use/zoning.
- vi. Customer billing data cleansing and integration with financial system, property information and GIS.
- vii. Implementation of the identified and prioritised low hanging fruits/ initiatives/ quick wins (within budget of R500 000) and transfer of skills to the relevant municipal officials.
- viii. Identification and prioritisation of the interventions/infrastructure projects for the short term, medium to long term period, intended for the protection and security of the municipality's revenue protocols.
- ix. Costing the above identified and prioritized interventions/ infrastructure projects and mapping out different funding options that the municipality can access to be able to implement same. Develop business cases for the identified projects.
- x. Consolidation and submission of the final REP/ Municipal Revenue Improvement Plan (MRIP) with recommended solutions, cost estimates for the funding of the identified projects and the funding options that the municipality can access to implement same. Project close out report will be compiled and presented at the Municipal Council meeting and at the DBSA.

### **2.3.1 Description of Revenue Enhancement Programme**

The proposed Revenue Enhancement Programme entails the appointment of a Professional Service Provider to undertake the revenue enhancement project, which *inter alia* entails, AS-IS assessment, audit of electricity meters, meter management and land use / zoning, customer billing data cleansing, integration of the billing data with the property information, financial system

and GIS, undertake cost of supply study and review of the tariff structures for the cost reflectiveness of the main trading services.

The appointed PSP is expected to follow the steps below:

**i) Project Inception meeting and development of the Project Implementation Plan (PIP)**

The DBSA will introduce the PSP to the municipality, confirm and approve the contracting arrangements between the Municipality and the DBSA and between the DBSA and the PSP, confirmation of the scope of work as contained in the tender document, which also include the process that will be undertaken to create community awareness. The inception meeting marks the official starting of the project in which the PSP drafts a Project Implementation Plan (PIP) that guides the roll out of the project. The draft PIP should be submitted to the DBSA and the municipality, 7 days after the inception date and subsequently presented at the 1st Project Steering Committee (PSC) meeting for approval.

**ii) Stakeholder Engagement**

The PSP will engage with the relevant stakeholders such as the municipal officials in the various departments, including Customer Care, Electricity Department / Directorate etc, Department of Energy (DOE), Eskom, NERSA etc. Obtain information and documents regarding electricity and related information in the revenue management value chain, including the tariffs levied on various customers categories, D-forms, bulk purchases report, customer data and land use and zoning information, billing, customer information, revenue collection, debt management, other relevant and related information, and documents etc.

**iii) Analysis of the Existing Situation / AS-IS analysis in the revenue management value chain**

Obtain all relevant existing information and documentation, including customer data and its quality, billing information, customer types/categories and their consumption patterns, consumer management, information on municipality's systems, policies, by laws and tariff structure, cost drivers, the cost of supply studies if available etc, the current state of the key revenue value chain elements. Analyse the findings in terms of the impact to the municipality's revenue environment, highlight and quantify the areas of revenue leakages, the quantum of the revenue leakage, the

baseline information, the current strategies that the municipality is deploying to address the situation, provide the recommendations to turn the situation around.

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

- a. Institutional:** institutional arrangements including legal compliance, policies, by-laws, MIS and database.
- b. Financial:** financial indicators, budgeting and long-term financial planning, tariffs, finance department functions and municipal revenue sources.
- c. Business Processes:** management standard operating procedures (SOP), spatial planning, customer care, asset management, loss management, trading services – electricity, property rates and taxes and solid waste.

#### **iv) Tariff structure review and restructuring thereof**

Review of the current tariff structure for solid waste, and electricity services in line with the tariff policy and tariff framework that governs the municipal administration and operations etc.

#### **v) Audit of electricity meters, meter management and land use/zonage use.**

Confirm and validate the existence and functionality of meters (domestic, commercial and industrial), identifying broken, faulty, and unread meters, meter reading accuracy, meter reading capacity, accessibility of the meters, mapping the physical location of meters in line with the land use, determining the match between type of meter and usage suitability, ownership of meters versus the number of properties connected, along with state of inactive meters etc. Identifying solutions for systems losses and security requirements.

#### **vi) Customer billing data cleansing and integration with property and GIS**

Access information and assess current situation regarding revenue management in the Municipality. Conduct a comprehensive data cleansing exercise to ensure billing integrity.

#### **vii) Review and update indigent register, management and associated indigent policies.**

Investigate the following:

- the affordability levels of customers who are billed monthly but do not pay the municipality for services rendered to them.
- the affordability levels of customers who are billed monthly but do not pay the municipality for services rendered to them.
- customers who do not qualify as indigents but continue to receive the services as if they are indigent.

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

The implementable initiatives should be agreed upon with the Municipality and the DBSA and should be of the nature that they will have an impact in the municipality's revenue improvement. The appointed PSP to transfer skills to municipal officials throughout the revenue value chain assessment processes.

**ix) Identification and prioritization of the interventions/projects for the short term, medium to long term**

The successful PSP to identify and priorities projects intended for the protection and security of the municipality's revenue streams, along with the determination of the cost implications for the prioritised projects and mapping out of the funding options that the municipality can access to implement same.

**x) A final consolidated Revenue Enhancement Programme report**

Compilation of a consolidated comprehensive Revenue Enhancement Programme report with recommendations, cost implications for the prioritised interventions/ projects and funding options that the municipality can access to implement same. The report will be presented at the Municipal Council meeting.

## **2.4 PROJECT OBJECTIVES:**

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

- 2.4.1 Support municipality to increase their own revenue generation with a focus on improving their financial sustainability.
- 2.4.2 Unlocking infrastructure that has sufficient capacity taking cognisance of the potential growth of an area.
- 2.4.3 Assist the municipality to identify and implement low hanging fruits aimed at improving and protecting revenue base.
- 2.4.4 Assist the municipality to develop bankable business cases for funding of short, medium to long term infrastructure requirements to broaden and protect the revenue base.
- 2.4.5 Assist the municipality to apply for appropriate grants to address systems development where relevant.

## **2.5 DETAILED SCOPE OF WORK AND EXPECTED DELIVERABLES**

This request is for a written proposal based on the Terms of Reference and scope of work as outlined in the tender document.

The services required by the Employer from the Professional Service Provider (PSP) are essentially analytical and multi-disciplinary, including electrical engineering, municipal financial and transaction advisory expertise, geo-spatial expertise, town planning, project management and legal expertise which are all necessary for the development and implementation of Revenue Enhancement Programme in the BLM areas of electricity supply.

The expected outputs include the following:

- i. Identified and prioritised infrastructure projects for the broadening and protection of the revenue base to be included in the IDP and budget processes of the municipality for implementation in the short, medium to long term.
- ii. Enhancing revenue directly through exchange transactions e.g., addition of new users and inclusion of those who may have been omitted as consumers.
- iii. Enhancing revenue indirectly through non-exchange transactions, e.g., increase in property rates or other taxes.

- iv. Proposed cost reflective tariff structure to increase revenue as a percentage of cost of services.
- v. Updated revenue related policies, Best Practice Operating Procedure, and staffing requirements to enhance efficiencies.

These will be achieved by undertaking the following steps:

- xi. Project Inception meeting and development of the Project Implementation Plan (PIP).
- xii. Stakeholder Engagement.
- xiii. Analysis of the existing situation / AS – IS analysis.
- xiv. Cost of Supply studies, Tariff structure review and analysis and restructuring thereof.
- xv. Audit of electricity meters, meter management and land use/zoning.
- xvi. Customer billing data cleansing and integration with financial system, property information and GIS.
- xvii. Implementation of the identified and prioritised low hanging fruits/ initiatives/ quick wins (within budget of R500 000) and transfer of skills to the relevant municipal officials.
- xviii. Identification and prioritisation of the interventions/infrastructure projects for the short term, medium to long term period, intended for the protection and security of the municipality's revenue protocols.
- xix. Costing the above identified and prioritized interventions/ infrastructure projects and mapping out different funding options that the municipality can access to be able to implement same. Develop business cases for the identified projects.
- xx. Consolidation and submission of the final REP/ Municipal Revenue Improvement Plan (MRIP) with recommended solutions, cost estimates for the funding of the identified projects and the funding options that the municipality can access to implement same. Project close out report will be compiled and presented at the Municipal Council meeting and at the DBSA.

The appointed PSP is expected to execute the scope of work and achieve the corresponding deliverables as detailed in table 1 below:

**Table 1: Detailed scope of work and expected deliverables.**

NO	KEY FOCUS AREAS	KEY ACTIVITIES	OUTPUTS	KEY PERFORMANCE INDICATORS
1.	<b>Inception meeting and development of the Project Implementation Plan (PIP)</b>	<ul style="list-style-type: none"> <li>a) Inception meeting in which the appointed PSP will be introduced to the municipality, thereby kick starting the REP project. The PSP will then commence with the compilation of the Project Implementation Plan (PIP) informed by the scope of work to determine the work packages and how each work package will be rolled out.</li> <li>b) PSP to submit their information requirements to the municipality.</li> <li>c) Review the terms of reference establishing the PSCs.</li> </ul>	<ul style="list-style-type: none"> <li>a) Inception report</li> <li>b) Project Implementation Plan (PIP).</li> <li>c) PSC Terms of Reference adopted by all Parties.</li> </ul>	<b>1. Inception and Project Implementation Plan (PIP) reports:</b> <ul style="list-style-type: none"> <li>a. Context of the scope of work,</li> <li>b. Breakdown of work packages into specific milestones, along with the resources to be used per each milestone and timelines within which the milestones will be achieved.</li> <li>c. Type of Information requests per each milestone.</li> </ul>
2.	<ul style="list-style-type: none"> <li><b>a) Analysis of the Existing situation / AS-IS analysis of the municipal revenue management value chain.</b></li> <li><b>b) Stakeholder management plan</b></li> </ul>	The successful PSP will be required to utilize the Single and Integrated Revenue Management Framework (SIRMF) Assessment Tool developed by DBSA in partnership with National Treasury. The tool is Excel-based and focuses on the following performance areas:	<ul style="list-style-type: none"> <li>a) Comprehensive situation analysis/(AS-IS) report, with recommendations highlighting the areas that need to be considered for the improvement of the revenue situation.</li> </ul>	<ul style="list-style-type: none"> <li>a. Comprehensive AS-IS situation analysis with the action plan to address the shortcomings /weaknesses/ gaps/revenue leakages in the revenue management value chain of the municipality.</li> <li>b. Analysis of the findings, and their impact on the municipal revenue, presentation of the</li> </ul>



NO	KEY FOCUS AREAS	KEY ACTIVITIES	OUTPUTS	KEY PERFORMANCE INDICATORS
		<p><b>a. Institutional:</b> institutional arrangements including legal compliance, policies, by-laws, MIS and database.</p> <p><b>b. Financial:</b> financial indicators, budgeting and long-term financial planning, tariffs, finance department functions and municipal revenue sources.</p> <p><b>c. Business Processes:</b> management standard operating procedures (SOP), spatial planning, customer care, asset management, loss management, trading services – electricity, and solid waste.</p> <p>The PSP will utilize the SIRM Assessment Tool to obtain key and relevant existing information in respect of the existing revenue</p>	<p>The report should include inter alia diagrams, drawings, pictures etc. and must be presented in a word and presentation format for the key stakeholders in the municipality and the steering committees, covering the following areas:</p> <ul style="list-style-type: none"> <li>• Analysis of the findings/ areas of revenue leakages and development of a plan on remedial actions and timeframes.</li> <li>• Responsibility and skills and financial capacity available to implement.</li> <li>• Financial implications of the findings.</li> </ul> <p>b. Stakeholder engagement report</p>	<p>findings at the PSC, Municipal Council and at the DBSA.</p> <p>c. Stakeholder engagement report</p>

NO	KEY FOCUS AREAS	KEY ACTIVITIES	OUTPUTS	KEY PERFORMANCE INDICATORS
		<p>management situation including from the different systems such as billing and collection rates, investigate and reconcile pertinent information in respect of all properties owned within the boundaries of the municipality and undertake the steps below:</p> <p>a) <b>Billing and Revenue Collection</b></p> <ul style="list-style-type: none"> <li>• Meter reading arrangements and meter reading inputs to billing.</li> <li>• Accuracy of billing.</li> <li>• Meter reading capacity / organogram.</li> <li>• Billed Revenue versus collection (collection rates) of revenue,</li> <li>• Returned Mail.</li> <li>• Unallocated receipts.</li> <li>• Clearing of suspense accounts.</li> <li>• Review debtors age analysis.</li> <li>• Review current IT systems in place within the revenue function.</li> </ul>		

NO	KEY FOCUS AREAS	KEY ACTIVITIES	OUTPUTS	KEY PERFORMANCE INDICATORS
		<ul style="list-style-type: none"> <li>• Review current processes' performance levels.</li> <li>• Review Policies, by-laws and procedures in terms of legislative requirements,</li> <li>• Analyse the revenue management skills.</li> </ul> <p>b) <b>Debt Management</b></p> <ul style="list-style-type: none"> <li>• Review debtors age analysis.</li> <li>• Determine percentage debt outstanding for more than 90 days.</li> <li>• Review credit control measures.</li> <li>• Follow up on existing payment arrangements that are in place.</li> <li>• Ward Councillors' involvement.</li> </ul>		

NO	KEY FOCUS AREAS	KEY ACTIVITIES	OUTPUTS	KEY PERFORMANCE INDICATORS
		<ul style="list-style-type: none"> <li>• Current IT systems in place within the revenue function.</li> <li>• Current processes performance levels.</li> <li>• Collection rates.</li> <li>• Management practices deployed and their impact on revenue management and collection.</li> <li>• Debt Management skills.</li> </ul> <p><b>c) Analysis of the Tariffs, Policies, Procedures, By-laws, Revenue and Budgets:</b></p> <ul style="list-style-type: none"> <li>• Access the tariffs book, revenue related policies and By-laws, procedures, revenue structure and budget and analyse same and highlight the gaps/discrepancies / inconsistencies and assist the municipality to update the documents accordingly.</li> <li>• Establish the revenue baseline indicating the sources of</li> </ul>		

NO	KEY FOCUS AREAS	KEY ACTIVITIES	OUTPUTS	KEY PERFORMANCE INDICATORS
		<p>revenue and performance over the years.</p> <ul style="list-style-type: none"> <li>• Alignment with the municipality's current operations,</li> <li>• Compliance to relevant legislation, regulations, policies and procedures, NERSA framework, Eskom bulk purchase tariffs etc.</li> </ul> <p><b>d) Stakeholder engagement:</b> The PSP will engage with the relevant stakeholders such as the Municipal staff members including the customer care, electricity department and other departments in the municipality, Department of Energy (DOE), National Energy Regulator of South Africa (NERSA), ESKOM, etc. and obtain information and</p>		

NO	KEY FOCUS AREAS	KEY ACTIVITIES	OUTPUTS	KEY PERFORMANCE INDICATORS
		documentation regarding the cost of supply, D- forms, bulk purchase tariffs, tariffs levied on various customer types, customer data and land use and zoning information etc.		
3.	<b>Cost of Supply study, Tariff structure review and analysis and restructuring of the tariff codes for cost reflectiveness.</b>	<p>a) Ascertain the methodology or how the municipality base their tariffs in respect of land usage, land zoning and tariffs levied to different categories of the customers, including:</p> <ul style="list-style-type: none"> <li>Tariff determination methods and levels vis-a-vis the cost of services / cost reflective tariff's structure taking into consideration the NERSA guidelines and Eskom bulk purchases vs sales and analysis of the existing tariffs applications in the municipality.</li> <li>Review service and tariff code structure, tariffs policy and tariffs bands and provide documentary support to the validity and completeness of all</li> </ul>	<p>a) Appropriate tariffs structure setting model report highlighting the appropriate tariffs / cost reflective tariffs structure, property rates and taxes that should be charged per customer type, consumption pattern, land use/zoning as well as size of the property /improvements identified in respect of the properties.</p> <p>b) The roll out strategy for the implementation of the cost reflective tariff structure.</p>	<p>Tariff restructuring report, highlighting the following amongst others:</p> <ol style="list-style-type: none"> <li>Number and Percentage of customers incorrectly classified and charged the incorrect tariffs, and the revenue leakages resulting from the incorrect classification,</li> <li>Revenue as a percentage of cost of services.</li> <li>Percentage improvement in tariff structure.</li> <li>Revenue improvement realised resulting from the corrected tariffs, property rates and taxes and solid waste charged per customer category.</li> <li>Mapping out different tariffs scenarios to determine the current state of revenue, the stabilised state of revenue and the desirable state of revenue for the municipality.</li> </ol>

NO	KEY FOCUS AREAS	KEY ACTIVITIES	OUTPUTS	KEY PERFORMANCE INDICATORS
		<p>billable charges per customer category and per level of consumption.</p> <ul style="list-style-type: none"> <li>• Analysis of bulk purchases</li> <li>• Cost of supply study</li> <li>• Tariff structure analysis and tariffs levied to customers.</li> <li>• Identification of the gaps and proposal for a suitable tariff structure to close the gaps in the various types/categories of customers.</li> <li>• Establish the revenue levels: including the current, stabilised level and desired level of revenue.</li> </ul>		
4.	<b>Audit of electricity meters, metering management and land use/ zoning.</b>	<p><b>a) Meter audit:</b></p> <p>100 % Desktop audit of all the stands, amongst others,</p>	<p>a) A comprehensive audit report with findings and remedial action to close the identified gaps.</p>	<p>Audit of electricity meters report with findings, also highlighting the following:</p> <p>a. Number and percentage of unmetered consumers,</p>

NO	KEY FOCUS AREAS	KEY ACTIVITIES	OUTPUTS	KEY PERFORMANCE INDICATORS
	<p><b>A 100% desktop audit will be conducted on all stands and a physical verification / audit will be conducted on 3000 stands.</b></p> <p><b><u>1. Total electricity meters:</u></b></p> <p><b>a Total conventional: 80</b></p> <p><b>b. total pre-paid: 16555</b></p> <p><b>Total single phase: 16555</b></p> <p><b>Total three phase: 0</b></p> <p><b>c. Total smart meters: 0</b></p> <p><b>d. single phase: 0</b></p> <p><b>e. three phase: 0</b></p> <p><b>2. Total properties: 16635</b></p> <p><b>3. Financial system in use: Solar System (BCX) and Ontec for Prepaid</b></p> <p><b>4. GIS system that the municipality is using: (NONE).</b></p>	<p>investigating and analysing the following:</p> <ul style="list-style-type: none"> <li>• Meter reading accuracies, frequency of meter reading, availability of meter reading capacity, coverage, estimated accounts.</li> <li>• Mapping the physical location of meters.</li> <li>• Determining the match between the type of meter and usage suitability, etc.</li> </ul> <p><b>b) The meter auditor will perform the following:</b></p> <ul style="list-style-type: none"> <li>• confirm and validate the existence and functionality of meters (domestic, commercial, and industrial etc.)</li> <li>• Identifying broken, faulty, and unread meters, inaccessible meters, bypassed meters, tempered with meters, illegal connections inactive meters, estimated meters etc.</li> </ul>	<p>Amongst others, the following should be highlighted:</p> <ul style="list-style-type: none"> <li>• Database of the meters within the municipality with cross validations to stand information.</li> <li>• The findings and analysis of all deficiencies and discrepancies with the existing records. The billing information should be updated accordingly.</li> <li>• Recommendations for optimal metering and meter management solutions.</li> <li>• Identifying solutions for revenue losses and security requirements.</li> <li>• Credible billable customer information/list.</li> </ul>	<p>b. Number and percentage of old meters requiring replacement,</p> <p>c. Value and percentage of technical electricity losses</p> <p>d. Value and percentage of uncounted for electricity,</p> <p>e. Total number of the broken, faulty, bypassed, tempered with inaccessible meters, estimated meters, inactive meters etc.</p> <p>f. Analysis of the revenue losses resulting from the above meter situation and recommendations for optimal metering and meter management solutions.</p>



NO	KEY FOCUS AREAS	KEY ACTIVITIES	OUTPUTS	KEY PERFORMANCE INDICATORS
		<p>c) For the registered stands and meters, the following information will need to be collected and verified with a clear date and time of such verification:</p> <ul style="list-style-type: none"> <li>• Stand /ERF details.</li> <li>• Electricity connection.</li> <li>• Status and number of connections.</li> <li>• Meter serial number for each metered connection,</li> <li>• Primary stand use - residential, institutional, commercial, industrial etc.</li> <li>• Stands/ERFs that are not connected and are not metered.</li> <li>• Stands/ERFs that are not serviced.</li> </ul>		

NO	KEY FOCUS AREAS	KEY ACTIVITIES	OUTPUTS	KEY PERFORMANCE INDICATORS
		<ul style="list-style-type: none"> <li>• Meter reading accuracy, the linkage and alignment of the billing system with property/land information, financial system, and GIS system.</li> <li>• Lifespan of the meters and the appropriateness of the metering technology used.</li> <li>• Connection type (three phase or single phase) and appropriateness for the land use.</li> <li>• Service type (post-paid, prepaid).</li> </ul> <p>d) It is a requirement that the meter auditor shall verify at each property that the meters identified on the system are appropriately connected and metered and that there are no bypassed meters.</p>		
5.	Customer billing data cleansing, and Consumer Management, integrating geo-spatial information	<p>a) <b>Complete and accurate billing data:</b></p> <ul style="list-style-type: none"> <li>• Undertake a Cadastral Audit,</li> </ul>	a) Data cleansing report with updated customer billing information, highlighting integration with the property	<p>Consumer billing database cleansing report, highlighting the following:</p> <p>a. Number and Percentage of customers not billed but are receiving services.</p>

NO	KEY FOCUS AREAS	KEY ACTIVITIES	OUTPUTS	KEY PERFORMANCE INDICATORS
	<b>with valuation, financial system, and billing system.</b>	<ul style="list-style-type: none"> <li>• Source, access and assess land information (sites) from the Registrar of Deeds and the Surveyor General.</li> <li>• Reconciliation of Valuation Roll to Deeds Office and Surveyor General listings.</li> <li>• Compare the land information to usage by various consumer categories.</li> <li>• Compare the financial information and the billing systems to the updated land information,</li> <li>• Create linkages between the land information, financial and billing information.</li> <li>• Completeness of customer information on the billing system,</li> <li>• Investigate the various categories of the customers (including</li> </ul>	<p>information, financial system, billing system and GIS.</p> <p>b) Analysis of the findings and the impact thereof in terms of revenue losses that the municipality is experiencing and</p> <p>c) Updating/uploading of the cleansed billing data into the billing system and bill accordingly</p> <p>d) Determine the revenue improvements resulting from the cleansed data.</p>	<p>b. Number and Percentage of customers added to the system to improve the billing accuracy.</p> <p>c. Number and percentage of the customers with incomplete information.</p> <p>d. Number and Percentage of unbilled properties on property rates.</p> <p>e. Number and Percentage of incorrectly billed properties on property rates.</p> <p>f. Value and Percentage revenue improvement resulting from the rectification of the above.</p>

NO	KEY FOCUS AREAS	KEY ACTIVITIES	OUTPUTS	KEY PERFORMANCE INDICATORS
		<p>industrial, commercial/ business/residential and government, etc.) the customer personal information such as names, Identification Documents (ID) numbers, physical and postal addresses and contact details.</p> <ul style="list-style-type: none"> <li>• Conduct verification on the customer information, with Surveyor General and Registrar of Deeds information,</li> <li>• Undertake investigation on multiple ownership of properties by one individual, confirm ownership, addresses, and contact details etc. of each property.</li> <li>• Ensure that the billing system is aligned to the property/ land information and GIS system. Categorize land use, validate, and analyze billing information and bill accordingly.</li> <li>• Investigate and verify the application and use of correct</li> </ul>		

NO	KEY FOCUS AREAS	KEY ACTIVITIES	OUTPUTS	KEY PERFORMANCE INDICATORS
		<p>tariffs, rates, and taxes, in line with the land use.</p> <ul style="list-style-type: none"> <li>• Investigate consumption patterns in line with approved tariffs and regulations.</li> <li>• Investigate the customers who are not in the billing list and not metered but continue to receive the services.</li> <li>• Investigate the developed stands with no billing data.</li> <li>• Investigate the properties whose values have been improved but not aligned to the valuation roll.</li> </ul> <p><b>b) Tariff analysis, to compare the customer type to the tariffs being charged with the purpose to highlight whether the following have occurred:</b></p>		

NO	KEY FOCUS AREAS	KEY ACTIVITIES	OUTPUTS	KEY PERFORMANCE INDICATORS
		<ul style="list-style-type: none"> <li>• Owners of properties not being billed for the electricity services they consume.</li> <li>• Tenants being charged owner specific services.</li> <li>• Business consumers being charged domestic tariffs.</li> <li>• Domestic consumers being charged business tariffs.</li> <li>• Cost of service analysis and review tariff structure or appropriateness in terms of the customer type/category, usage in line with the land use etc., considering all costs.</li> <li>• Residential properties operating as business but not zoned as business and are being charged residential tariffs.</li> <li>• Investigation of the customers where estimates for meter reading for a period of three or more months are applied, revenue losses implications emanating from the application of</li> </ul>		

NO	KEY FOCUS AREAS	KEY ACTIVITIES	OUTPUTS	KEY PERFORMANCE INDICATORS
		<p>the estimates.</p> <p>Recommendations to remedy the situation.</p> <p><b>c) Metering and Property Valuation:</b></p> <ul style="list-style-type: none"> <li>Investigate consumption patterns in line with approved tariffs, rates and taxes and regulations and update the billing system.</li> <li>Determine the baseline data to reflect the magnitude of the improvement in the billing system.</li> <li>Categorize land use, validate, and analyse billing information, update the billing information and bill accordingly.</li> <li>Analyse the valuation roll to investigate pertinent information in respect of all properties owned within the boundaries of the</li> </ul>		

NO	KEY FOCUS AREAS	KEY ACTIVITIES	OUTPUTS	KEY PERFORMANCE INDICATORS
		<p>municipality to ensure that the following are correctly recorded:</p> <ul style="list-style-type: none"> <li>○ Name of the registered owner.</li> <li>○ Current usage of the property.</li> <li>○ How the property is zoned.</li> <li>○ Size of the property Land and improvement value of the property.</li> <li>○ The application of the tariffs, in line with the land use and type of customer.</li> <li>○ The alignment to each customer and within the system, linking each meter to an erf and owner, linkages to the land use information and recommending updating of the billing system.</li> </ul>		
6.	<b>Implementation of the low hanging fruits / initiatives quick wins (within budget of R500 000) and transfer of skills to the relevant municipal officials.</b>	a) The PSP is required to assist the municipality to implement the low hanging fruits that have been identified throughout the revenue value chain assessment	a) Low hanging fruits implementation report.	<p>a. Action Plans for the implementation of the low hanging fruits developed.</p> <p>b. Progress Report in terms of implementing the low hanging fruits/quick wins.</p> <p>c. Revenue improvement realised.</p>



NO	KEY FOCUS AREAS	KEY ACTIVITIES	OUTPUTS	KEY PERFORMANCE INDICATORS
		<p>processes. The initiatives to be implemented should be agreed upon by the municipality and should be of the nature that they will have an impact in the municipality's revenue improvement.</p> <p>b) Transfer of skills to municipal officials who have been identified throughout the revenue value chain assessment processes.</p>	b) Transfer of skills programme to the identified municipal officials.	
7.	<b>Identification and prioritisation of the interventions /infrastructure projects implantable over the short term, medium to long term to broaden and protect the revenue base.</b>	a) The PSP will Identify and prioritize the short, medium to long-term solutions/infrastructure projects that will assist the municipality to protect and broaden the revenue base.	a) Short, medium to long term interventions/ infrastructure projects report identifying and prioritising the interventions /infrastructure projects that will ensure protection and	<p>a. List of infrastructure projects identified as recommendations from REP. Based on the identified list, how many projects were included in the IDP and budget process of the municipality.</p> <p>b. Business cases developed for the identified projects.</p>

NO	KEY FOCUS AREAS	KEY ACTIVITIES	OUTPUTS	KEY PERFORMANCE INDICATORS
		<p>b) Determine the cost of the identified interventions /infrastructure projects and model financial options other than the balance sheet for the financing of CAPEX programme that the municipality can access to be able to implement the identified interventions/projects.</p> <p>c) Assist the municipality to raise capital for the financing of the infrastructure by developing bankable business cases for funding of the identified short, medium to long term infrastructure requirements. This on the back of a detailed financial model. <b>A maximum of three (3) projects is anticipated.</b></p> <p>d) Assist the municipality to apply for appropriate grants to address systems development where relevant.</p>	<p>broadening of the municipality's revenue.</p> <p>b) The cost implications of the identified and prioritised projects, mapping out of the various funding options that can be accessed by the municipality for the implementation of the prioritized interventions/infrastructure flowing from the REP.</p> <p>c) Bankable business cases for funding of the identified short, medium to long term infrastructure requirements. <b>A maximum of three (3) projects is anticipated.</b></p> <p>d) Completed application documents for accessing grants to address systems development.</p>	<p>c. Identified grants for the systems development.</p>

NO	KEY FOCUS AREAS	KEY ACTIVITIES	OUTPUTS	KEY PERFORMANCE INDICATORS
8.	<p>a) <b>A final consolidated Municipal Revenue Improvement Plan (MRIP) with fully costed recommendations/infrastructure projects list and various funding options that the municipality can access to be able to implement same.</b></p> <p>b) <b>Close out report</b></p>	<p>a) Compilation of a final consolidated Municipal Revenue Improvement Plan with different chapters and close out report and presenting findings and recommendations / solutions at the PSC, Municipal Council and at the DBSA for approval.</p>	<p>a) Municipal Revenue Enhancement Improvement Plan and close out report with findings, recommendations, cost implications for the prioritised interventions/ projects and funding options that can be accessed by the municipality.</p> <p>b) Reports to be approved at PSC and presented at Municipal Council and at the DBSA.</p>	<p>a. A consolidated MRIP report including the various sections /modules of the programme highlighting:</p> <ul style="list-style-type: none"> <li>• a summary of the recommendations.</li> <li>• Number of prioritised projects intended to improve the revenue situation of the municipality along with</li> <li>• The cost implications and a plan of action to include them in the IDP and Budget processes of the municipality.</li> </ul> <p>b. Close out report.</p>

It is envisaged that the implementation of the revenue enhancement interventions/projects that will be identified from the REP will assist the Municipality to improve billing accuracy and optimize revenue collection, thereby promoting sustainable service delivery.

The Project approach must be aligned with the overall programme objective to enhance municipal revenue through billing efficiency, cost-reflective tariffs, improved data integrity, solutions for revenue and non- revenue losses, etc.

## **2.6 IMPLEMENTATION TIME FRAME**

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

### **2.4.1 Project Implementation Plan**

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

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

### **2.4.2 Monthly Progress Reports**

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

- i. Amount of time spent by each project team member on a specific task.
- ii. Total amount of time spent on the project and cost to date.
- iii. Time cost since the previous report.
- iv. Percentage of work completed per specific task and the overall percentage completion.
- v. Other information that will be determined by either PSC or Service Provider.

- vi. Risks and mitigations.
- vii. Workshop PSC members and solicit comments and inputs.
- viii. Capture lessons learnt and presentation of the findings to Council.

### **2.4.3 Stakeholder Engagements**

The successful PSP must fully engage the stakeholders to ensure that any information that will assist in the development and implementation of the Revenue Enhancement Programme for the municipality is timeously made available. The Service Provider will document the date of the first request and the date when the information was received.

## **2.7 RISKS AND RISK MITIGATION**

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

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

## **2.8 REPORTING**

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

**Table 2: Schedule of Report Submissions and Meetings**

No	Description	Time frame	Stakeholder/Role-player
1.	An initial Project Briefing /Inception meeting between the appointed PSP, DBSA, and BLM.	One week after contracting between the DBSA and the appointed PSP.	PSC (DBSA, BLM, Limpopo COGHSTA PMU and PSP)
2.	Project Implementation Plan (PIP).	14 days after project inception meeting.	PSC (DBSA, BLM, Limpopo COGHSTA PMU and PSP)
3.	Progress Reports on milestones achieved.	On a monthly basis	PSC (DBSA, BLM, Limpopo COGHSTA PMU and PSP)
4.	Consolidated final REP /Municipal Revenue Improvement Plan (MRIP) and Close Out Reports	One month prior to completion date.	PSC (DBSA, BLM, Limpopo COGHSTA PMU and PSP)

## 2.9 ACCOUNTABILITY

During the execution of this contract, the successful Service Provider will be required to work closely with the relevant municipal's officials and DBSA – Project Leader. The PSP will report to the PSC in accordance with meeting schedule.

## 2.10 CONTACT PERSON

Technical queries to be directed to the DBSA technical team through the DBSA Procurement Unit via email to [tumim@dbsa.org](mailto:tumim@dbsa.org) and the tender reference number is to be quoted.

## **2.11 TERMS OF REFERENCE ESTABLISHING THE MUNICIPAL AND THE TECHNICAL PROJECT STEERING COMMITTEES**

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

### **Municipal Project Steering Committee Terms of Reference**

#### **1. Introduction:**

The Development Bank of Southern Africa (DBSA) has approved the development and implementation of a Revenue Enhancement Programme (REP) support for the Municipality.

It is a condition to the Agreement that a Project Steering Committee (PSC) be established between the DBSA and the Municipality to support the delivery of the Project funded by the DBSA accordingly, and in order to give effect to the above, the Parties agree as set out herein.

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

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

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

#### **2. Purpose of this Document**

The purpose of this document is to establish the terms of reference for the PSC. The terms of reference in turn establish the mandate roles and functions for the PSC.

The PSC is the key body within the Project governance structure responsible for the oversight and operational project issues associated with the implementation of Revenue Enhancement Programme.

### **3. Function of the Municipal PSC**

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

#### **3.1 Role of the Municipal PSC**

The role of the PSC is to:

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

#### **3.2 The Principles guiding the MPSC.**

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

- 3.2.1 work together in a spirit of transparency and openness in which the achievement of the Project to a standard of excellence is a prime consideration.



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

### **3.3 The Role of Individual PSC Members**

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

- 3.3.1 appreciate the significance of the Project for all stakeholders.
- 3.3.2 be an advocate for the Project's outcomes.
- 3.3.3 have a broad understanding of Project management issues and the approach being adopted to resolve such issues.
- 3.3.4 be committed to, and actively involved in pursuing the Project's outcomes.
- 3.3.5 help reconcile conflicting priorities and resources.
- 3.3.6 check adherence of project activities to standards and best practice, both within the organizations Municipality and DBSA and in a wider context.

## **4. General Administration of the PSC**

### **4.1 Membership**

The PSC shall be comprised of:

- 4.1.1 delegated representatives from the Municipality.

- 4.1.2 DBSA authorized representatives.
- 4.1.3 key members from the appointed Professional Service Provider (PSP); and
- 4.1.4 Further, the PSC will coopt other members as they see fit.

## **4.2 Changes in the PSC Membership**

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

## **4.3 Convener / Chairperson and the Secretariat**

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

## **4.4 Convener/Chairperson**

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

## **4.5 Secretariat**

The Secretariat will inter alia provide the following functions:

- 4.5.1 prepare and circulate the minutes for comments and inputs. Provide full copies of the minutes, including attachments to all the PSC members.
- 4.5.2 keep comprehensive records of all the deliberations and decisions of the PSC.
- 4.5.3 distribute copies of the minutes of the meetings for consideration and ultimately approval by the Chairperson.
- 4.5.4 prepare and finalise the minutes containing the proceedings and resolutions of the meetings which shall be signed by the Chairperson of the PSC and by the PSP and the DBSA.
- 4.5.5. Circulate the documents including completed milestones to the members at least 5 days prior to the meeting of the PSC and

- 4.5.6 the approval of the deliverables / milestones and invoice indicating the milestone and the number of the milestone that is being approved shall be recorded in the minutes. The deliverables and the minutes shall be signed by the chairperson of the PSC and by the PSP and the DBSA.

#### **4.6 Language and Communication Formats**

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

#### **1..2 4.7PSC Meeting Agenda**

- 4.7.1 All PSC meeting agenda items must be forwarded to the Chairperson or the secretariat support by close of business seven (7) working days prior to the next scheduled meeting.
- 4.7.2 The PSC agenda with attached meeting documents will be distributed at least 5 working days prior to the next scheduled meeting.
- 4.7.3 The Chairperson has the right to list an item on the formal agenda, but members may raise an item under 'General / Other Business' if necessary and as time permits.

#### **4.8 PSC Meeting Minutes and Meeting Documents**

The following administrative requirements apply:

- 4.8.1 the format of the PSC minutes shall be agreed at the first meeting of the PSC.
- 4.8.2 a schedule of PSC meetings to be discussed and agreed at the first PSC meeting and shall form part of all the meeting minutes.
- 4.8.3 the minutes of each PSC meeting will be prepared by the office of the PSP.
- 4.8.4 full copies of the minutes, including attachments, shall be provided to all PSC members no later than ten (10) working days following each meeting.
- 4.8.5 by agreement of the PSC, out-of-session decisions will be deemed acceptable upon confirmation in writing of the Municipality and the DBSA authorized representatives.
- 4.8.6 all out-of-session decisions shall be recorded in the minutes of the next scheduled PSC meeting; and

- 4.8.7 the minutes of each PSC meeting will be monitored and maintained by both the Municipality and the DBSA as a complete record as required under the respective document management provisions of the Municipality and DBSA.

#### **4.9 Frequency of Meetings**

- 4.9.1 The PSC shall meet monthly on a date to be advised by the Chairperson in line with the meeting schedule to be agreed upon at the first meeting of the PSC.
- 4.9.2 Additional meetings outside of the scheduled meeting dates may be convened as circumstances may arise.
- 4.9.3 Meetings of the PSC shall be coordinated through and called on by the chairperson whenever required in accordance with the terms of reference.
- 4.9.4 Notice of any meeting of the PSC shall be sent to each member (and copied to the stakeholders) and shall confirm the venue, time, and date, together with the proposed agenda for the meeting (including any supporting papers) reasonably practicable, as far as is reasonably practicable, at least 14 (fourteen) days' notice shall be given of any meeting of the PSC.
- 4.9.5 The PSC meetings may be held in the offices of the Municipality and / or virtually, via telephone, teleconference, videoconference, Microsoft Teams or via Zoom etc.

#### **4.10 Proxies to Meetings**

- 4.10.1 Members of the PSC shall nominate a proxy to attend a meeting if the member is unable to attend. The Chairperson will be informed of the substitution at least three (3) working days prior to the scheduled meeting.
- 4.10.2 The nominated proxy shall have voting rights at the attended meeting. The nominated proxy shall provide relevant comments/feedback of the PSC member they are representing to the attended meeting.

#### **4.11 Quorum Requirements**

- 4.11.1 A meeting quorum shall have been formed if 50% of the PSC members plus one member is in attendance for the recommendations or resolutions to be valid.
- 4.11.2 The quorum must contain representatives from the DBSA, Municipality and PSP.

#### **4.12 Governing Law**

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

#### **4.13 Confidentiality and Publicity**

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

### **5. PSC life span**

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

## **Technical PSC Terms of Reference**

### **1. Introduction**

- 1.1. It is a condition to the Agreement that the Municipality shall formally establish a Technical Steering Committee ("TPSC").
- 1.2. The TPSC shall comprise of the DBSA, municipality, and the appointed PSP.
- 1.3. Accordingly, and to give effect to the above, the Parties agree as set out herein.

### **2. Establishment of the Steering Committee**

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

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

### **3. Mandate of the Steering Committee**

The mandate of the TPSC is to:

- 3.1. serve as the primary interface between the stakeholders in respect of the Project.
- 3.2. monitor the technical aspects of the Project; and
- 3.3. prepare and submit the technical progress report and recommendations to the Municipal Project Steering Committee.

### **4. Members of the TPSC**

- 4.1. The TPSC shall consist of representatives from relevant parties (each representative being a "Member").
- 4.2. The first meeting of the PSC shall confirm quorum members and ex-officio members.

- 4.3. Members shall remain as members of the TPSC until such time as their appointment is withdrawn by the stakeholder appointing that member on written notice to the chairperson of the TPSC. Members shall be entitled to nominate any representative to act as their proxy to attend and vote at any meeting of the TPSC.
- 4.4. Whilst the stakeholders remain cognisant of the need to maintain continuity in membership of the TPSC, a stakeholder may replace a member at any time upon written notice to the chairperson of the TPSC.
- 4.5. The Municipality shall select and appoint one of its members to act as chairperson of the TPSC.
- 4.6. The Municipality shall ensure that minutes of all meetings of the TPSC are duly recorded and circulated to the members and the stakeholders.

## **5. Meetings of the TPSC**

- 5.1. The TPSC meeting frequency will be determined and agreed upon at the 1st meeting of TPSC.
- 5.2. Meetings of the TPSC shall be co-ordinated through and called on by the chairperson whenever required in accordance with these Terms of Reference
- 5.3. Notice of any meeting of the TPSC shall be sent to each member (and copied to the stakeholders) and shall confirm the venue, time, and date, together with the proposed agenda for the meeting (including any supporting papers) reasonably practicable, as far as is reasonably practicable, at least 14 (fourteen) days' notice shall be given of any meeting of the TPSC.
- 5.4. The TPSC's meetings shall be held at municipal offices, or virtually via telephone, teleconference, videoconference Microsoft Teams or Zoom as agreed between the members.
- 5.5. From time to time the stakeholders may propose that additional representatives attend meetings of the TPSC, and such request shall not be unreasonably refused by the TPSC.
- 5.6. All costs associated with the attendance of meetings of the TPSC, unless otherwise specifically agreed between the members, shall be for the account of the member incurring the costs.

## **6. Recommendations of the Technical Project Steering Committee**

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

## **7. Principles**

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

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



## **8. PROJECT PROPOSAL**

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

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

## **9. BLOUBERG LOCAL MUNICIPALITY**

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

### **9.1 TENDERERS PROPOSED KEY RESOURCES/EXPERTS**

Curriculum Vitae, proof of qualifications and professional body registration of all team members must be attached. In the case of project manager, the project reference letters must also be attached. Professional Bodies and Qualifications obtained outside South Africa must be SAQA accredited.

A Resource Schedule (detailing the applicable resource's name, experience, and minimum qualifications) as depicted in the table below should be included in the Tenderer's Response:

## STAGE 2: ELIGIBILITY CRITERIA

### A. EXPERIENCE OF THE TENDERER'S PROPOSED KEY EXPERTS

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

		<p>(SAICA), ACCA, CIGFARO or similar bodies in the financial environment.</p> <p><b>Qualifications:</b></p> <p>An appropriate National Diploma / BCom Degree in: Accounting / Auditing /Public Finance /Financial Management</p> <p><b>Experience:</b></p> <p>Must have at least 5 years post registration experience and must have minimum completed 3 projects in Revenue Enhancement.</p>		
2.	<b>Municipal Financial Expert or Revenue Enhancement Specialist</b>	<p><b>Professional Body:</b></p> <p>Professional membership with the South African Institute of Chartered Accountants (SAICA), ACCA, CIGFARO or similar bodies in the financial environment.</p> <p><b>Qualifications:</b></p> <p>An appropriate National Diploma / BCom degree in: Accounting/ Auditing /Public Finance /Financial Management.</p> <p><b>Experience:</b></p> <p>Must have minimum 5 years' experience in relevant RE projects on CV.</p>	Attach a CV, proof of qualifications and professional registration of the proposed candidate.	

3.	<b>Electrical Engineer</b>	<p><b>Registration Body:</b> Registration as a Professional Engineer or as a Professional Engineering Technologist in terms of the Engineering Professions Act, 2000 (ECSA).</p> <p><b>Qualifications:</b> BSc degree in Electrical Engineering or B Tech in Electrical Engineering.</p> <p><b>Experience:</b> Must have minimum 5 years' experience infrastructure services provision projects.</p>	Attach a CV, proof of qualifications and professional registration of the proposed candidate.	
4.	<b>Geo-Information Science (GISc) Expert</b>	<p><b>Registration Body:</b> Must be registered as a Professional Geo-Information Science Practitioner PrGISc by the South African Council of Professional and Technical Surveyors (PLATO) established in terms of Act 40 of 1984 and be a member of the Geo-Information Society of South Africa (GISSA).</p> <p><b>Qualifications:</b> Bachelor's Degree in Geo-Information Science or in Land Surveying.</p> <p><b>Experience:</b> Must have minimum 5 years' experience in the planning and establishment of GIS</p>	Attach a CV, proof of qualifications and professional registration of the proposed candidate.	

		systems for public or private sector entities in South Africa.		
5.	<b>Town Planner (Municipal infrastructure)</b>	<p><b>Registration body:</b> Registered Professional Planner in terms of the Planning Professions Act, 2003.</p> <p><b>Qualifications:</b> Bachelor's Degree in Town Planning.</p> <p><b>Experience:</b> Must have minimum 5 years' experience in town or regional development planning in the public / private sector environment.</p>	Attach a CV, proof of qualifications and professional registration of the proposed candidate.	
6.	<b>Legal Expert</b>	<p><b>Registration body:</b> Must be registered as an attorney by the Legal Practice Council (LPC).</p> <p><b>Qualifications:</b> Bachelor's degree in law (LLB).</p> <p><b>Experience:</b> Must have minimum 5 years' experience in contract law in relation to the delivery of infrastructure programmes and projects and experience in developing agreements and contracts / on public / private sector infrastructure delivery.</p>	Attach a CV, proof of qualifications and professional registration of the proposed candidate.	

The tenderer shall provide information in respect of the key personnel who will be engaged on the contract by completing the schedule in 2.1 below:

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

**B. SUMMARY DETAILS OF QUALIFICATIONS AND EXPERIENCE OF TENDERER'S  
PROPOSED KEY RESOURCES / EXPERTS**

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

KEY EXPERT 1: PROJECT MANAGER/ TEAM LEADER				
Name	Current Job Title	Qualifications	Professional Registration & Registration Nr.	Related work completed over the past 10 Years
KEY EXPERT 2: MUNICIPAL FINANCIAL EXPERT/ REVENUE ENHANCEMENT SPECIALIST				
Name	Current Job Title	Qualifications	Professional Registration & Registration Nr.	Related work completed over the past 10 Years
KEY EXPERT 3: ELECTRICAL ENGINEER				
Name	Current Job Title	Qualifications	Professional Registration & Registration Nr.	Related work completed over the past 10 Years

<b>KEY EXPERT 4: GEO-INFORMATION SCIENCE (GIS) EXPERT</b>				
<b>Name</b>	<b>Current Job Title</b>	<b>Qualifications</b>	<b>Professional Registration &amp; Registration Nr.</b>	<b>Related work completed over the past 10 Years</b>
<b>KEY EXPERT 5: TOWN PLANNER (MUNICIPAL INFRASTRUCTURE)</b>				
<b>Name</b>	<b>Current Job Title</b>	<b>Qualifications</b>	<b>Professional Registration &amp; Registration Nr.</b>	<b>Related work completed over the past 10 Years</b>
<b>KEY EXPERT 6: LEGAL EXPERT</b>				
<b>Name</b>	<b>Current Job Title</b>	<b>Qualifications</b>	<b>Professional Registration &amp; Registration Nr.</b>	<b>Related work completed over the past 10 Years</b>

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



**C. EXPERIENCE OF THE TENDERER (LEAD TENDERER AND ENTITIES IN JV, CONSORTIUM, ASSOCIATION, ETC).**

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

**D. TENDERER’S CONFLICT OF INTEREST**

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

<p><b>1a.</b> Is the Tenderer, its entities and/or employees currently employed and or contracted by or providing services to the DBSA directly or indirectly:</p> <p>Yes or No: _____</p>
<p><b>1b.</b> If yes, please provide details:</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
<p><b>2a.</b> If yes, does the relationship(s) pose a potential conflict of interest on this project:</p> <p>Yes or No: _____</p>
<p><b>2b.</b> If no, please provide details:</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>

## **9.2 EXPERIENCE / TRACK RECORD OF THE TENDERING ENTITY IN EXECUTING WORK OF SIMILAR NATURE**

- a) **The experience of the Tenderer (or that of the constituent member in a joint venture, consortium, or association) in the execution of projects within the provision of revenue enhancement planning and management in the municipal environment over the past 10 years will be evaluated.** Tenderers should very briefly describe their experience in this regard and attach same to this schedule. The description should be put in the Tables provided below and attached to this schedule.
- b) **Experience of Key Experts:** Provide CVs demonstrating experience of the resource where similar assignments were undertaken in the municipal environment over the past 10 years. Tenderers should very briefly describe the experience in this regard in the attached Schedule or separate document.

### Summarized Details of Experience / Track Record of the Tendering Entity in Executing Work of Similar Nature

[illegible]

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

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

<b>Signature:</b>	
<b>Date:</b>	
<b>Name:</b>	
<b>Position:</b>	
<b>Respondent:</b>	

## **ANNEXURE A**

### **PRICING SCHEDULE**

A financial proposal should be included in a separate electronic folder. Pricing evaluation will be based on a fixed amount for work conducted under the Revenue Enhancement Programme.

**(Note: This page must be separated from the pre-qualifying and functional proposal. Failure to separate this will lead to disqualification of the bid)**

This template must be completed in full and included as Annexure A to Pricing Proposal submitted. **Failure to complete this form (in respect of items 1 to 8 below) in full may result in the disqualification of the Bid.**

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

ID	SCOPE OF WORK / KEY DELIVERABLE(S)	FEE BASIS	DURATION (Months)	TOTAL PROFESSIONAL FEE FOR SCOPE OF WORK (Excl. VAT) (Rand)
1.	Inception meeting and development of the Project Implementation Plan (PIP).	Lump sum	Two weeks	
2.	Analysis of the existing situation / AS-IS analysis of the municipal revenue management value chain and development of the stakeholder engagement plan.	Lump sum	1 month	
3.	Cost of supply studies, Tariff structure review and analysis and restructuring of the tariffs for cost reflectiveness.	Lump sum	3 months	
4.	Audit of 3000 electricity meters, metering management and land use/ zoning.	Lump sum	6 months	

ID	SCOPE OF WORK / KEY DELIVERABLE(S)	FEE BASIS	DURATION (Months)	TOTAL PROFESSIONAL FEE FOR SCOPE OF WORK (Excl. VAT) (Rand)
5.	Customer billing data analysis and cleansing and integration with financial systems, property information and GIS.	Lump sum	3 months	
6.	Implementation of the low hanging fruits/ initiatives quick wins (within budget of R500 000) and transfer of skills to the relevant municipal officials.		3 months	R500 000
7.	Identification and prioritisation of the interventions/ infrastrucutre projects for the short, medium to long term. <b>Business cases to be developed.</b> <b>Total = (R Amount x 3 projects)</b>	Specify rate per project:	3 months	
8.	a) A final consolidated Municipal Revenue Improvement Plan (MRIP) with fully costed recommendations/project list and various funding options that the municipality can access to be able to implement same. b) Close out report	Lump sum	1.5 months	
Sub-Total of Proposed Fees (Excl. VAT) -				
VAT @15%				
Total Proposed Fee (incl. VAT)				

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

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

I, the undersigned, do hereby declare that the above is a proper pricing data forming part of this Contract Document upon which my/our tender for **RFP/2023**



## Annexure B

### SBD 4

#### DECLARATION OF INTEREST

1. Any legal person, including persons employed by the state<sup>1</sup>, or persons having a kinship with persons employed by the state, including a blood relationship, may make an offer or offers in terms of this invitation to bid (includes a price quotation, advertised competitive bid, limited bid or proposal). In view of possible allegations of favouritism, should the resulting bid, or part thereof, be awarded to persons employed by the state, or to persons connected with or related to them, it is required that the bidder or his/her authorised representative declare his/her position in relation to the evaluating/adjudicating authority where-

- the bidder is employed by the state; and/or
- the legal person on whose behalf the bidding document is signed, has a relationship with persons/a person who are/is involved in the evaluation and or adjudication of the bid(s), or where it is known that such a relationship exists between the person or persons for or on whose behalf the declarant acts and persons who are involved with the evaluation and or adjudication of the bid.

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

2.1 Full Name of bidder or his or her representative:  
.....

2.2 Identity ..... Number:  
.....

2.3 Position occupied in the Company (director, trustee, shareholder<sup>2</sup>):  
.....

2.4 Company ..... Registration ..... Number:  
.....

2.5 Tax ..... Reference ..... Number:  
.....

2.6 VAT ..... Registration ..... Number:  
.....

2.6.1 The names of all directors / trustees / shareholders / members, their individual identity numbers, tax reference numbers and, if applicable, employee / persal numbers must be indicated in paragraph 3 below.

<sup>1</sup> "State" means –

- (a) any national or provincial department, national or provincial public entity or constitutional institution within the meaning of the Public Finance Management Act, 1999 (Act No. 1 of 1999);
- (b) any municipality or municipal entity;
- (c) provincial legislature;

- (d) national Assembly or the national Council of provinces; or
- (e) Parliament.

<sup>2</sup>” Shareholder” means a person who owns shares in the company and is actively involved in the management of the enterprise or business and exercises control over the enterprise.

2.7 Are you or any person connected with the bidder presently employed by the state? **YES / NO**

2.7.1 If so, furnish the following particulars:

Name of person / director / trustee / shareholder/ member:

.....

Name of state institution at which you or the person

.....

connected to the bidder is employed :

.....

Position occupied in the state institution:

.....

Any other particulars:

.....

.....

.....

2.7.2 If you are presently employed by the state, did you obtain the appropriate authority to undertake remunerative work outside employment in the public sector? **YES / NO**

2.7.2.1 If yes, did you attached proof of such authority to the bid document? **YES / NO**

(Note: Failure to submit proof of such authority, where applicable, may result in the disqualification of the bid.

2.7.2.2 If no, furnish reasons for non-submission of such proof:

.....

.....

.....

2.8 Did you or your spouse, or any of the company's directors / trustees / shareholders / members or their spouses conduct business with the state in the previous twelve months? **YES / NO**

2.8.1 If so, furnish particulars:

.....

.....

.....

2.9 Do you, or any person connected with the bidder, have any relationship (family, friend, other) with a person employed by the state and who may be involved with the evaluation and or adjudication of this bid? **YES / NO**

2.9.1 If so, furnish particulars.

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

2.10 Are you, or any person connected with the bidder, aware of any relationship (family, friend, other) between any other bidder and any person employed by the state who may be involved with the evaluation and or adjudication of this bid? **YES/NO**

2.10.1 If so, furnish particulars.

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

2.11 Do you or any of the directors / trustees / shareholders / members of the company have any interest in any other related companies whether or not they are bidding for this contract? **YES/NO**

2.11.1 If so, furnish particulars:

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

### 3. Full details of directors / trustees / members / shareholders.

Full Name	Identity Number	Personal Reference Number	Tax Number	State Number	Employee / Persal Number

### 4. DECLARATION

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

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

I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 23 OF THE GENERAL CONDITIONS OF CONTRACT SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....	.....
Signature	Date
.....	.....
Position	Name of bidder

## Annexure C

### SBD 6.1

#### PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2017

##### 1..2.1

This preference form must form part of all bids invited. It contains general information and serves as a claim form for preference points for Broad-Based Black Economic Empowerment (B-BBEE) Status Level of Contribution

**NB: BEFORE COMPLETING THIS FORM, BIDDERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF B-BBEE, AS PRESCRIBED IN THE PREFERENTIAL PROCUREMENT REGULATIONS, 2017.**

#### 1. GENERAL CONDITIONS

1.1 The following preference point systems are applicable to all bids:

- **the 80/20 system for requirements with a Rand value of up to R50 000 000 (all applicable taxes included); and**
- a) The value of this bid is estimated **not exceed** R50 000 000 (all applicable taxes included) and therefore the 80/20 preference point system shall be applicable; or
- b) Either the 80/20 preference point system will be applicable to this tender.

1.2 Points for this bid shall be awarded for:

- (a) Price; and
- (b) B-BBEE Status Level of Contributor.

1.3 The maximum points for this bid are allocated as follows:

	POINTS
PRICE	80
B-BBEE STATUS LEVEL OF CONTRIBUTION	20
Total points for Price and B-BBEE must not exceed	100

1.4 Failure on the part of a bidder to submit proof of B-BBEE Status level of contributor together with the bid, will be interpreted to mean that preference points for B-BBEE status level of contribution are not claimed.

1.5 The purchaser reserves the right to require of a bidder, either before a bid is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the purchaser.

#### 2. DEFINITIONS

- (a) **“B-BBEE”** means broad-based black economic empowerment as defined in section 1 of the Broad-Based Black Economic Empowerment Act;
- (b) **“B-BBEE status level of contributor”** means the B-BBEE status of an entity in terms of a code of good practice on black economic empowerment, issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;
- (c) **“bid”** means a written offer in a prescribed or stipulated form in response to an invitation by an organ of state for the provision of goods or services, through price quotations, advertised competitive bidding processes or proposals;
- (d) **“Broad-Based Black Economic Empowerment Act”** means the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003);
- (e) **“EME”** means an Exempted Micro Enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9 (1) of the Broad-Based Black Economic Empowerment Act;
- (f) **“functionality”** means the ability of a tenderer to provide goods or services in accordance with specifications as set out in the tender documents.
- (g) **“prices”** includes all applicable taxes less all unconditional discounts;
- (h) **“proof of B-BBEE status level of contributor”** means:
  - 1) B-BBEE Status level certificate issued by an authorized body or person;
  - 2) A sworn affidavit as prescribed by the B-BBEE Codes of Good Practice;
  - 3) Any other requirement prescribed in terms of the B-BBEE Act;
- (i) **“QSE”** means a qualifying small business enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9 (1) of the Broad-Based Black Economic Empowerment Act;
- (j) **“rand value”** means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;

### 3. POINTS AWARDED FOR PRICE

#### 3.1 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

- $P_s$  = Points scored for price of bid under consideration
- $P_t$  = Price of bid under consideration
- $P_{\min}$  = Price of lowest acceptable bid

#### 4. POINTS AWARDED FOR B-BBEE STATUS LEVEL OF CONTRIBUTOR

- 4.1 In terms of Regulation 6 (2) and 7 (2) of the Preferential Procurement Regulations, preference points must be awarded to a bidder for attaining the B-BBEE status level of contribution in accordance with the table below:

B-BBEE Status Level of Contributor	Number of points (80/20 system)
1	20
2	18
3	16
4	12
5	8
6	6
7	4
8	2
Non-compliant contributor	0

#### 5. BID DECLARATION

- 5.1 Bidders who claim points in respect of B-BBEE Status Level of Contribution must complete the following:

#### 6. B-BBEE STATUS LEVEL OF CONTRIBUTOR CLAIMED IN TERMS OF PARAGRAPHS 1.4 AND 4.1

- 6.1 B-BBEE Status Level of Contributor: = .....(maximum of 10 or 20 points)  
(Points claimed in respect of paragraph 7.1 must be in accordance with the table reflected in paragraph 4.1 and must be substantiated by relevant proof of B-BBEE status level of contributor.

#### 7. SUB-CONTRACTING

- 7.1 Will any portion of the contract be sub-contracted?  
(***Tick applicable box***)

YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

- 7.1.1 If yes, indicate:

- i) What percentage of the contract will be subcontracted.....%
- ii) The name of the sub-contractor.....
- iii) The B-BBEE status level of the sub-contractor.....

iv) Whether the sub-contractor is an EME or QSE

**(Tick applicable box)**

YES		NO	
-----	--	----	--

v) Specify, by ticking the appropriate box, if subcontracting with an enterprise in terms of Preferential Procurement Regulations, 2017:

**Designated Group: An EME or QSE which is at least 51% owned by:**      **EME**      **QSE**

✓

✓

Black people

Black people who are youth

Black people who are women

Black people with disabilities

Black people living in rural or underdeveloped areas or townships

Cooperative owned by black people

Black people who are military veterans

**OR**

Any EME

Any QSE

**8. DECLARATION WITH REGARD TO COMPANY/FIRM**

8.1 Name \_\_\_\_\_ of  
company/firm:.....

8.2 VAT \_\_\_\_\_ registration  
number:.....

8.3 Company \_\_\_\_\_ registration  
number:.....

**8.4 TYPE OF COMPANY/ FIRM**

- ☐ Partnership/Joint Venture / Consortium
  - ☐ One person business/sole propriety
  - ☐ Close corporation
  - ☐ Company
  - ☐ (Pty) Limited
- [TICK APPLICABLE BOX]

**8.5 DESCRIBE PRINCIPAL BUSINESS ACTIVITIES**



.....  
.....  
8.6 COMPANY CLASSIFICATION

- ☐ Manufacturer  
☐ Supplier  
☐ Professional service provider  
☐ Other service providers, e.g. transporter, etc.  
[TICK APPLICABLE BOX]

8.7 Total number of years the company/firm has been in business:.....

8.8 I/we, the undersigned, who is / are duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the B-BBE status level of contributor indicated in paragraphs 1.4 and 6.1 of the foregoing certificate, qualifies the company/ firm for the preference(s) shown and I / we 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 6.1, the contractor may be required to furnish documentary proof to the satisfaction of the purchaser that the claims are correct;
- iv) If the B-BBEE status level of contributor has been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the purchaser may, in addition to any other remedy it may have –
  - (a) disqualify the person from the bidding 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 bidder or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted by the National Treasury 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

WITNESSES

1. ....  
2. ....

.....  
SIGNATURE(S) OF BIDDERS(S)

DATE:.....

ADDRESS.....

**Annexure D**

SBD 8

**DECLARATION OF BIDDER'S PAST SUPPLY CHAIN MANAGEMENT PRACTICES – N/A**

**Annexure E**

**SBD 9**

**CERTIFICATE OF INDEPENDENT BID DETERMINATION – N/A**

## **Annexure F**

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

## **Annexure G**

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

## **Annexure H**

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

## **Annexure I**

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

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

## Annexure J

### [General Conditions of Contract]

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

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

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

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



## Annexure K

### Tax Compliant Status and CSD Registration Requirements

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

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

**CSD Registration Number:**



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

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