

REQUEST FOR PROPOSALS

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

BID NUMBER:	RFP015/2024
COMPULSORY BRIEFING SESSION DETAILS:	16 February 2024 at 10:00am <u>Click here to join the meeting</u>
CLOSING DATE:	01 March 2024
CLOSING TIME:	23H55 (Midnight)
PERIOD FOR WHICH BIDS ARE REQUIRED TO REMAIN OPEN FOR ACCEPTANCE:	120 days
DESCRIPTION OF BID:	REVIEW, ALIGN AND ESTABLISH THE BEST FIT OPERATING MODEL AND STRUCTURE FOR THE DEVELOPMENT BANK OF SOUTHERN AFRICA (DBSA)
BID DOCUMENTS ELECTRONIC SUBMISSION:	<p>ELECTRONIC SUBMISSIONS</p> <p><u>INSTRUCTIONS:</u></p> <p>➤ Bidders are required to submit written requests for clarification via e-mail to <u>davidscm@dbsa.org</u> ONLY, quoting the RFP Number on the subject of the e-mail. This must be done three (3) working days submission day.</p> <p>➤ Bidders will thereafter receive a OneDrive Link to upload their submission documents electronically.</p> <p>➤ Written requests for clarification will be considered up to and including 26 February 2024 16:30 Johannesburg time. Requests received after this date may not be attended to.</p> <p>➤ Any requests after the stipulated date and time may be disregarded.</p> <p>NB: Electronic submission is encouraged for all bidders interested in this tender.</p> <p>Closing date of this RFP015/2024 is 01 March 2024 before 23:55PM.</p> <p>No physical bids will be received or accepted at the DBSA offices</p>
NAME OF BIDDER:	
CONTACT PERSON:	
EMAIL ADDRESS:	
TELEPHONE NUMBER:	
FAX NUMBER:	
BIDDER'S STAMP OR SIGNATURE	



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

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

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PART A
INVITATION TO BID

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

BID NUMBER: RFP015/2024

DESCRIPTION: REVIEW, ALIGN AND ESTABLISH THE BEST FIT OPERATING MODEL AND STRUCTURE FOR THE DEVELOPMENT BANK OF SOUTHERN AFRICA (DBSA)

COMPULSORY BRIEFING: 16 February 2024 Tender briefing will be done online via Microsoft teams.

COMPULSORY BRIEFING LINK: [Click here to join the meeting](#)

Time: 10H00 AM Johannesburg time (**Microsoft Teams**)

Closing time for the OneDrive Link submissions - 23h55 on the 29 February 2024 (Telkom Time)

CLOSING DATE: 01 March 2024

CLOSING TIME: 23H55PM

Name

 Bidder Name

Name

 Folder 1_Financial Proposal
 Folder 2_Technical Proposal

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

BID SUBMISSION LINK REQUESTS:

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

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

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

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

NAME OF BIDDER AND EACH ENTITY IN CONSORTIUM:				
POSTAL ADDRESS:				
STREET ADDRESS:				
CONTACT PERSON (FULL NAME):				
EMAIL ADDRESS:				
TELEPHONE NUMBER:				
FAX NUMBER:				
BIDDER REGISTRATION NUMBER OR REGISTRATION NUMBER OF EACH ENTITY IN CONSORTIUM				
BIDDER VAT REGISTRATION NUMBER OR VAT REGISTRATION NUMBER OF EACH ENTITY IN CONSORTIUM				
BBBEE STATUS LEVEL VERIFICATION CERTIFICATE /BBBEE	YES		NO	

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

PART B
TERMS AND CONDITIONS FOR BIDDING

1. BID SUBMISSION:	
1.1. BIDS MUST BE SUBMITTED ELECTRONICALLY BY THE STIPULATED TIME TO THE LINK PROVIDED. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.	
1.2. ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED – (NOT TO BE RE-TYPED)	
1.3. SOUTH AFRICAN BIDDERS MUST REGISTER ON THE CENTRAL SUPPLIER DATABASE (CSD) TO UPLOAD MANDATORY INFORMATION NAMELY: (BUSINESS REGISTRATION/ DIRECTORSHIP/ MEMBERSHIP/IDENTITY NUMBERS; TAX COMPLIANCE STATUS; AND BANKING INFORMATION FOR VERIFICATION PURPOSES). B-BBEE CERTIFICATE OR SWORN AFFIDAVIT FOR B-BBEE MUST BE SUBMITTED BY BIDDING INSTITUTION.	
1.4. WHERE A BIDDER IS NOT REGISTERED ON THE CSD, MANDATORY INFORMATION NAMELY: (BUSINESS REGISTRATION/ DIRECTORSHIP/ MEMBERSHIP/IDENTITY NUMBERS; TAX COMPLIANCE STATUS MUST BE SUBMITTED WITH THE BID DOCUMENTATION. B-BBEE CERTIFICATE OR SWORN AFFIDAVIT FOR B-BBEE MUST BE SUBMITTED TO BIDDING INSTITUTION.	
2. TAX COMPLIANCE REQUIREMENTS	
2.1 ALL BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS IN THEIR COUNTRY OF RESIDENCE.	
2.2 SOUTH AFRICAN BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VIEW THE TAXPAYER'S PROFILE AND TAX STATUS.	
2.3 SOUTH AFRICAN BIDDERS CAN APPLY FOR TAX COMPLIANCE STATUS (TCS) OR PIN MAY ALSO BE MADE VIA E-FILING. IN ORDER TO USE THIS PROVISION, TAXPAYERS WILL NEED TO REGISTER WITH SARS AS E-FILERS THROUGH THE WEBSITE WWW.SARS.GOV.ZA.	
2.4 SA BIDDERS' MAY ALSO SUBMIT A PRINTED TCS TOGETHER WITH THE BID.	
2.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED; EACH PARTY MUST SUBMIT A SEPARATE PROOF OF TCS / PIN / CSD NUMBER (TAX COMPLIANCE) IN ACCORDANCE WITH APPLICABLE LEGISLATION IN THEIR COUNTRY OF RESIDENCE.	
2.6 WHERE SA BIDDERS HAVE NO TCS AVAILABLE BUT ARE REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.	
3. QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS	
3.1. IS THE BIDDER A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?	
<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
IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN, IT IS NOT A REQUIREMENT TO OBTAIN A TAX COMPLIANCE STATUS / TAX COMPLIANCE SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 ABOVE.	

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

PART C

CHECKLIST OF COMPULSORY RETURNABLE SCHEDULES AND DOCUMENTS

Please adhere to the following instructions:

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

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

YES NO

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

- 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, 2022.
- 1.4 **Business Day** means a day which is not a Saturday, Sunday or public holiday in South Africa.
- 1.5 **Bid** means a written offer in the prescribed or stipulated form lodged by a Bidder in response to an invitation in this Request for Proposal, containing an offer to provide goods, works or services in accordance with the Specification as provided in this RFP.
- 1.6 **Bidder** means a person or legal entity, or an unincorporated group of persons or legal entities that submit a Bid.
- 1.7 **Companies Act** means the Companies Act, 2008.
- 1.8 **Compulsory Documents** means the list of compulsory schedules and documents set out in Part B.
- 1.9 **Closing Time** for the OneDrive Link submissions - 23h55 on the 01 March 2024 (Telkom Time)
- 1.10 **DBSA** means the Development Bank of Southern Africa Limited.
- 1.11 **DFI** means Development Finance Institution.
- 1.12 **Evaluation Criteria** means the criteria set out under the clause 26 (Evaluation Process) of this Part C, which includes the Qualifying Criteria, Functional Criteria and Price and Preferential Points Assessment (where applicable).
- 1.13 **Functional Criteria** means the criteria set out in clause 27 of this Part C.

1.14 **Intellectual Property Rights** includes copyright and neighbouring rights, and all proprietary rights in relation to inventions (including patents) registered and unregistered trademarks (including service marks), registered designs, confidential information (including trade secrets and know how) and circuit layouts, and all other proprietary rights resulting from intellectual activity in the industrial, scientific, literary or artistic fields.

1.15 **PFMA** means the Public Finance Management Act, 1999.

1.16 **PPPFA** means the Preferential Procurement Policy Framework Act, 2000.

1.17 **PPPFA Regulations** means the Preferential Procurement Regulations, 2022 published in terms of the PPPFA.

1.18 **Pre-Qualifying Criteria** means the criteria set out in clause 26.3 of this Part C.

1.19 **Price and Preferential Points Assessment** means the process described in clause 26.7 of this Part C, as prescribed by the PPPFA.

1.20 **Proposed Contract** means the agreement including any other terms and conditions contained in or referred to in this RFP that may be executed between the DBSA and the successful Bidder.

1.21 **Request for Proposal** or **RFP** means this document (comprising each of the parts identified under Part A, Part B, Part C and Part D) including all annexures and any other documents so designated by the DBSA.

1.22 **SARS** means the South African Revenue Service.

1.23 **Services** means the services required by the DBSA, as specified in this RFP Part D.

1.24 **SLA** means Service Level Agreement.

1.25 **SOE** means State Owned Enterprise, as defined by the Companies' Act.

1.26 **Specification** means the conditions of tender set and any specification or description of the DBSA's requirements contained in this RFP.

1.27 **State** means the Republic of South Africa.

1.28 **Statement of Compliance** means the statement forming part of a Tender indicating the Bidders compliance with the Specification.

1.29 **Tendering Process** means the process commenced by the issuing of this Request for Proposals and concluding upon formal announcement by the DBSA of the selection of a successful Bidder(s) or upon the earlier termination of the process.

1.30 **Website** means a website administered by DBSA under its name with web address www.dbsa.org

2. INTERPRETATIONS

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

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

3. TENDER TECHNICAL AND GENERAL QUERIES

Queries pertaining to this tender must be directed to:-

DBSA Supply Chain Management Unit

Email: davidscm@dbsa.org

No questions will be answered telephonically.

4. SUBMISSION OF TENDERS

COMPULSORY BRIEFING: 16 February 2024 - Tender briefing will be done online via Microsoft teams.

LINK: [Click here to join the meeting](#) Time: 10H00 AM Johannesburg time (**Microsoft Teams**)

LINK REQUESTS: Bidders are asked to nominate one dedicated contact person (name, email address and phone number).

CLOSING DATE: 01 March 2024

CLOSING TIME: 23H55PM

5. RULES GOVERNING THIS RFP AND THE TENDERING PROCESS

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

6. STATUS OF REQUEST FOR PROPOSAL

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

7. ACCURACY OF REQUEST FOR PROPOSAL

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

7.2 If a Bidder finds or reasonably believes it has found any discrepancy, ambiguity, error or inconsistency in this RFP or any other information provided by the DBSA (other than minor clerical matters), the Bidder must promptly notify the DBSA in writing of such discrepancy, ambiguity, error or inconsistency in order to afford the DBSA an opportunity to consider what corrective action is necessary (if any).

7.3 Any actual discrepancy, ambiguity, error or inconsistency in this RFP or any other information provided by the DBSA will, if possible, be corrected and provided to all Bidders without attribution to the Bidder who provided the written notice.

8. ADDITIONS AND AMENDMENTS TO THE RFP

8.1 The DBSA reserves the right to change any information in, or to issue any addendum to this RFP before the Closing Time. The DBSA and its officers, employees and advisors will not be liable in connection with either the exercise of, or failure to exercise this right.

8.2 If the DBSA exercises its right to change information in terms of clause 8.1, it may seek amended Tenders from all Bidders.

9. REPRESENTATIONS

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

10. CONFIDENTIALITY

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

11. REQUESTS FOR CLARIFICATION OR FURTHER INFORMATION

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

11.2 All questions or requests for further information or clarification of this RFP or any other document issued in connection with the Tendering Process must be submitted to the Tender Officer in writing, and most preferably by e-mail to davidscm@dbsa.org

11.3 Any communication by a Bidder to the DBSA will be effective upon receipt by the Tender Officer (provided such communication is in the required format).

11.4 The DBSA has restricted the period during which it will accept questions or requests for further information or clarification and reserves the right not to respond to any enquiry or request, irrespective of when such enquiry or request is received.

11.5 Except where the DBSA is of the opinion that issues raised apply only to an individual Bidder, questions submitted and answers provided will be made available to all Bidders by e-mail, as well as on the DBSA's website without identifying the person or organisation which submitted the question.

11.6 In all other instances, the DBSA may directly provide any written notification or response to a Bidder by email to the address of the Bidder (as notified by the Bidder to the Tender Manager).

11.7 A Bidder may, by notifying the Tender Officer in writing, withdraw a question submitted in accordance with clause 12, in circumstances where the Bidder does not wish the DBSA to publish its response to the question to all Bidders.

12. UNAUTHORISED COMMUNICATIONS

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

13. IMPROPER ASSISTANCE, FRAUD AND CORRUPTION

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

14. ANTI-COMPETITIVE CONDUCT

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

15. COMPLAINTS ABOUT THE TENDERING PROCESS

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

16. CONFLICT OF INTEREST

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

17. LATE BIDS

- 17.1 Bids must be delivered by the Closing Time. The Closing Time may be extended by the DBSA in its absolute discretion by providing written notice to Bidders.
- 17.2 Bids delivered after the Closing Time or lodged at a location or in a manner that is contrary to that specified in this RFP will be disqualified from the Tendering Process and will be ineligible for consideration. However, a late Bid may be accepted where the Bidder can clearly demonstrate (to the satisfaction of the DBSA, in its sole discretion) that late lodgement of the Bid was caused by the DBSA; that access was denied or hindered in relation to the physical

tender box; or that a major/critical incident hindered the delivery of the Bid and, in all cases, that the integrity of the Tendering Process will not be compromised by accepting a Bid after the Closing Time.

17.3 The determination of the DBSA as to the actual time that a Bid is lodged is final. Subject to clause 17.2, all Bids lodged after the Closing Time will be recorded by the DBSA and will only be opened for the purposes of identifying a business name and address of the Bidder. The DBSA will inform a Bidder whose Bid was lodged after the Closing Time of its ineligibility for consideration. The general operating practice is for the late Bid to be returned within 5 (five) working days of receipt or within 5 (five) working days after determination not to accept a late Bid.

18. BIDDER'S RESPONSIBILITIES

18.1 Bidders are responsible for:

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

18.2 South African bidders with annual total revenue of ZAR10 million or less qualify as Exempted Micro Enterprises (EMEs) in terms of the B-BBEE Act must submit a certificate issued by a registered, independent auditor (who or which is not the Bidder or a part of the Bidder) or an accredited verification agency.

18.3 South African bidders other than EMEs must submit their original and valid B-BBEE status level verification certificate or a certified copy, or a sworn affidavit thereof, substantiating their B-BBEE status. The submission of such certificates must comply with the requirements of instructions and guidelines issued by National Treasury and be in accordance with the

applicable notices published by the Department of Trade and Industry in the Government Gazette.

18.4 The DBSA reserves the right to require of a Bidder, either before a Bid is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the DBSA.

18.5 Failure to provide the required information may result in disqualification of the Bidder.

19. PREPARATION OF BIDS

19.1 Bidders must ensure that:

19.1.1 their Bid is submitted in the required format as stipulated in this RFP; and

19.1.2 all the required information fields in the Bid are completed in full and contain the information requested by the DBSA.

19.2 The DBSA may in its absolute discretion reject a Bid that does not include the information requested or is not in the format required.

19.3 Unnecessarily elaborate responses or other representations beyond that which is sufficient to present a complete and effective tender proposal are not desired or required. Elaborate and expensive visual and other presentation aids are not necessary.

19.4 Where the Bidder is unwilling to accept a specified condition, the non-acceptance must be clearly and expressly stated. Prominence must be given to the statement detailing the non-acceptance. It is not sufficient that the statement appears only as part of an attachment to the Bid or be included in a general statement of the Bidders usual operating conditions.

19.5 An incomplete Bid may be disqualified or assessed solely on the information completed or received with the Bid.

20. ILLEGIBLE CONTENT, ALTERATION AND ERASURES

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

20.2 The DBSA may disregard any content in a Tender that is illegible and will be under no obligation whatsoever to seek clarification from the Bidder.

20.3 The DBSA may permit a Bidder to correct an unintentional error in its Bid where that error becomes known or apparent after the Closing Time, but in no event will any correction be permitted if the DBSA reasonably considers that the correction would materially alter the substance of the Bid or effect the fairness of the Tendering Process.

21. OBLIGATION TO NOTIFY ERRORS

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

22. RESPONSIBILITY FOR BIDDING COSTS

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

23. DISCLOSURE OF BID CONTENTS AND BID INFORMATION

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

24. USE OF BIDS

- 24.1 Upon submission in accordance with the requirements relating to the submission of Bids, all Bids submitted become the property of the DBSA. Bidders will retain all ownership rights in any intellectual property contained in the Bids.
- 24.2 Each Bidder, by submission of their Bid, is deemed to have licensed the DBSA to reproduce the whole, or any portion, of their Bid for the sole purposes of enabling the DBSA to evaluate the Bid.

25. BID ACCEPTANCE

All Bids received must remain open for acceptance for a minimum period of 120 (one-hundred and twenty) days from the Closing Date and Time. This period may be extended by written mutual agreement between the DBSA and the Bidder.

26. EVALUATION PROCESS

26.1 The Bids will be evaluated and adjudicated as follows:

26.1.1 First Stage – Test for administrative Responsiveness

The test for administrative responsiveness will include the following:

Stage 1: Responsiveness

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

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

Responsiveness Criteria		Prequalifying Criteria	Applicable to this Tender (Y/N)
1	Adherence to submitting Tender as a two-folder tender. Folder 1: Functionality and returnable submission separate from Folder 2: Pricing proposal submission	Pre-Qualifier	Y
2	Attendance Register of the Compulsory Briefing Session attended by the Tenderer.	Pre-Qualifier	Y
3	Provision of at least three (3) signed reference letters, not older than six (6) years, from successful assignments and from satisfied clients. The letters must preferably be on formal letterheads and related to the scope of work outlined in the TOR.	Pre-Qualifier	Y

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

Responsiveness Criteria		Clarification Time	Applicable to this Tender (Y/N)
1	Standard conditions of tender as required.	48 hours	Y
2	Returnable documents completed and signed.	48 hours	Y
3	Submission of Proof of Registration with National Treasury Central Supplier Database (CSD) Summary Report or A Valid and Active Tax Compliance Status Pin issued by SARS for Tax Compliance Status Verification: N.B - Bidder must be fully registered & tax compliant to do business with the DBSA.	7 Working days	Y

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

26.1.2 Second Stage – Functional criteria

26.1.1 Only those Bidders who score **[80]** points or higher (out of a possible 100) during the functional evaluation of the Second Stage will be evaluated further. Bidders are required to submit supporting documentation evidencing their compliance with each requirement, where applicable.

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

26.1.2 Third Stage – price

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

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

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

26.3 First Stage: Pre-Qualifying Criteria

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

26.4 Second Stage: Functional Criteria

The technical proposal will be evaluated according to the following criteria and scoring system. The technical score will be calculated out of 100 points, and only those bids that achieve a threshold of **80** points for the technical proposal will move to the next level of evaluation where a score for price and BBBEE.

26.5 A minimum of **80 points out of a 100** for the functional evaluation will qualify the Bid to move on to the Third Stage of evaluation, which is price and preferential point's evaluation.

Evaluation Categories	Criteria / Questions / guidelines	Max. Points	Min. Points								
		60	48								
Company Customer References	<p>1. Track Record</p> <p>The ISP should provide at least three (3) contactable references (on the referees' company letterhead and signed by the delegated authority of the company) of a similar assignment conducted for a similar sized or larger organisation specifically Development Finance Institutions (DFI's), Commercial Banks, Infrastructure Consulting / Development / Financing organizations and related State-Owned Enterprises, in the past six (6) years. The letters must detail the work done for these organisations and if successfully completed,</p> <table border="1"> <tr> <td>3 contactable references validating the nature, term/tenure, quality of output and level of success with regard to the assignment (with 2 being from a DFI/Banking/Finance/SoE institutions).</td> <td>10 Points</td> </tr> <tr> <td>2 contactable references validating the nature, term/tenure, quality of output and level of success with regard to the assignment (with 1 being from a DFI/Banking/Finance/SoE institution)</td> <td>8 Points</td> </tr> <tr> <td>1 contactable reference validating the nature, term/tenure, quality of output and level of success with regard to the assignment (reference being from a DFI/Banking/Finance/SoE institution)</td> <td>5 Points</td> </tr> </table>	3 contactable references validating the nature, term/tenure, quality of output and level of success with regard to the assignment (with 2 being from a DFI/Banking/Finance/SoE institutions).	10 Points	2 contactable references validating the nature, term/tenure, quality of output and level of success with regard to the assignment (with 1 being from a DFI/Banking/Finance/SoE institution)	8 Points	1 contactable reference validating the nature, term/tenure, quality of output and level of success with regard to the assignment (reference being from a DFI/Banking/Finance/SoE institution)	5 Points	10			
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Company Track Record & Experience Organisational Design	<p>The ISP who demonstrates organisational design and stratification experience with similar sized or larger organisations. Must be evidenced in the contactable reference letters. In addition, a concise summary report must be provided detailing the work done in respect establishing operating models and designing macro and microstructures aligned to an organisation's strategy for the various organisations.</p> <table border="1"> <tr> <td>10+ Years in existence plus 20+ years demonstrated experience and all information provided</td> <td>15 Points</td> </tr> <tr> <td>10+ Years in existence plus 15 – 20 years demonstrated experience and all information provided</td> <td>12 Points</td> </tr> <tr> <td>10+ Years in existence plus 10 – 14 years demonstrated experience and all information provided</td> <td>10 Points</td> </tr> <tr> <td><10 years demonstrated experience</td> <td>0 Points</td> </tr> </table>	10+ Years in existence plus 20+ years demonstrated experience and all information provided	15 Points	10+ Years in existence plus 15 – 20 years demonstrated experience and all information provided	12 Points	10+ Years in existence plus 10 – 14 years demonstrated experience and all information provided	10 Points	<10 years demonstrated experience	0 Points	15	
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10+ Years in existence plus 15 – 20 years demonstrated experience and all information provided	12 Points										
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<10 years demonstrated experience	0 Points										
Company Track Record & Experience Dual Career Pathing & Career Progression Mapping	<p>The ISP who demonstrates competence in Dual Career Pathing & Career Progression Mapping. A concise summary report must be provided detailing the work done on Dual Career Pathing & Career Progression for the various organisations</p> <table border="1"> <tr> <td>20+ years demonstrated experience and summary report provided</td> <td>10 Points</td> </tr> <tr> <td>15 – 20 years demonstrated experience and summary report provided</td> <td>8 Points</td> </tr> <tr> <td>10 – 14 years demonstrated experience and summary report provided</td> <td>6 Points</td> </tr> <tr> <td><10 years demonstrated experience</td> <td>0 Points</td> </tr> </table>	20+ years demonstrated experience and summary report provided	10 Points	15 – 20 years demonstrated experience and summary report provided	8 Points	10 – 14 years demonstrated experience and summary report provided	6 Points	<10 years demonstrated experience	0 Points	10	
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Company Track Record & Experience Job Descriptions, Job Evaluations, Job Grading &	<p>The ISP who demonstrates competence in preparing job descriptions and conducting job evaluations and grading (Hay or Paterson or equivalent). A concise summary report detailing the work done for the various organisations on Job Description Writing, Job Evaluations and Job Grading must be provided.</p>	15									

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Human Capital/People Strategy & Framework	<p>The ISP who demonstrates competence in developing the Human Capital/People Strategy & Framework aligned to the organisation's strategy. A concise summary report detailing the work done for the various organisations on developing Human Capital/People Strategies & Frameworks must be provided.</p> <table border="1"> <tr> <td>20+ years demonstrated experience and summary report provided</td><td>10 Points</td></tr> <tr> <td>15 – 20 years demonstrated experience and summary report provided</td><td>8 Points</td></tr> <tr> <td>10 – 14 years demonstrated experience and summary report provided</td><td>6 Points</td></tr> <tr> <td><10 years demonstrated experience</td><td>0 Points</td></tr> </table>	20+ years demonstrated experience and summary report provided	10 Points	15 – 20 years demonstrated experience and summary report provided	8 Points	10 – 14 years demonstrated experience and summary report provided	6 Points	<10 years demonstrated experience	0 Points	10	
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2. Team Capability		20	16								
Experience of personnel allocated to this assignment	<p>Demonstrated skills and relevant experience in carrying out similar services in similar sized or larger organisations specifically in Development Finance Institutions (DFI's), commercial banks, Infrastructure Consulting / Development / Financing organizations and related State-Owned Enterprises.</p> <p>The key personnel should at least have 10 years' experience each.</p> <p>Send for the following for the personnel assigned to this project:</p> <ul style="list-style-type: none"> • Project Lead • Project Team Resources <p>Two-page resume of each team resource assigned to this project detailing names, qualifications, professional bodies, and number of years rendering similar services.</p> <p>Each team resource must indicate at the top of their resume, the deliverable/s they will be working on, and concise summary report of the work done at medium to large size organisations. Report to include accomplishments and expertise on successful execution of similar assignments.</p> <p>The Project Lead's resume must further provide demonstrable evidence of the number of years of experience, the organisations worked for, and a summary of the work done. The summary must include demonstrable evidence of being able to lead from start of a project to completion, engage and deal successfully with high level stakeholders of Management, Executives, the Board and Board Sub-Committees in medium to large size organisations.</p> <p>The proposed team submitted in the RFP will be the team expected to deliver the required service, unless otherwise agreed to by the DBSA.</p>	20									

	<table border="1"> <thead> <tr> <th>Project Lead</th><th>Score</th></tr> </thead> <tbody> <tr> <td>15+ years demonstrated experience and all information requested above was provided</td><td>10 Points</td></tr> <tr> <td>10 – 14 years demonstrated experience and all information requested above was provided</td><td>8 Points</td></tr> <tr> <td>5 – 9 years demonstrated experience and all information requested above was provided</td><td>6 Points</td></tr> <tr> <td><5 years demonstrated experience</td><td>0 Points</td></tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Key Personnel</th><th>Score</th></tr> </thead> <tbody> <tr> <td>15+ years demonstrated experience and all information requested above was provided</td><td>10 Points</td></tr> <tr> <td>10 – 14 years demonstrated experience and all information requested above was provided</td><td>8 Points</td></tr> <tr> <td>5 – 9 years demonstrated experience and all information requested above was provided</td><td>6 Points</td></tr> <tr> <td><5 years demonstrated experience</td><td>0 Points</td></tr> </tbody> </table>	Project Lead	Score	15+ years demonstrated experience and all information requested above was provided	10 Points	10 – 14 years demonstrated experience and all information requested above was provided	8 Points	5 – 9 years demonstrated experience and all information requested above was provided	6 Points	<5 years demonstrated experience	0 Points	Key Personnel	Score	15+ years demonstrated experience and all information requested above was provided	10 Points	10 – 14 years demonstrated experience and all information requested above was provided	8 Points	5 – 9 years demonstrated experience and all information requested above was provided	6 Points	<5 years demonstrated experience	0 Points		
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	3. Project, Change, Stakeholder & Implementation Approach	20	16																				
Project Management Capabilities	<p>Proposal must include the project methodology and a high-level project plan indicating deliverables, milestones and estimated time required for completion and delivery of this assignment.</p> <table border="1"> <thead> <tr> <th>Project Methodology & Project Plan</th><th>Score</th></tr> </thead> <tbody> <tr> <td>Very satisfactory</td><td>10</td></tr> <tr> <td>Satisfactory</td><td>8</td></tr> <tr> <td>Poor or no methodology and plan</td><td>0</td></tr> </tbody> </table>	Project Methodology & Project Plan	Score	Very satisfactory	10	Satisfactory	8	Poor or no methodology and plan	0	10													
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	Total Score	100																					

26.6 Bidders that do not score **80** points (inclusive of the presentation) or higher at this stage of the evaluation will not be evaluated during the Third Stage of the evaluation.

26.7 Third Stage: Price

26.7.1 The Third Stage of evaluation of the Bids will be in respect of price and preference.

27. Risk Analysis and Objective Criteria

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:

- i. Any bidder that has a cumulative order book totaling 3 Awards with outstanding value, **may be excluded from further evaluation**.
- ii. Where a bidder has 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 **for further evaluation and/or recommendation for award**.
- iii. Where a bidder has 3 active Awards with an outstanding value and at least one of the projects has stalled for a period of 6 months or more, or the client has placed the project on hold indefinitely, the bidder may be included **for further evaluation and/or recommendation for award**.
- iv. The DBSA has the discretion to apply an objective criterion.

28. Due Diligence

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

a. Judgements and criminal convictions

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

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

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

c. Performance

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

d. Reputational harm

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

e. Restricted/Blacklisted

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

f. Vetting

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

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

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

- c. Profitability ;
- d. Financial Risk;
- e. Liquidity ;
- f. Acid Test ;
- g. Solvency; and
- h. Commercial relationship with a politically exposed and brand risk

- i. The DBSA reserves the right to award the scope in full or part thereof, subject to budget availability.
- ii. The DBSA reserves the right to negotiate to ensure the value for money principle is not compromised.

29. 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.

30. STATUS OF BID

30.1 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.

30.2 A Bid must not be conditional on:

- 30.2.1 the Board approval of the Bidder or any related governing body of the Bidder being obtained.
- 30.2.2 the Bidder conducting due diligence or any other form of enquiry or investigation.
- 30.2.3 the Bidder (or any other party) obtaining any regulatory approval or consent.
- 30.2.4 the Bidder obtaining the consent or approval of any third party; or
- 30.2.5 the Bidder stating that it wishes to discuss or negotiate any commercial terms of the contract.

30.3 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).

30.4 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.

31. CLARIFICATION OF BIDS

31.1 The DBSA may seek clarification from and enter into discussions with any or all of the Bidders in relation to their Bid. The DBSA may use the information obtained when clarification is sought

or discussions are held in interpreting the Bid and evaluating the cost and risk of accepting the Bid. Failure to supply clarification to the satisfaction of the DBSA may render the Bid liable to disqualification.

31.2 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.

32. DISCUSSION WITH BIDDERS

32.1 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.

32.2 Where applicable, the DBSA will invite Bidders to give a presentation to the DBSA in relation to their submissions.

32.3 The DBSA is under no obligation to undertake discussions with, and Bidders.

32.4 In addition to presentations and discussions, the DBSA may request some or all Bidders to:

- 32.4.1 conduct a site visit, if applicable.
- 32.4.2 provide references or additional information; and/or
- 32.4.3 make themselves available for panel interviews.

33. SUCCESSFUL BIDS

33.1 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.

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

33.3 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.

34. NO OBLIGATION TO ENTER INTO CONTRACT

34.1 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.

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

35. BIDDER WARRANTIES

35.1 By submitting a Bid, a Bidder warrants that:

- 35.1.1 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;
- 35.1.2 it did not use the improper assistance of DBSA's employees or information unlawfully obtained from them in compiling its Bid;
- 35.1.3 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;
- 35.1.4 it accepts and will comply with the terms set out in this RFP; and
- 35.1.5 it will provide additional information in a timely manner as requested by the DBSA to clarify any matters contained in the Bid.

36. DBSA'S RIGHTS

36.1 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:

- 36.1.1 cease to proceed with or suspend the Tendering Process prior to the execution of a formal written contract;
- 36.1.2 alter the structure and/or the timing of this RFP or the Tendering Process;
- 36.1.3 vary or extend any time or date specified in this RFP
- 36.1.4 terminate the participation of any Bidder or any other person in the Tendering Process.
- 36.1.5 require additional information or clarification from any Bidder or any other person;
- 36.1.6 provide additional information or clarification.
- 36.1.7 negotiate with any one or more Bidder;
- 36.1.8 call for new Bid.
- 36.1.9 reject any Bid received after the Closing Time; or
- 36.1.10 reject any Bid that does not comply with the requirements of this RFP.

37. GOVERNING LAWS

37.1 This RFP and the Tendering Process are governed by the laws of the Republic of South Africa.

37.2 Each Bidder must comply with all relevant laws in preparing and lodging its Bid and in taking part in the Tendering Process.

37.3 All Bids must be completed using the English language and all costing must be in South African Rand (ZAR).



DATE: 06 FEBRUARY 2024

Terms of Reference

**REVIEW, ALIGN AND ESTABLISH THE BEST FIT
OPERATING MODEL AND STRUCTURE FOR THE
DEVELOPMENT BANK OF SOUTHERN AFRICA**

FEBRUARY 2024

Background

The Development Bank of Southern Africa (“the DBSA” or “the Bank”) is a Development Finance Institution (“DFI”) wholly owned by the Government of the Republic of South Africa (“the shareholder”), with a mandate to finance infrastructure projects across Africa. This is achieved primarily through preparation, funding, and delivery of infrastructure projects in the markets within which the Bank operates.

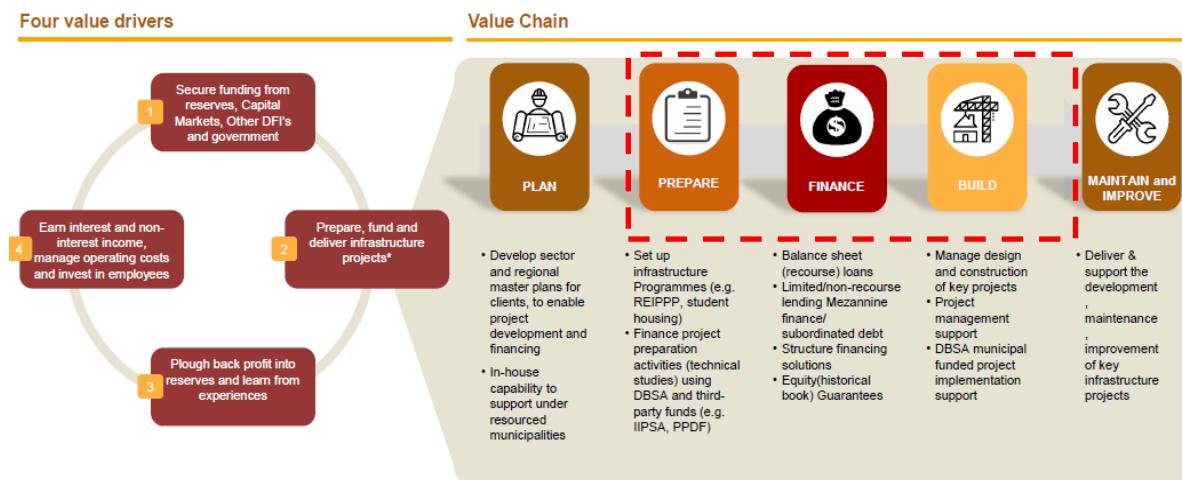
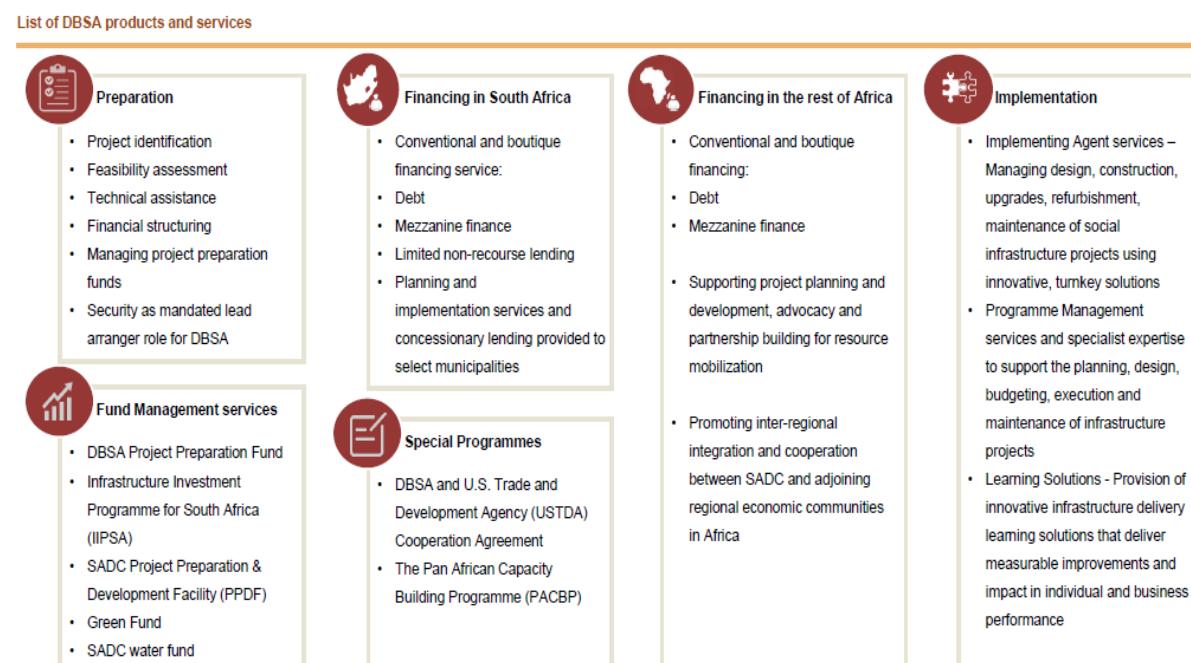


Figure 1: Primary focus areas of the DBSA

DBSA primarily plays a key role in the preparation, funding and building phases of the infrastructure development value chain. The diagram below illustrates the various services as well as the key target markets per value chain segments.



1. INTRODUCTION

The Development Bank of Southern Africa (“the Bank” or “DBSA”) is a Development Finance Institution (“DFI”) owned by the Government of the Republic of South Africa (“the Shareholder”), with a mandate to finance infrastructure projects across Africa. The Bank has positioned itself as a DFI that champions and leads infrastructure integration and development. The Bank has sought to promote economic and social development by mobilizing financial and other resources from the national and international, private and public sectors, for sustainable development projects in South Africa, the Southern African Development Community (SADC) region, and the whole of the African continent. In broad and aspirational terms, the Bank has the vision of a prosperous and integrated resource-efficient region, progressively free of poverty and dependency. For more information, please access the website at www.dbsa.org.

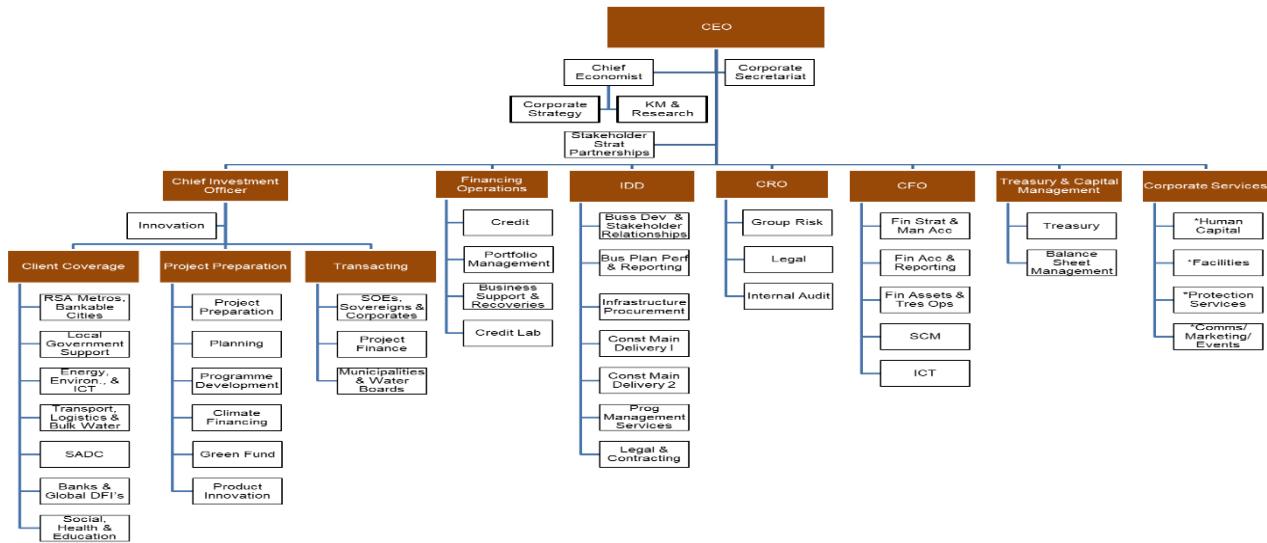
2. CONTEXT

The Board and the Executive Committee have agreed on strategic priorities for the next decade. Most importantly, they have done so without changing the current strategy, focus areas (e.g. sectors) and business of the Bank. Most of the strategic priorities are outward-focused, with a few being inward-focused. The outward-focused ones include the development of strategies, programmes and interventions associated with Environment, Social and Governance (ESG) and Just Transition, amongst others. The Bank will also retain its focus in Metropolitans and Municipalities, implementing interventions such as the front-loading of municipal infrastructure grants in support of increased infrastructure development. The Bank will also review its options regarding the regulatory framework and opt for the most optimal for capital management, that can be institutionalized within the next 3 years.

The inward-focused (that is, internal to the Bank) strategic imperatives are encapsulated under the banner of Future-Fit-DBSA, which for the Bank includes the following: Digitalization, Structural Optimization and Operational Efficiency. This ToR is geared at addressing the latter two aspects of the Future-Fit-DBSA initiative. All that has been mentioned above and more, is captured in the annual Corporate Plan(s) as approved by both the Board and the Shareholder.

As an organization, the Bank has an asset base of circa 110 billion ZAR, a budgeted headcount of circa 730, semi-autonomous programmes which it executes on behalf of other stakeholders (internally termed ‘Agencies’) with an estimated headcount of 80 and retains a graduate cohort of about 40 annually. More details of Bank’s activities and finances are reflected in its Annual Financial Statements, Integrated Annual Reports and Sustainability Review Reports which can be found on the DBSA website at www.dbsa.org

The high-level DBSA structure is as follows:



3. PURPOSE

The purpose of this ToR is to appoint an Independent Service Provider (“ISP”) to support the DBSA in becoming Future-Fit. Specifically, the ISP is to conduct an evaluation of the Bank’s current operating model and associated elements, whereafter it is expected to develop recommendations that will be consulted with the Board as well as the Executive Committee. The conclusion hereof, will be recommendations that the Bank then accepts and implements.

4. DETAILED SCOPE OF THE ASSIGNMENT

The problem statement can be summarized as follows:

The Bank has only had two (2) operating model reviews in the past decade. The first, in and around 2012/3 was initiated by a change in tactical strategy which led to the Bank solutioning differently for both human resources provision as well as the building and maintenance of municipal infrastructure. It furthermore led to the Bank closing one Division (Development Fund) and opening another (Infrastructure Delivery). The second, in and around 2017/8 was again initiated in response to another change in tactical strategy. This time the focus was on the front-office Divisions and led to the structures as well as execution value chain that are currently in use. For example, two distinct Divisions, focused on the national (SA) as well as the international businesses, were subsequently reconfigured and many new Units (subsets of Divisions) have since been established in the front-office Divisions of Coverage, Transacting and Project Preparations to cater for changed business requirements. Limited evaluation of the middle and back-offices was undertaken, and it is the aforementioned as well that this ToR wishes to change. In summary, both the Board as well as the Executive Committee wish to review the current operating model, structures, processes and people in order to improve on efficiencies and effectiveness for execution. The demand statement of both groups include (1) governance: improvements in accountability/responsibility and overall delegation of authority and associated processes, (2) business processes: reduction of bureaucracy and improvement in agility and resultant speed of execution and/or customer care/feedback etc. Above summary is not exhaustive, but only serves to provide an indication of that which must be addressed by the ISP. Lastly, please note that the espoused technology challenges are being taken care of in the digitalization programme, that has also been initiated and is excluded from this ToR.

With above being a high-level overview of the problem statement, the requirements listed below are for guidance on the project’s scope and are not exhaustive. Secondly, it is envisaged that the assignment will be completed over two phases, as follows:

PHASE 1

4.1. Operating Model

- a) Review and document the current operating model and organizational structures (AS IS) and craft Fit-For-Purpose alternatives (TO BE) that will cater for the DBSA's medium- to long-term strategies and execution requirements. A minimum of two alternatives must be provided.
- b) In assessing the AS IS, determine, document and provide motivation/rationale for the requisite changes/improvements, indicating all requirements (e.g. process and timelines). Determine, document and consult on the associated risks of adoption versus non-adoption for both the strategy, the effective and efficient management of the DBSA, short to medium term. Thereto and in the assessment process, consider the following in respect of deliverables and process:
 - The use of appropriate design criteria/principles, methodologies and benchmarks
Benchmarks should include national and international Development Finance Institutions (DFI's), commercial banks, Infrastructure Consulting / Development / Financing organizations and related State-Owned Enterprises. Benchmarks should also indicate if the comparators, especially DFI's are self-sustaining or state-funded/subsidized.
 - Engaging key stakeholders to obtain information, contributions and decisions (e.g. Board, Executive Committee, Management etc.) & facilitating meetings and workshops with the key stakeholders on the assessment outcomes at every stage to validate the gathered intelligence, get decisions and progress the project.
- c) Lastly, the advantages and disadvantages of each of the delivery/operating model options must be informed (researched and substantiated) before consultations with the Chief Executive Officer, Executive Committee and the relevant Board subcommittees.

4.2. Organizational Structure & Capacity Requirements

- a) Revise and propose the appropriate shape of the organization and work Units that will make up the organisation to support the agreed operating model.
- b) Recommend an appropriate organizational structure/s, starting off with the superstructure, which has the requisite levels of work and job roles included.
- c) Upon agreement of the superstructure, recommend the detailed organisational structure from N-1 to the lowest level.
- d) Establish and validate the number of job roles and headcount required for the agreed structure. The recommendation must be backed by analysis and appropriate ratios.
- e) Recommend reporting relationships, span of control, managerial added value, relationships in job size and job shape.
- f) Establish the financial and other impacts of recommended operating model and organisational structure including the potential cost implications.
- g) Workshop the above with the relevant stakeholders.

4.3. Dual Career Path Model

- a) Design a Dual Career Path Model including career progression requirements per job family in line with agreed structure of the organisation.

4.4. Job Descriptions, Job Evaluations & Job Grading

- a) Prepare job profiles for all job roles required: (a) clearly defined job accountabilities as well as technical and behavioural competencies.
- b) Conduct job evaluation and job grading for all job roles in the structure upon approval of the job profiles. The current grading system is Hay. DBSA is open to utilising the Paterson Grading System.
- c) Recommend where job roles may be utilized across Units or Divisions for maximum capacity and skills usage.

4.5. Project, Stakeholder, Change Management & Implementation Plans

- a) The bidder must provide a high-level project, change management, stakeholder engagement and implementation plans for this assignment in the tender submission as requested in the technical proposal below. The successful bidder will be required to provide a comprehensive project, change management and stakeholder plans for approval post initial consultations with the relevant stakeholders and assessment of the assignment.
- b) Prepare recommendations, submissions, presentations for the required stakeholder engagement and approvals.
- c) Provide appropriate implementation plan, change management plan and the staff engagement plan.

PHASE 2

4.6. Human Capital Strategy & Salary Survey

- a) Develop and recommend an appropriate Human Capital/People Strategy & Framework for the DBSA in response to DBSA's growth strategy.
- b) Conduct a bespoke salary survey to inform the appropriate pay ranges per job / grade taking into consideration the size of the DBSA, National Market and the SoE entities.

4.7. Close-out Report

- a) Prepare and deliver a comprehensive close-out report detailing the full project milestones delivered as agreed upon.
- b) Confirmation of the project's closure.
- c) Lessons learnt.
- d) Signatures of the ISP and the DBSA to confirm acceptance that the project has been delivered as per the agreed contract.

5. EXPECTED OUTCOMES & DELIVERY OF THE OPERATING MODEL & STRUCTURE REVIEW

5.1. The expected outcomes of the review must lead to:

- a) A Best-Fit Operating Model & Structure that will deliver on the DBSA mandate and strategy, now and into the future.
- b) A DBSA that proactively enables the organization to respond to the Shareholder, clients and market needs in a focused and value-adding approach.

- c) A clear delivery model with focused work Units, day-to-day workflows and modes of working, and the requisite levels of work, with clear roles, accountabilities, distribution of responsibilities and authority.
- d) An integrated DBSA whereby the activities are seamlessly performed between Divisions, Units and employees resulting in a collaborative approach in executing the strategy and goals.
- e) Greater economies of scale and cost efficiencies.
- f) Optimal resource allocation and deployment.
- g) Enhanced business performance.
- h) Engaged stakeholders.
- i) Improved coordination and decision making that leads to enhanced effectiveness of the organization.
- j) The ability to grow and scale quickly in response to a rapidly changing environment and circumstances.
- k) Improved risk management.

5.2. The key deliverables required of the ISP:

- a) Project, Stakeholder, Change Management and Implementation Plans approved by the core executives (part of the Steering Committee to be established, made up of the Chief Finance Officer (CFO), Group Executive : Human Capital and one/two others).
- b) An approved/revised operating model, organizational structure and capacity requirements; ***Duly consulted with the Executive Committee, submitted by the Chief Executive Officer to the Human Resources Committee and approved by the Board.***
- c) Dual Career Pathing Model including career progression for all job families; ***Duly consulted with the Executive Committee, submitted by the Chief Executive Officer to the Human Resources Committee.***
- d) Job profiles/descriptions for all jobs in the approved organisational structure (currently, DBSA has 250 jobs – all jobs have been profiled and may require tweaking/alignment by the ISP); ***Duly consulted with the Executive Committee, submitted by the Chief Executive Officer to the Human Resources Committee.***
- e) Job evaluation and grading of all jobs; ***Duly consulted with the Executive Committee, submitted by the Chief Executive Officer to the Human Resources Committee.***
- f) Bespoke salary survey; ***Duly consulted with the Executive Committee, submitted by the Chief Executive Officer to the Human Resources Committee.***
- g) Human Capital/People Strategy aligned to the DBSA growth strategy; ***Duly consulted with the Executive Committee, submitted by the Chief Executive Officer to the Human Resources Committee.***

6. TECHNICAL PROPOSAL & EVALUATION CRITERIA

6.1. Technical Proposal

Each respondent is required to submit a proposal containing the following information:

- a) A detailed response to the scope of work as indicated under the expected deliverables, including a write up on the proposed bespoke approach and methodology/ies that will be followed.
- b) Provide a project plan indicating the deliverables, and estimated time required for completion and delivery.
- c) Provide three (3) contactable references of similar assignments conducted by the ISP for similar sized or larger organisations specifically Development Finance Institutions (DFI's), commercial banks, Infrastructure Consulting / Development / Financing organizations and related State-Owned Enterprises; Specifying the exact nature of the support provided and outcomes thereof (references on client's letterhead). References must be signed by the client and the work done must not be older than 6 years.
- d) Provide the number of resources to be deployed to this project. Credentials of individuals that will be working on the project and capacity to facilitate this scope of work (Resumes of the project lead and all the resources that will work for the duration of this project).
- e) Failure to submit these documents will invalidate the bid.

6.2. Requirements & Specifications for the Project

The ISP must have the following expertise:

- a) The ISP must be in existence for at least 10 years and have a minimum of ten (10) years organisational design and stratification experience with similar sized or larger organisations.
- b) Proven track record in reviewing, aligning and developing best-fit operating models and organizational structures specifically for similar sized or larger organisations, specifically Development Finance Institutions (DFI's), commercial banks, Infrastructure Consulting / Development / Financing organizations and related State-Owned Enterprises. These must be evidenced in the three contactable references letters (see 6.1 c. above).
- c) Demonstrated ability to develop comprehensive project, stakeholder, change and implementation plans.
- d) Proven ability to prepare appropriate job profiles and conduct job evaluations using a recognized job evaluation methodology.
- e) Demonstrated ability to develop the Human Capital Strategy aligned to the strategy of the organisation.
- f) Proven track record to lead such a project to completion, engage and deal successfully with high level stakeholders of Management, Executives, the Board and Board Sub-Committees. These must be evidenced in the resumes of the project lead and all the resources that will work for duration of this project (see 6.2 d. above).

6.3. Compulsory Briefing Session

A COMPULSORY BRIEFING SESSION WILL BE CONVENED WITH ALL PROSPECTIVE BIDDERS ON THE ON-LINE MICROSOFT TEAMS PLATFORM.

6.4. Evaluation Criteria

- a) Only those Bidders who score a minimum of 80% for each of the 3 evaluation categories during the functional evaluation will be evaluated during the second stage of the Bid.
- b) Bidders are required to submit supporting documentation evidencing their compliance with each requirement, where applicable.
- c) The Functional Criteria that will be used to test the capability of Bidders as reflected in 6.8 below.
- d) The DBSA reserves the right to request the Bidders who qualify to proceed to the third stage of evaluation (=+80% score), to make a presentation to the BEC motivating their application in line with the ToR request. Bidders will be assessed using a 20-point scale.

6.5. Time frames and Duration

Upon a successful appointment, the service provider shall be expected to immediately commence work. It is assumed that the assignment will be done on a phased approach and the tasks associated with this assignment will require the ISP to be available for a period of eighteen (18) months.

6.6. Management and Reporting

The ISP shall report to the Group Executive: Human Capital working in collaboration with relevant stakeholders (inclusive of Human Resources Committee, Chief Executive Officer, Group Executives and Heads).

6.7. Technical Evaluation of Proposal

An adjudication panel, coordinated by the DBSA will evaluate submissions based on the following criteria:

Area	Maximum Points
Track Record	60
Team Capacity	20
Project, Change, Stakeholder & Implementation Management Approach	20
Total	100

The criteria to be used in the adjudication process will be in accordance with the DBSA Procurement Policy, which incorporates, amongst others, the provisions of the Preferential Procurement Policy Framework Act of 2000 and Regulations of 2017.

6.8. Functional evaluation criteria

Bidders who score a **minimum of 80% for each of the 3 evaluation categories** during the functional evaluation will proceed to the next evaluation stage.

Evaluation Categories	Criteria / Questions / guidelines	Max. Points	Min. Points								
1. Track Record		60	48								
Company Customer References	<p>The ISP should provide at least three (3) contactable references (on the referees' company letterhead and signed by the delegated authority of the company) of a similar assignment conducted for a similar sized or larger organisation specifically Development Finance Institutions (DFI's), Commercial Banks, Infrastructure Consulting / Development / Financing organizations and related State-Owned Enterprises, in the past six (6) years. The letters must detail the work done for these organisations and if successfully completed,</p> <table border="1" data-bbox="541 505 1314 819"> <tr> <td data-bbox="541 505 1060 608">3 contactable references validating the nature, term/tenure, quality of output and level of success with regard to the assignment (with 2 being from a DFI/Banking/Finance/SoE institutions).</td><td data-bbox="1060 505 1314 608">10 Points</td></tr> <tr> <td data-bbox="541 608 1060 734">2 contactable references validating the nature, term/tenure, quality of output and level of success with regard to the assignment (with 1 being from a DFI/Banking/Finance/SoE institution)</td><td data-bbox="1060 608 1314 734">8 Points</td></tr> <tr> <td data-bbox="541 734 1060 819">1 contactable reference validating the nature, term/tenure, quality of output and level of success with regard to the assignment (reference being from a DFI/Banking/Finance/SoE institution)</td><td data-bbox="1060 734 1314 819">5 Points</td></tr> </table>	3 contactable references validating the nature, term/tenure, quality of output and level of success with regard to the assignment (with 2 being from a DFI/Banking/Finance/SoE institutions).	10 Points	2 contactable references validating the nature, term/tenure, quality of output and level of success with regard to the assignment (with 1 being from a DFI/Banking/Finance/SoE institution)	8 Points	1 contactable reference validating the nature, term/tenure, quality of output and level of success with regard to the assignment (reference being from a DFI/Banking/Finance/SoE institution)	5 Points	10			
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Company Track Record & Experience Organisational Design	<p>The ISP who demonstrates organisational design and stratification experience with similar sized or larger organisations. Must be evidenced in the contactable reference letters. In addition, a concise summary report must be provided detailing the work done in respect establishing operating models and designing macro and micro structures aligned to an organisation's strategy for the various organisations.</p> <table border="1" data-bbox="541 1050 1314 1297"> <tr> <td data-bbox="541 1050 1060 1113">10+ Years in existence plus 20+ years demonstrated experience and all information provided</td><td data-bbox="1060 1050 1314 1113">15 Points</td></tr> <tr> <td data-bbox="541 1113 1060 1198">10+ Years in existence plus 15 – 20 years demonstrated experience and all information provided</td><td data-bbox="1060 1113 1314 1198">12 Points</td></tr> <tr> <td data-bbox="541 1198 1060 1297">10+ Years in existence plus 10 – 14 years demonstrated experience and all information provided</td><td data-bbox="1060 1198 1314 1297">10 Points</td></tr> <tr> <td data-bbox="541 1297 1060 1313"><10 years demonstrated experience</td><td data-bbox="1060 1297 1314 1313">0 Points</td></tr> </table>	10+ Years in existence plus 20+ years demonstrated experience and all information provided	15 Points	10+ Years in existence plus 15 – 20 years demonstrated experience and all information provided	12 Points	10+ Years in existence plus 10 – 14 years demonstrated experience and all information provided	10 Points	<10 years demonstrated experience	0 Points	15	
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Company Track Record & Experience Dual Career Pathing & Career Progression Mapping	<p>The ISP who demonstrates competence in Dual Career Pathing & Career Progression Mapping. A concise summary report must be provided detailing the work done on Dual Career Pathing & Career Progression for the various organisations</p> <table border="1" data-bbox="541 1432 1314 1618"> <tr> <td data-bbox="541 1432 1060 1495">20+ years demonstrated experience and summary report provided</td><td data-bbox="1060 1432 1314 1495">10 Points</td></tr> <tr> <td data-bbox="541 1495 1060 1558">15 – 20 years demonstrated experience and summary report provided</td><td data-bbox="1060 1495 1314 1558">8 Points</td></tr> <tr> <td data-bbox="541 1558 1060 1618">10 – 14 years demonstrated experience and summary report provided</td><td data-bbox="1060 1558 1314 1618">6 Points</td></tr> <tr> <td data-bbox="541 1618 1060 1634"><10 years demonstrated experience</td><td data-bbox="1060 1618 1314 1634">0 Points</td></tr> </table>	20+ years demonstrated experience and summary report provided	10 Points	15 – 20 years demonstrated experience and summary report provided	8 Points	10 – 14 years demonstrated experience and summary report provided	6 Points	<10 years demonstrated experience	0 Points	10	
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Company Track Record & Experience Job Descriptions, Job Evaluations, Job Grading &	<p>The ISP who demonstrates competence in preparing job descriptions and conducting job evaluations and grading (Hay or Paterson or equivalent). A concise summary report detailing the work done for the various organisations on Job Description Writing, Job Evaluations and Job Grading must be provided.</p>	15									

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Human Capital/People Strategy & Framework	<p>The ISP who demonstrates competence in developing the Human Capital/People Strategy & Framework aligned to the organisation's strategy. A concise summary report detailing the work done for the various organisations on developing Human Capital/People Strategies & Frameworks must be provided.</p> <table border="1"> <tr><td>20+ years demonstrated experience and summary report provided</td><td>10 Points</td></tr> <tr><td>15 – 20 years demonstrated experience and summary report provided</td><td>8 Points</td></tr> <tr><td>10 – 14 years demonstrated experience and summary report provided</td><td>6 Points</td></tr> <tr><td><10 years demonstrated experience</td><td>0 Points</td></tr> </table>	20+ years demonstrated experience and summary report provided	10 Points	15 – 20 years demonstrated experience and summary report provided	8 Points	10 – 14 years demonstrated experience and summary report provided	6 Points	<10 years demonstrated experience	0 Points	10	
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2. Team Capability			20								
Experience of personnel allocated to this assignment	<p>Demonstrated skills and relevant experience in carrying out similar services in similar sized or larger organisations specifically in Development Finance Institutions (DFI's), commercial banks, Infrastructure Consulting / Development / Financing organizations and related State-Owned Enterprises.</p> <p>The key personnel should at least have 10 years' experience each.</p> <p>Send for the following for the personnel assigned to this project:</p> <ul style="list-style-type: none"> • Project Lead • Project Team Resources <p>Two-page resume of each team resource assigned to this project detailing names, qualifications, professional bodies, and number of years rendering similar services.</p> <p>Each team resource must indicate at the top of their resume, the deliverable/s they will be working on, and concise summary report of the work done at medium to large size organisations. Report to include accomplishments and expertise on successful execution of similar assignments.</p> <p>The Project Lead's resume must further provide demonstrable evidence of the number of years of experience, the organisations worked for, and a summary of the work done. The summary must include demonstrable evidence of being able to lead from start of a project to completion, engage and deal successfully with high level stakeholders of Management, Executives, the Board and Board Sub-Committees in medium to large size organisations.</p> <p>The proposed team submitted in the RFP will be the team expected to deliver the required service, unless otherwise agreed to by the DBSA.</p>	20									

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	3. Project, Change, Stakeholder & Implementation Approach	20	16																				
Project Management Capabilities	Proposal must include the project methodology and a high level project plan indicating deliverables, milestones and estimated time required for completion and delivery of this assignment. <table border="1"> <thead> <tr> <th>Project Methodology & Project Plan</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Very satisfactory</td> <td>10</td> </tr> <tr> <td>Satisfactory</td> <td>8</td> </tr> <tr> <td>Poor or no methodology and plan</td> <td>0</td> </tr> </tbody> </table>	Project Methodology & Project Plan	Score	Very satisfactory	10	Satisfactory	8	Poor or no methodology and plan	0	10													
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	Total Score	100																					

7. RESERVATIONS

The DBSA expressly reserves the following rights:

- a) To appoint more than one ISP
- b) To waive any or all irregularities in the proposals submitted
- c) To appoint different ISPs for different levels of work
- d) To retain the right not to select any ISP/s.

8. CONFIDENTIALITY AND INTELLECTUAL PROPERTY

Information contained in this Request for Proposals is confidential and is the property of the

ANNEXURE A

PRICING SCHEDULE

(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 to Pricing Proposal submitted.

The Service Provider must provide their pricing proposal based on the pricing table below. The pricing proposal must be aligned i.e., pricing based on deliverables in the pricing summary must be aligned to pricing based on time & material.

Bidders must quote as per below pricing schedule.

Phase	Deliverable/s	Units	Days	Rate	Amount excl. of VAT
PHASE 1	1. Operating Model (all deliverables as indicated in the TOR 4.1)				R
	2. Organisational Structure and Capacity Requirements (all deliverables indicated in the TOR 4.2)				R
	3. Dual Career Path Model incl. career progression (TOR 4.3)				R
	4. Job Descriptions, Job Evaluations and Job Grading (all deliverables indicated in the TOR 4.4)				R
	5. Project, Change, Stakeholder & Implementation Management (all deliverables indicated in the TOR 4.5)				R
	6. Workshops – estimated number of workshops and costs. Presentations to Executive Committee, Board, HR Committee & Staff				R
	7. Post implementation support to effect the New Operating Model & Structure for two months				R
Phase	Deliverable/s	Units	Days	Rate	Amount excl. of VAT
PHASE 2	8. Develop and recommend an appropriate Human Capital Strategy & Framework for the DBSA (all deliverables indicated in the TOR 4.6)				R
	9. Bespoke Salary Survey (all deliverables indicated in the TOR 4.6)				R
	10. Close-out report (all deliverables indicated in the TOR 4.7)				R
	11. Cost of Resources				R
	12. Any other cost not listed above. Details must be provided				R
SUB-TOTAL EXCLUDING DISBURSEMENTS					
DISBURSEMENTS					
VAT @ 15%					
TOTAL COST					

RESERVATIONS

The DBSA expressly reserves the following rights:

- To appoint more than one service provider for this assignment.
- To waive any or all irregularities in the proposals submitted.
- To appoint different service providers for different levels of the assigned work.
- To retain the right not to select any Service Provider for this assignment.

CONFIDENTIALITY AND INTELLECTUAL PROPERTY

Information contained in this Request for Proposals is confidential and is the property of the DBSA. Similarly, the Bank shall hold all property rights such as copyright, patents and registered trademarks on matters directly related to or derived from the work carried out through this contract.

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

Fees and Assumptions

FORM OF OFFER AND ACCEPTANCE (AGREEMENT)

THE CONSULTANT IS TO COMPLETE AND SIGN THE FORM OF OFFER

The Employer, identified in the Acceptance signature block, has solicited offers to enter into a contract in respect of the following services:

RFPXXX/2024 - REVIEW, ALIGN AND ESTABLISH THE BEST FIT OPERATING MODEL AND STRUCTURE FOR THE DEVELOPMENT BANK OF SOUTHERN AFRICA (DBSA)

The Tenderer, identified in the Offer signature block below, has examined the documents listed in the Tender Data and addenda thereto as listed in the Tender Schedules, and by submitting this Offer has accepted the Conditions of Tender.

By the representative of the Tenderer, deemed to be duly authorised, signing this part of this Form of Offer and Acceptance, the Tenderer offers to perform all of the obligations and liabilities of the consultant under the Contract including compliance with all its terms and conditions according to their true intent and meaning for an amount to be determined in accordance with the Conditions of Contract identified in the Contract Data.

THE OFFERED TOTAL OF THE PRICES INCLUSIVE OF ALL TAXES IS

(in words); ZAR (in figures),

This offer may be accepted by the Employer by signing the Acceptance part of this Form of Offer and Acceptance and returning one copy of this document to the Tenderer before the end of the period of validity stated in the Tender Data, whereupon the Tenderer becomes the party named as the consultant in the Conditions of Contract identified in the Contract Data.

Signature(s) _____

Name(s) _____

Capacity _____

**For the
Tenderer** _____

(Name and address of organisation)

**Name and
signature of
witness** _____

Date _____

BIDDER'S DISCLOSURE**1. PURPOSE OF THE FORM**

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

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

2. Bidder's declaration

2.1 Is the bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest¹ in the enterprise, employed by the state? **YES/NO**

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

Full Name	Identity Number	Name of State institution

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

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

2.2.1 If so, furnish particulars:

.....
.....

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

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

2.3.1 If so, furnish particulars:

.....
.....

3 DECLARATION

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

- 3.1 I have read and I understand the contents of this disclosure;
- 3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect;
- 3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However, communication between partners in a joint venture or consortium² will not be construed as collusive bidding.
- 3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.
- 3.4 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.

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

3.5 There have been no consultations, communications, agreements or arrangements made by the bidder with any official of the procuring institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.

SBD 4

3.6 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

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

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

.....
Signature

.....
Date

.....
Position

.....
Name of bidder

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

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

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

1. GENERAL CONDITIONS

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

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

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

(delete whichever is not applicable for this tender).

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

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

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

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

The maximum points for this tender are allocated as follows:

	POINTS
PRICE	80/90
PREFERENCE POINTS	20/10
Total points for Price and Preference Points	100

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

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

2. DEFINITIONS

- (a) **“tender”** means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation;
- (b) **“price”** means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;
- (c) **“rand value”** means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
- (d) **“tender for income-generating contracts”** means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions; and
- (e) **“the Act”** means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000).

3. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES

3.1. POINTS AWARDED FOR PRICE

3.1.1 THE 80/20 OR 90/10 PREFERENCE POINT SYSTEMS

A maximum of 80 or 90 points is allocated for price on the following basis:

$$80/20 \quad \text{or} \quad 90/10$$

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

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmin = Price of lowest acceptable tender

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

3.2.1. POINTS AWARDED FOR PRICE

A maximum of 80 or 90 points is allocated for price on the following basis:

80/20	or	90/10
$P_S = 80 \left(1 + \frac{Pt - P_{max}}{P_{max}}\right)$ or		$P_S = 90 \left(1 + \frac{Pt - P_{max}}{P_{max}}\right)$

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmax = Price of highest acceptable tender

4. POINTS AWARDED FOR SPECIFIC GOALS

4.1. In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement

Regulations, preference points must be awarded for specific goals stated in the tender. For the purposes of this tender the tenderer will be allocated points based on the goals stated in table 1 below as may be supported by proof/ documentation stated in the conditions of this tender:

4.2. In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the tender documents, stipulate in the case of—

- (a) an invitation for tender for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or
- (b) any other invitation for tender, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system,

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

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

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

Note to tenderers: The tenderer must indicate how they claim points for each preference point system.)

The specific goals allocated points in terms of this tender	Number of points allocated (90/10 system) (To be completed by the organ of state)	Number of points allocated (80/20 system) (To be completed by the organ of state)	Number of points claimed (90/10 system) (To be completed by the tenderer)	Number of points claimed (80/20 system) (To be completed by the tenderer)
1	10	20		
2	9	18		
3	6	14		
4	5	12		
5	4	8		
6	3	6		
7	2	4		
8	1	2		
Non-compliant contributor	0	0		

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

DECLARATION WITH REGARD TO COMPANY/FIRM

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

4.4. Company registration number:
.....

4.5. TYPE OF COMPANY/ FIRM

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

[TICK APPLICABLE BOX]

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

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

a result of that person's conduct;

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

.....
SIGNATURE(S) OF TENDERER(S)

SURNAME AND NAME:

DATE:

ADDRESS:

.....

.....

.....

RESTRICTED SUPPLIERS

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

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

Annexure D

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

Annexure E

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

Annexure F

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

Annexure G

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

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

Annexure H

[General Conditions of Contract]

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

PLEASE NOTE FURTHER THAT ALL BIDDERS MUST ENSURE THAT THEY ARE WELL 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 I

Tax Compliant Status and CSD Registration Requirements

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

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

CSD Registration Number:



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

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