

INVITATION TO BID

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE NATIONAL TREASURY

BID NUMBER: **NT015-2015**

CLOSING DATE: **13 November 2015**

CLOSING TIME: **11:00**

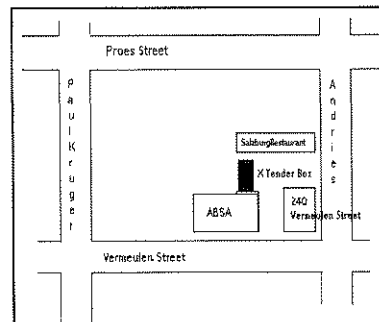
APPOINTMENT OF A SERVICE PROVIDER(S) TO PROVIDE AN ESTABLISHMENT OF A PROGRAMME MANAGEMENT UNIT FOR THE CITIES SUPPORT PROGRAMME

The successful bidder will be required to fill in and sign a written Contract Form (SBD 7).

BID DOCUMENTS MAY BE POSTED TO:
DIRECTOR: SUPPLY CHAIN MANAGEMENT
PRIVATE BAG X115
PRETORIA
0001

OR

DEPOSITED IN THE BID BOX SITUATED AT (STREET ADDRESS)
240 Madiba Street between
ABSA and Urban Eatery Restaurant



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

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

THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2011, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT

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

NAME OF BIDDER
 POSTAL ADDRESS
 STREET ADDRESS
 TELEPHONE NUMBER CODE.....NUMBER.....
 CELLPHONE NUMBER
 FACSIMILE NUMBER CODENUMBER.....
 E-MAIL ADDRESS
 VAT REGISTRATION NUMBER

HAS AN ORIGINAL AND VALID TAX CLEARANCE CERTIFICATE BEEN SUBMITTED? (SBD 2) YES or NO

HAS A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE BEEN SUBMITTED? (SBD 6.1) YES or NO

IF YES, WHO WAS THE CERTIFICATE ISSUED BY?

AN ACCOUNTING OFFICER AS CONTEMPLATED IN THE CLOSE CORPORATION ACT (CCA).....
 A VERIFICATION AGENCY ACCREDITED BY THE SOUTH AFRICAN ACCREDITATION SYSTEM (SANAS); OR.....
 A REGISTERED AUDITOR

[TICK APPLICABLE BOX]

(A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE MUST BE SUBMITTED IN ORDER TO QUALIFY FOR PREFERENCE POINTS FOR B-BBEE)

ARE YOU THE ACCREDITED REPRESENTATIVE
IN SOUTH AFRICA FOR THE GOODS / SERVICES / WORKS OFFERED?
NO

YES or

[IF YES ENCLOSE PROOF]

SIGNATURE OF BIDDER

DATE

CAPACITY UNDER WHICH THIS BID IS SIGNED

TOTAL BID PRICE..... TOTAL NUMBER OF ITEMS OFFERED

ANY ENQUIRIES REGARDING THE BIDDING PROCEDURE MAY BE DIRECTED TO:

Department: National Treasury
Contact Person: Aletta Mbuyane
E-mail address: Aletta.Mbuyane@treasury.gov.za

ANY ENQUIRIES REGARDING TECHNICAL INFORMATION MAY BE DIRECTED TO:

Technical enquiries:
Contact Person: Sandra Sekgetle
Email: Sandra.Sekgetle@treasury.gov.za

TAX CLEARANCE CERTIFICATE REQUIREMENTS

It is a condition of bid that the taxes of the successful bidder must be in order, or that satisfactory arrangements have been made with South African Revenue Service (SARS) to meet the bidder's tax obligations.

- 1 In order to meet this requirement bidders are required to complete in full the attached form TCC 001 "Application for a Tax Clearance Certificate" and submit it to any SARS branch office nationally. The Tax Clearance Certificate Requirements are also applicable to foreign bidders / individuals who wish to submit bids.
- 2 SARS will then furnish the bidder with a Tax Clearance Certificate that will be valid for a period of 1 (one) year from the date of approval.
- 3 The original Tax Clearance Certificate must be submitted together with the bid. Failure to submit the original and valid Tax Clearance Certificate will result in the invalidation of the bid. Certified copies of the Tax Clearance Certificate will not be acceptable.
- 4 In bids where Consortia / Joint Ventures / Sub-contractors are involved, each party must submit a separate Tax Clearance Certificate.
- 5 Copies of the TCC 001 "Application for a Tax Clearance Certificate" form are available from any SARS branch office nationally or on the website www.sars.gov.za.
- 6 Applications for the Tax Clearance Certificates may also be made via eFiling. In order to use this provision, taxpayers will need to register with SARS as eFilers through the website www.sars.gov.za.



Application for a Tax Clearance Certificate

Purpose

Select the applicable option Tenders Good standing

If "Good standing", please state the purpose of this application

Particulars of applicant

Name/Legal name (Initials & Surname or registered name)											
Trading name (if applicable)											
ID/Passport no						Company/Close Corp. registered no					
Income Tax ref no						PAYE ref no	7				
VAT registration no	4					SDL ref no	L				
Customs code						UIF ref no	U				
Telephone no	011 461 1111					Fax no	011 461 1111				
E-mail address											
Physical address											
Postal address											

Particulars of representative (Public Officer/Trustee/Partner)

Surname											
First names											
ID/Passport no						Income Tax ref no					
Telephone no	011 461 1111					Fax no	011 461 1111				
E-mail address											
Physical address											

Particulars of tender (If applicable)

Tender number

Estimated Tender amount R

Expected duration of the tender year(s)

Particulars of the 3 largest contracts previously awarded

Date started	Date finalised	Principal	Contact person	Telephone number	Amount

Audit

Are you currently aware of any Audit investigation against you/the company? YES NO

If "YES" provide details

Appointment of representative/agent (Power of Attorney)

I the undersigned confirm that I require a Tax Clearance Certificate in respect of Tenders or Goodstanding.

I hereby authorise and instruct to apply to and receive from SARS the applicable Tax Clearance Certificate on my/our behalf.

Signature of representative/agent Date

Name of representative/agent

Declaration

I declare that the information furnished in this application as well as any supporting documents is true and correct in every respect.

Signature of applicant/Public Officer Date

Name of applicant/Public Officer

Notes:

- It is a serious offence to make a false declaration.
- Section 75 of the Income Tax Act, 1962, states: Any person who
 - fails or neglects to furnish, file or submit any return or document as and when required by or under this Act; or
 - without just cause shown by him, refuses or neglects to-
 - furnish, produce or make available any information, documents or things;
 - reply to or answer truly and fully, any questions put to him ...
 As and when required in terms of this Act ... shall be guilty of an offence ...
- SARS will, under no circumstances, issue a Tax Clearance Certificate unless this form is completed in full.**
- Your Tax Clearance Certificate will only be issued on presentation of your South African Identity Document or Passport (Foreigners only) as applicable.

PRICING SCHEDULE
(Professional Services)

NAME OF BIDDER:	BID NO: NT015-2015
CLOSING TIME 11:00 ON 13 November 2015	

OFFER TO BE VALID FOR 90 DAYS FROM THE CLOSING DATE OF BID.

APPOINTMENT OF A SERVICE PROVIDER(S) TO PROVIDE AN ESTABLISHMENT OF A PROGRAMME MANAGEMENT UNIT FOR THE CITIES SUPPORT PROGRAMME

ITEM NO	DESCRIPTION	BID PRICE IN RSA CURRENCY INCLUSIVE OF VALUE ADDED TAX
---------	-------------	--

1. Services must be quoted in accordance with the attached terms of reference:

Item no.	Hourly Rate (VAT Inclusive)	Total Price(3 years)
1. PM1: Programme Manager	R	R
2. PM2: Operations Manager	R	R
3. PM3: Programme Coordinator	R	R
4. PM4: Strategic Support Manager	R	R
5. PM5: M & E Officer	R	R
6. PM6: Stakeholder & Communications Manager	R	R
7. C1: Project Manager and City Coordinator	R	R
8. C2: Core City Governance Component Leader and City Coordinator	R	R
9. C3: Human Settlements Component Leader and City Coordinator	R	R
10. C4: Public Transport Component Leader and City Coordinator	R	R
11. C5: Climate Resilience Component Leader and City Coordinator	R	R
12. C6: Economic Development Component Leader and City Coordinator	R	R
13. C7: Lead City Coordinator	R	R
GRAND TOTAL PRICE		R _____

- a) The financial proposal for this assignment should cover for all assignment activities as per terms of reference
 - b) Rates applicable should be in line with the hourly rates for consultants issued by the Department of Public Service and Administration (DPSA)
2. Period required for commencement with project after acceptance of bid _____
3. Are the rates quoted firm for the full period? Yes/No
4. If not firm for the full period, provide details of the basis on which adjustments will be applied for, for example consumer price index.
- _____
- _____
-

Department: National Treasury

Any enquiries regarding bidding procedures may be directed to –

Contact Person: Aletta Mbuyane / Thabisile Matsebula

E-mail address: aletta.mbuyane@treasury.gov.za / Thabisile.matsebula@treasury.gov.za

Any enquiries regarding technical enquiries may be directed to –

Contact Person: Sandra Sekgetle /

Email address: sandra.sekgetle@treasury.gov.za / lindsay.martin@treasury.gov.za

PLEASE REFER TO THE ATTACHED TERMS OF REFERENCE FOR MORE INFORMATION.



TERMS OF REFERENCE

Reference Number: NT015-2015

**APPOINTMENT OF A SERVICE PROVIDER(S) TO PROVIDE AN ESTABLISHMENT OF
A PROGRAMME MANAGEMENT UNIT FOR THE CITIES SUPPORT PROGRAMME**

Closing Date: 13 NOVEMBER 2015



BID NUMBER:

DESCRIPTION OF PROJECT: ESTABLISHMENT OF A PROGRAMME MANAGEMENT UNIT (PMU) FOR THE CITIES SUPPORT PROGRAMME

PERIOD: FROM APPOINTMENT TO 31st MARCH 2018

1. INTRODUCTION

The City Support Programme (CSP) Framework document outlines the important role that cities play in supporting inclusive urban economic growth and poverty reduction. It outlines the extensive policy commitments made by government to addressing the challenges of urbanisation and economic growth and the particular importance attached to urban spatial transformation. It provides details of and results focussed approach to create an enabling fiscal and regulatory environment for inclusive, productive and sustainable cities and as well as a programme of direct support to cities to unlock the potential of their investment programmes.

The budget statement in February 2015 announced the acceleration of this integrated programme of support to metropolitan municipalities, including a new fiscal package for cities to encourage them to find innovative ways to finance their investment programmes. It confirmed that the National Treasury will work directly with city governments, development finance institutions and the private sector to expand investment in urban infrastructure and housing.

2. PROGRAMME OBJECTIVES AND RATIONALE

The goal of the CSP is to support economic growth and a reduction in poverty and inequality in large urban centres in South Africa. It seeks to achieve this goal through providing support at both national and city level. At the city-level, the programme seeks to build more inclusive, productive and sustainable cities through refocusing policy and practices of city governments on the spatial form of investments and the governance systems that support them. At the national level, the programme seeks to create an enabling environment for city transformation, through aligning fiscal, regulatory and support mechanisms.

The Cities Support Programme has been designed to respond to the implementation support needs of cities in key five critical areas of the built environment: core city governance (including governance, spatial planning, and infrastructure finance and infrastructure delivery), human settlements support, public transport support, climate resilience, sustainability support, and economic development support. It does so through providing technical assistance linked to incentives that are designed to strengthen municipal capacity and performance, as well as through supporting the development of a complementary enabling regulatory and fiscal environment for urban development.

The programme design framework responds to a number of key government outcomes as articulated in the National Development Plan and Medium Term Strategic Framework.

3. CSP PROGRAMME MANAGEMENT WITHIN THE IGR DIVISION

3.1 Purpose and Strategic Objectives of the PMU

The **purpose** of the Programme Management Unit (PMU) is to provide the strategic leadership, technical management, coordination of CSP implementation programme and ensure coordination with the activities of the IGR Division and the National Treasury more broadly. The **strategic objectives** of the PMU are to align, coordinate, manage and evaluate CSP activities towards the achievement of programme results, including:



- Supporting the IGR division with development of the enabling regulatory and fiscal environment for cities to facilitate faster and more inclusive urban economic growth, with a particular focus on infrastructure financing and delivery frameworks, human settlements development and public transport services;
- Managing implementation support to cities;
- Fostering clear governance and accountability lines between the National Treasury and its strategic partners pertaining to programme oversight and the strategic direction of the programme;
- Maintaining and expanding stakeholder networks with strategic partners and framework service providers (the DBSA and World Bank) in achieving programme objectives;
- Providing strategic support to the DDG: IGR and other chief directorates in the division by providing a programmatic approach that aligns fiscal instruments, policy reforms and technical support for metropolitan municipalities;
- Reinforcing the CSP's capacity and organisational strength to meet challenges of the programme as a mechanism for change.

3.2 Core PMU Functions

Following from the purpose and strategic objectives of the CSP PMU, the core functions of the unit are:

- The planning, coordination and oversight of the overall work programme at component and city levels, including:
 - Managing critical operational aspects of the CSP programme, and ensuring regular reporting on progress with programme implementation, linked to measurable results;
 - Support the planning and managing of partnerships with public and private sector stakeholders to address the technical support requirements in cities and relevant national sector departments;
 - Managing technical partnerships with institutions such as the World Bank, the DBSA, other international DFI's, development and donor agencies to deliver on the programme objectives and outcomes;
 - Monitoring and evaluation of the performance of the programme in achieving the desired outcomes and impacts identified within the CSP results framework.
- The coordination, design, implementation, oversight and evaluation of projects executed within individual programme components, including:
 - The establishment and maintenance of partnerships with key sector stakeholders;
 - The conceptualisation, design and execution of specific projects within components;
 - Oversight of the appointment of technical specialists to undertake diagnostic studies and provide technical support to identified sectors.
- The coordination, design, implementation, oversight and evaluation of projects executed within individual participating municipalities
 - The establishment and maintenance of relationships with key city-level partners
 - The conceptualisation, design and execution of specific projects within participating cities
 - Oversight of the appointment of technical specialists to undertake diagnostic studies and provide technical support to participating cities

3.3 Proposed Organisational Structure

The proposed organizational structure endeavours to institutionalize core capabilities required for programme management, while remaining sufficiently flexible to respond to future needs until the end of the programme life (March 2018). The PMU will report strategically to the DDG: Intergovernmental Relations and operationally to the Chief Director: Provincial and Local Government Infrastructure, within the IGR Division. The proposed organizational structure



consists of core programme management, component leadership for the 5 components of the programme and city coordination functions for the eight participating metropolitan municipalities in the programme.

The human resourcing strategy for the programme is based on an assessment of required level of effort associated with these functions, as well as the importance of effectiveness of personnel in the programme. This results in the combination of functions of component leadership with city coordination in individual task assignments, significantly reducing overall human resource requirements for the programme (and by association the transaction costs), but raises the level of seniority required to effectively perform both component and city function. It results in a proposed total human resource requirement of 13 full-time equivalent positions.

The proposed organisational structure distinguishes between four broad functions required for the effective execution of the programme:

- a) A Programme Manager (1 position), responsible for the overall direction and delivery of the CSP, and the management of all programme personnel).
- b) A Programme Management Team (6 positions), including:
 - i. An Operations Manager, Programme Coordinator (2 positions) responsible for internal management, supply chain management, financial management and reporting requirements for the programme.
 - ii. A Strategic Support Manager and Monitoring and Evaluation Officer (2 position) responsible for the programme results framework, programme and project planning, monthly and quarterly monitoring and annual evaluations.
 - iii. A Stakeholder & Communications Manager (1 position), responsible for stakeholder management, programme communications and knowledge management functions. Based on level of effort, this function includes the role of city coordinator in one participating municipality.
- c) Component Leaders and City Coordinators (6 positions), responsible for the strategic management and implementation of a programme component, the design and management of individual projects and consulting teams within a component as well as the City Coordination function in one participating municipality.
- d) Lead City Coordinator (1 position), responsible for strategic management and coordination of the programme operations across participating municipalities, as well as the coordination functions in one participating municipality.

It is envisaged that the proposed PMU structure will pave the way for the National Treasury and government in support of the transformation of cities (spatially, operationally and at a leadership level) to bring about more inclusive economic development in the country. The PMU will provide strategic foresight under the guidance of the Intergovernmental Relations Division and will establish a platform for a sustainable short and medium term integrated approach to supporting cities to ensure financial sustainability and facilitate economic growth.

The CSP has been designed to operate until 31 March 2018 in its present form, following which it will be subject to an evaluation of its effectiveness.

4. SCOPE OF WORK

The IGR unit desires to procure professional services to enhance its capacity so as to meet the service delivery needs in the public sector.

The professional service providers are therefore required to have relevant skills, expertise and experience in the following specific key areas in order to add value to the process:



PM1: Programme Manager	
Objective	To oversee the CSP programme through providing overall leadership and technical support to National Treasury (Intergovernmental Relations division)
Scope	<p>Programme Management</p> <ul style="list-style-type: none"> • Oversee and coordinate the execution of programme management functions of strategic support, operations, stakeholder management; knowledge management and communications • Oversee and manage relationships with key programme execution partners (framework service providers) • Ensure that the programme remains aligned to its objectives • Identify and facilitate for the necessary strategic partnerships towards the successful implementation of the programme. • Oversee the execution of programme reviews. <p>Support the reform of the built environment funding for cities</p> <ul style="list-style-type: none"> • Provide technical support to National Treasury on the work related to policy reform and Local Government fiscal reforms as it relates to cities • Focus and make sure that the programme remains within its objectives • Identify and facilitate for the necessary strategic partnerships towards the successful implementation of the programme. • Oversee and coordinate the execution of programme management functions of strategic support, operations, stakeholder management; knowledge management and communications • Oversee and manage relationships with key programme execution partners (framework service providers) • Oversee the execution of programme reviews. • Manage programme implementation, this will include overseeing the execution of component management functions • Provide overall strategic leadership into the CSP programme
Key Outputs	<p>Development and management of annual Programme Work plan</p> <ul style="list-style-type: none"> • Establishment and management of the programme management function • Oversee the implementation of the CSP annual programme work plan programme in line with the CSP results framework • Review, monitoring and performance management of component level work plans within CSP Results Framework • Overall management of the programme, component and city coordinators • Regular monitoring, reporting and review of city level work plans within CSP Results Framework • Ensure that service providers are contracted and managed in line with relevant organisational policies and procedures
Skills and qualifications	<ul style="list-style-type: none"> • Extensive experience in public administration in South Africa, including knowledge of the South African Government legislative regime and institutional functions/arrangements, the framework for and systems of inter-governmental relations in South Africa (including the national budget processes) • Demonstrated understanding of local government fiscal framework of South Africa • Proven experience in developing and implementation of local government support programmes • Proven experience in managing capacity • High level experience in stakeholder engagement and/or management,



	<p>including a strong understanding of consultation principles and tools and the ability to apply these effectively, experience in developing and maintaining stakeholder networks and relationship management skills</p> <ul style="list-style-type: none"> • Project management with a track record of successfully designing and implementing government reform programmes • Advanced interpersonal, verbal and written communication skills • Experience in change management and people management • The consultant shall possess a relevant Master-level or above qualification from a recognized tertiary institution.
--	---

PM2: Operations Manager	
Objective	To support the implementation of the CSP through providing operational coordination and leadership in Resource Management, Financial Management, Internal Organisational Activities and Reporting, and to support the functions of the Programme Manager.
Scope	<p>Manage the operational systems of the Cities Support Programme</p> <ul style="list-style-type: none"> • <i>Resource Management:</i> Develop, implement, manage and monitor systems and procedures to ensure that the CSP manages its supply chain, framework service providers (DBSA, World Bank and others) and contracts effectively, efficiently and in accordance with legal frameworks and agreed timeframes • <i>Financial Management:</i> Develop, implement, manage and monitor systems and procedures to ensure that the CSP manages its budget and financial systems efficiently, effectively and transparently in accordance with organisational policies and procedures, legal frameworks and agreed timeframes • <i>Internal Reporting:</i> manage and consolidate the system of internal monthly, quarterly and annual reporting to ensure that financial and narrative internal reports are submitted timeously and in full • <i>Team operations management</i>, including: <ul style="list-style-type: none"> (i) ensuring human resources are recruited and managed effectively, (ii) ensuring internal coordination of agreed programme activities in accordance with agreed schedules; (iii) providing the secretariat for internal team management meetings, including establishing the meeting schedule, agendas, minutes and tracking follow up actions <p>Support the Programme Manager</p> <ul style="list-style-type: none"> • Provide support and assistance to the Programme Manager in the leadership of the programme, including management of key internal and external relationships • Advise the programme manager on emerging issues and challenges • Work with the Strategic Manager in Supporting the programme manager in managing relevant policy and legislative changes and reforms in government as they relate to the programme • Implement and manage the reporting framework for the programme. • Assemble programme reports as in: <ul style="list-style-type: none"> ○ Monthly financial reports ○ Quarterly programme reports ○ In year / Annual report and any other reports as may be required from time to time <p>Other or General Support</p> <ul style="list-style-type: none"> • Ensure linkage and alignment within CSP support and promote activities



	<p>and processes that enhance the work of the CSP</p> <ul style="list-style-type: none"> • Support Component Leaders and Co-ordinators on predefined areas of work • Oversee the implementation of the Quality Assurance Framework.
Key Outputs	<p>Development and management of annual Programme Management Functional Work plan</p> <ul style="list-style-type: none"> • Resource Management: Drafting of annual and quarterly procurement plans, review of terms of reference submitted by component / project leads, monitoring and support to procurement and contracting within agreed timeframes. • Financial management: drafting of annual programme budget in consultation with responsible National Treasury officials and preparation of quarterly and annual consolidated financial reports, monthly monitoring of expenditure relative to programme and project budgets • Internal Reporting: development and maintenance of narrative and timesheet reporting formats for monthly, quarterly and annual reports, oversight and approval of timely and complete submission of reports by programme team, consolidation of reports in monthly, quarterly and annual programme formats • Team operations: design, implementation and management of schedule of internal programme management and Home Week meetings, timely drafting and distribution of meeting agenda's and minutes, timely follow up and tracking of agreed actions assigned to team members • Contract management of CSP team members, including approvals and payments in line with relevant organisational policies and procedures • Inputs provided in the annual Division of Revenue process in relation to Integrated City Development Grant in support of responsible National Treasury official and in accordance with CSP Results Framework and legal requirements • Review and monitoring of CSP level work plans
Skills and qualifications	<ul style="list-style-type: none"> • Experience in public administration in South Africa, including knowledge of how the South African Government legislative regime and institutional functions/arrangements, • Project management, logistical and administrative skills, with a track record of successfully delivering public sector events • Experience in programme level supply chain and financial management systems within the public sector • Experience in stakeholder engagement and/or management, including a strong understanding of consultation principles and tools and the ability to apply these effectively, experience in developing and maintaining stakeholder networks, and an appreciation of relationship management skills, including a good understanding of issues management in the context of corporate reputation management • Interpersonal, verbal and written communication skills • Ability to utilise information technology for programme management purposes, including a functional knowledge of common corporate software packages and cloud computing • Maturity in interpersonal relationships and the ability to work well within a team, and • The consultant must be in possession of the relevant post-graduate qualification from a recognized tertiary institution. • The incumbent must be able to manage (deploy and oversee) the programme's skills capacitation plan.



PM3: Programme Coordinator	
Objective	To support the Operations Manager through assembling the necessary data for effective management of the programme.
Scope	<p>Support the operational systems of the Cities Support Programme</p> <ul style="list-style-type: none"> • <i>Resource Management:</i> Support the Operations Manager to develop, implement, manage and monitor systems and procedures to ensure that the CSP manages its supply chain, framework service providers (DBSA, World Bank and others) and contracts effectively, efficiently and in accordance with legal frameworks and agreed timeframes • <i>Financial Management:</i>, Support the Operations Manager to develop, implement, manage and monitor systems and procedures to ensure that the CSP manages its budget and financial systems efficiently, effectively and transparently in accordance with legal frameworks and agreed timeframes • <i>Internal Reporting:</i> Support the Operations Manager to manage and consolidate the system of internal monthly, quarterly and annual reporting to ensure that financial and narrative internal reports are submitted timeously and in full • <i>Team operations management</i>, including: <ul style="list-style-type: none"> (i) ensuring human resources are recruited and managed effectively, (ii) ensuring internal coordination of agreed programme activities in accordance with agreed schedules; (iii) Providing the secretariat for internal team management meetings, including establishing the meeting schedule, agendas, minutes and tracking follow up actions
Key Outputs	<p>Development and management of annual Programme Management Functional Work plan</p> <ul style="list-style-type: none"> • <i>Resource Management:</i> Support the Operations Manager to draft annual and quarterly procurement plans, review terms of reference submitted by component / project leads, monitor and support procurement and contracts within agreed timeframes • <i>Financial management:</i> Support the Operations Manager to draft annual programme budget and preparation of quarterly and annual consolidated financial reports, monthly monitoring of expenditure relative to programme and project budgets • <i>Internal Reporting:</i> Support the Operations Manager to develop and maintain narrative and timesheet reporting formats for monthly, quarterly and annual reports, oversight and approval of timely and complete submission of reports by programme team, consolidation of reports in monthly, quarterly and annual programme formats • <i>Team operations:</i> Support the Operations Manager to design, implement and manage a schedule of internal programme management and Home Week meetings, timely drafting and distribution of meeting agenda's and minutes, timely follow up and tracking of agreed actions assigned to team members • Support the Operations Manager to undertake contract management of CSP team members, including approvals and payments
Skills and qualifications	<ul style="list-style-type: none"> • General experience in public administration in South Africa, including knowledge of how the South African Government legislative regime and institutional functions/arrangements, • Project management, logistical and administrative skills, with a track record of successfully establishing, strengthening and maintaining



	<p>dedicated project and programme management systems at the initial stages of programme implementation</p> <ul style="list-style-type: none"> • Experience in programme level supply chain and financial management systems • Experience in event management • Excellent interpersonal, verbal and written communication skills • Ability to utilise information technology for programme management purposes, including a functional knowledge of common corporate software packages and cloud computing • Maturity in interpersonal relationships and the ability to work well within a team, and • The consultant shall possess a post-graduate qualification from a recognized tertiary institution in an area of relevance to programme implementation.
--	---

PM4: Strategic Support Manager	
Objective	To support the implementation of the CSP through providing overall leadership in managing and implementing the planning, evaluation and results framework for the CSP and to provide technical assistance in the form of high level leadership coaching across CSP components and to cities.
Scope	<p>Task 1 – Evaluation and Results Management</p> <p>The objective of this role is to facilitate the establishment of CSP systems, processes including monitoring and evaluation of the outputs, processes and vision adherence to the objectives of the CSP. The consultant will be responsible for the leadership and coordination of all CSP evaluation and results management activities, including:</p> <ul style="list-style-type: none"> - Managing the agreed programme results framework - Managing the compilation of annual work plans - Managing programme evaluations at mid-term and exit in support of the Programme Manager - Regularly reviewing all component and city level CSP activities to identify opportunities for enhanced results - Participating in all CSP management activities, including monthly management meetings and ad-hoc coordination with CSP components - Preparing regular and timely reports on progress, risks and issues associated with agreed programme results <p>Task 2 – Leadership Coaching Coordinator</p> <p>The consultant will provide specialist technical assistance across components and participating municipalities to coordinate and, where appropriate, provide high level leadership coaching services, including:</p> <ul style="list-style-type: none"> - Designing and managing leadership coaching activities in the CSP work plan - Identifying, deploying and monitoring leadership coaching specialists in selected cities in accordance with an agreed work plan and in conjunction with the relevant city coordinator - Providing leadership coaching services in selected cities in accordance with an agreed work plan - Regularly reporting on services provided relative to objectives and results <p>Task 3 – Quality Assurance and Other</p> <ul style="list-style-type: none"> • To provide quality assurance support in respect of work plans developed



	<p>by other team members and specific documentation submitted by service providers</p> <ul style="list-style-type: none"> To provide other assistance as may be determined from time to time by the CSP Program Manager.
Key Outputs	<p>Development of a Programme Monitoring framework</p> <ul style="list-style-type: none"> Facilitate and draft the monitoring framework of the programme Draw up the performance framework of the programme Draw up the Key Performance Indicators to measure the effectiveness of the programme Facilitate the linking up of the KPIs for all built environment programmes and the ICDG KPIs in consultation with the relevant National Treasury officials <p>Development and promotion of a Programme Evaluation Criteria, Framework, processes, systems, methods and tools</p> <ul style="list-style-type: none"> Develop evaluation criteria and framework for evaluating the BEPPs in line with Section 71 Develop systems and processes for running the CSP programme and interfaces with other programmes Design ToRs and templates for all the various activities of the CSP Develop log frame to guide and communicate programme objectives Design forms and templates for various components of the CSP and how it links up with other similar programmes (such as the NDPG) <p>Development and implementation of an M & E Implementation Plan</p> <ul style="list-style-type: none"> Review the built environment performance plans and provide inputs to cities and other stakeholders Setting up the system of feedback and benchmark cities against each other on performance with regards to spatial transformation Design a framework for linking up with other units in the National Treasury including alignment with their programmes Design a process framework for supporting the benchmarking exercise and other National Treasury processes relating to capital spending of cities Collection of data and information on outputs and activities of the programme Collection of data to measure the programme against the KPIs <p>Leadership Coaching</p> <ul style="list-style-type: none"> Identify leadership coaching approach, modalities and activities across programme and participating cities Management of provision of coaching services Reporting on outputs and impacts of services provided <p>Other</p> <ul style="list-style-type: none"> Timely completion of agreed additional activities
Skills and qualifications	<ul style="list-style-type: none"> Proven knowledge and experience in public administration in South Africa, including knowledge of how the South African Government legislative regime and institutional functions/arrangements, Proven experience in stakeholder engagement and/or management, including a strong understanding of consultation principles and tools and ability to apply these effectively and experience in developing and maintaining stakeholder networks



	<ul style="list-style-type: none"> • Highly developed influencing and relationship management skills, including a good understanding of issues management in a corporate reputation context • High level project management, logistical and administrative skills, with a track record of successfully delivering public sector events • Outstanding interpersonal, verbal and written communication skills • Ability to work closely with and lead teams • Ability to sell the vision to individuals and groups alike • The consultant must possess a relevant post-graduate qualification from a recognized tertiary institution. • The consultant should have a minimum of 10 years relevant experience. • The incumbent must be able to manage (deploy and oversee) the programme's skills capacitation plan.
--	---

PM5: M & E Officer	
Objective	To support the implementation of the CSP through implementing the planning, evaluation and results framework for the CSP
Scope	<p><i>Evaluation and Results Management</i></p> <p>The objective of this role is to facilitate the establishment of CSP systems, processes including monitoring and evaluation of the outputs and adherence to the vision and objectives of the CSP. The consultant will be responsible for the coordination of all CSP evaluation and results management activities, including:</p> <ul style="list-style-type: none"> • Developing, tracking, updating and reporting on the agreed programme results framework • Supporting the management of the compilation of annual work plans • Supporting programme evaluations at mid-term and exit • Regularly reviewing all component and city level CSP activities to identify opportunities for enhanced results • Participating in all CSP management activities, including monthly management meetings and ad-hoc coordination with CSP components • Preparing regular and timely reports on progress, risks and issues associated with agreed programme results
Key Outputs	<p><i>Development of a Programme Monitoring framework</i></p> <ul style="list-style-type: none"> • Facilitate and draft the monitoring framework of the programme • Draw up the performance framework of the programme • Draw up the Key Performance Indicators to measure the effectiveness of the programme • Link up with the KPIs for all built environment programmes and the ICDG KPIs • Set up system of monitoring the performance of the ICDG and the reward system for best performers • Support the process of institutionalising the monitoring criteria for the ICDG and the linkages with other built environment programmes
Skills and qualifications	<ul style="list-style-type: none"> • General experience in public administration in South Africa, including knowledge of how the South African Government legislative regime and institutional functions/arrangements, • Experience in stakeholder engagement and/or management, including a strong understanding of consultation principles and tools and ability to apply these effectively and experience in developing and maintaining



	<p>stakeholder networks</p> <ul style="list-style-type: none"> • Relationship management skills, including a good understanding of issues management in a corporate reputation context • Project management, logistical and administrative skills, with a track record of successfully delivering public sector events • Interpersonal, verbal and written communication skills • Maturity in interpersonal relationships and the ability to work well within a team, and • The consultant shall possess a relevant post-graduate qualification from a recognized tertiary institution.
--	--

PM6: Stakeholder & Communications Manager	
Objective	To manage the CSP relationships with national organisations, departments and cities including managing knowledge management in the delivery of the CSP objectives.
Scope	<p>Task 1 – Stakeholder management</p> <p>The consultant will be responsible for the leadership and coordination of Stakeholder management for the CSP including:</p> <ul style="list-style-type: none"> • Identifying and managing CSP stakeholders within a strategic and results based framework, via a strategy, an annual plan and a quarterly plan • Managing, monitoring and facilitating the development of relationships with programme stakeholders through a progression model, and providing active guidance and facilitation to component and project leaders in individual stakeholder relationships. • Regularly reviewing all component and city level CSP activities to identify opportunities for enhanced stakeholder coordination • Programming, planning, arranging and following up on the delivery of CSP forums for stakeholder engagement on a quarterly basis, including the City Budget Forum, National Stakeholders Forum, and the Partners Forum • Leading all administrative and facilitation support to the preparation of CSP learning events (courses, workshops, seminars) • Establishing and maintaining an integrated schedule of CSP engagements and events for effective programme communication and coordination of activities across multiple locations <p>Task 2 – Communications & Knowledge Management</p> <p>The consultant will be responsible for managing programme communications, including:</p> <ul style="list-style-type: none"> • Planning and managing a results based communications programme associated with CSP activities, via a strategy, communications protocols, an annual plan and a quarterly plan that establishes an appropriate CSP brand identity within the National Treasury framework • Establishing, managing and updating key communications channels including programme framework documents, a programme web portal, quarterly newsletters and other instruments • Planning and managing a knowledge management programme associated with CSP activities, via a strategy and knowledge management protocols, an annual plan and a quarterly plan • Establishing and maintaining a robust, accessible and functional knowledge management capability for the programme, including a programme level document management system • Establishing and managing the production of programme knowledge management dissemination devices, including reports, policy briefs and



	<p>field notes, workshops reports multi-media applications</p> <ul style="list-style-type: none"> Identifying relevant CSP outputs for wider dissemination and working with technical specialists to prepare and disseminate them appropriately <p>Task 3 – City coordinator</p> <p>The consultant will be responsible for managing a sustained engagement with a selected metropolitan municipality, including:</p> <ul style="list-style-type: none"> Establishing and maintaining a productive working relationship with the municipality, through their appointed metro counterpart Regularly reviewing and updating the CSP Capacity Support Implementation Plan (CSIP) for the municipality, in consultation with the municipality Developing detailed project plans for projects or activities agreed to with the city in the CSIP (across all components) in accordance with a prescribed format, with the guidance of relevant component managers Managing the implementation of CSIP projects or activities in accordance with the project plan, including executing procurement and overseeing the performance of service providers Managing all activities within the assigned resource envelope Reporting quarterly on progress with CSP implementation and other issues arising at city level Supporting the city to prepare and / or amend Built Environment Performance Plans (including performance indicators) on an annual basis, including preparing comments on these plans and managing the annual BEPP Review process for that metro Regularly reviewing municipal plans, programmes and budgets, including active and substantive participation in annual mid-year review and benchmarking exercises conducted by the National Treasury Assisting the city to participate fully in the CSP and providing a flexible and responsive point of contact between the city and other spheres of government on issues related to the CSP results framework <p>Task 4 – Other</p> <ul style="list-style-type: none"> Regularly reviewing all component and city level CSP activities to identify opportunities for enhanced stakeholder management, communications and knowledge management Participating in all CSP management activities, including monthly management meetings and ad-hoc coordination with CSP components Preparing regular and timely monthly, quarterly and annual reports on progress, risks and issues associated with assigned functions To provide other assistance as may be determined from time to time by the CSP Program Manager.
<p>Key Outputs</p>	<p>Establish and manage a framework of stakeholder coordination</p> <ul style="list-style-type: none"> Develop, implement, monitor and review a stakeholder management strategy within the CSP Results Framework that deploys a progression model to progressively strengthen stakeholder interfaces in a time bound and measurable manner Establish and maintain a database of stakeholders and their communications points for the programme, including an identification of the issues that each stakeholder is concerned about, and areas of collaboration and partnership with each stakeholder group Initiate, plan and co-ordinate stakeholder engagement across all programme activities through supporting the Programme Manager,



	<p>Component Leads and Project Leads to build and maintain relationships with stakeholders including national and provincial government officials, City officials, policy makers and other high level stakeholders from across the built environment spectrum</p> <ul style="list-style-type: none"> • Plan and manage the regular and timely hosting of the quarterly City Budget Forum within the national and municipal budget calendars, including preceding National Stakeholder and Partners Forums, and leading all preparatory and follow up activities • Working closely with key partners, engage, co-ordinate and manage the network of CSP stakeholders • Establish a process of feeding back to the stakeholders to ensure that all stakeholders are kept abreast of all the developments in the programme • Establish and maintain an online calendar of programme events <p>Manage all stakeholders engagements</p> <ul style="list-style-type: none"> • Oversee the preparation for the delivery of CSP leadership course, workshops, seminars and other multi-stakeholder projects or activities • Manage the on-going consultation and engagement with stakeholders through a variety of channels including online forums. <p>Establish and manage a framework of Communications and Knowledge Management</p> <ul style="list-style-type: none"> • Develop and communications and knowledge management strategies and protocols • Establish and maintain an information management system • Establish a CSP brand identity • Develop dissemination formats and channels • Ensuring the timely production and distribution of programme framework documentation, knowledge management outputs and other information • Identify CSP outputs appropriate for wider dissemination • Develop and implement annual and quarterly work plans for delivering communications products across various platforms and instruments • Work with relevant specialists to prepare materials for dissemination <p>Development and Management of City Support Implementation Plan for assigned metropolitan municipality</p> <ul style="list-style-type: none"> • Oversight of drafting of CSIP • Development of detailed project plans for CSIP activities in assigned cities • Contract development and management of service providers • Regular monitoring and reporting of work plan relative to results framework • Regular progress reviews and facilitation support to cities • Coordination and production of comments on annual BEPP • Comments and advisory services to NT mid-year review, benchmarking and other evaluations <p>Other Timely completion of agreed additional activities</p>
<p>Skills and qualifications</p>	<ul style="list-style-type: none"> • General experience in public administration in South Africa, including knowledge of how the South African Government legislative regime and institutional functions/arrangements, • Good experience in stakeholder engagement and/or management, including a strong understanding of consultation principles and tools and



	<p>ability to apply these effectively and experience in developing and maintaining stakeholder networks</p> <ul style="list-style-type: none"> • Highly developed influencing and relationship management skills, including a good understanding of issues management in a corporate reputation context • High level project management, logistical and administrative skills, with a track record of successfully delivering public sector events • Outstanding interpersonal, verbal and written communication skills • Ability to utilise information technology for programme management purposes, including a functional knowledge of common corporate software packages and cloud computing • Ability to work closely with and lead a team of service providers • Maturity in interpersonal relationships and the ability to work well within a team, and • The consultant shall possess a relevant, specialist, post-graduate qualification from a recognized tertiary institution. The consultant should have a minimum of 10 years relevant experience.
--	---

C1: Project Manager and City Coordinator	
Objective	To support the implementation of the CSP through providing project-specific leadership in assigned projects of high strategic value to the programme, and coordinating all CSP activities and relationships with one metropolitan municipality.
Scope	<p>Task 1 - Project Leadership</p> <p>The consultant will be responsible for the leadership and coordination of selected CSP projects within a programme component, including:</p> <ul style="list-style-type: none"> • Providing overall leadership and management of all CSP activities within the project, including policy and regulatory reforms at national level, fiscal policy and budget reforms, and implementation support activities at the city levels • Designing and implementing the strategy and results framework for the project • Establishing and maintaining productive working relationships with relevant national departments, agencies and entities as well as other relevant stakeholder organisations and networks, under the guidance of the component leader • Designing, managing and providing quality assurance for all contracts executed under the project • Managing all activities within the assigned resource envelope • Coordinating with city level CSP coordinators to manage the provision of support to specific municipalities • Guidance, coordinating and quality assurance of the work of specialist, high level service providers to cities • Participating in all CSP management activities, including monthly management meetings and ad-hoc coordination with other CSP components • Preparing regular and timely reports on progress with project implementation <p>Task 2 – City coordinator</p> <p>The consultant will be responsible for managing a sustained engagement with a selected metropolitan municipality, including:</p>



	<ul style="list-style-type: none"> • Establishing and maintaining a productive working relationship with the municipality, through their appointed metro CSP coordinator • Maintaining the visibility, credibility and responsiveness of the CSP within the city • Regularly reviewing and updating the CSP Capacity Support Implementation Plan (CSIP) for the municipality, in consultation with the municipality • Developing detailed project plans for projects or activities agreed to with the city in the CSIP (across all components) in accordance with a prescribed format, with the guidance of relevant component managers • Managing the implementation of CSIP projects or activities in accordance with the project plan, including executing procurement and overseeing the performance of service providers • Managing all activities within the assigned resource envelope • Reporting quarterly on progress with CSIP implementation and other issues arising at city level • Supporting the city to prepare and / or amend Built Environment Performance Plans (including performance indicators) on an annual basis, including preparing comments on these plans and managing the annual BEPP Review process • Regularly reviewing municipal plans, programmes and budgets, including active and substantive participation in annual mid-year review and benchmarking exercises conducted by the National Treasury • Assisting the city to participate fully in the CSP and providing a flexible and responsive point of contact between the city and other spheres of government on strategic issues related to the CSP results framework <p>Task 3 – Other To provide other assistance as may be determined from time to time by the CSP Program Manager.</p>
<p>Key Outputs</p>	<p>Development and management of annual Project Work plans</p> <ul style="list-style-type: none"> • Drafting of annual strategic projects work plan with CSP Results Framework • Regular monitoring and reporting of work plan relative to results framework • Contract development and management of service providers • Review and monitoring of CSP level work plans related to Strategic Projects <p>Development and Management of City Support Implementation Plan for assigned metropolitan municipality</p> <ul style="list-style-type: none"> • Oversight of drafting of CSIP • Development of detailed project plans for CSIP activities in assigned cities • Contract development and management of service providers • Regular monitoring and reporting of work plan relative to results framework • Regular progress reviews and facilitation support to cities • Coordination and production of comments on annual BEPP • Comments and advisory services to NT mid-year review, benchmarking and other evaluations
<p>Skills and qualifications</p>	<ul style="list-style-type: none"> • General experience in public administration in South Africa, including knowledge of how the South African Government legislative regime and institutional functions/arrangements,



	<ul style="list-style-type: none"> • Clear understanding of municipal environment and the linkages between governance, infrastructure and housing processes in local government and their interface with provinces and national government, • Experience in designing, configuration and alignment of public funding and regulatory instruments, including a good understanding of relevant grant systems • Experience in managing and administration of projects and programmes, including human, technical and financial aspects of public sector projects, • Good communication, facilitation and leadership skills, • Maturity in interpersonal relationships and the ability to work well within a team, and • Excellent writing and presentation skills, including ability in relevant business software packages. • The consultant shall possess a relevant, specialist, post-graduate qualification from a recognized tertiary institution. The consultant should have a minimum of 10 years relevant experience.
--	--

C2: Core City Governance Component Leader and City Coordinator

Objective	To support the implementation of the CSP through providing overall leadership in the implementation of the Governance component of the CSP, and coordinating all CSP activities and relationships with one metropolitan municipality.
Scope	<p>Task 1 - Component Leadership: Governance</p> <p>The consultant will be responsible for the leadership and coordination of the above CSP component, including:</p> <ul style="list-style-type: none"> • Providing overall leadership and management of all CSP activities and projects within the Governance component, including policy and regulatory reforms at national level, fiscal policy and budget reforms, and implementation support activities at the city levels • Designing and implementing the strategy and results framework for CSP activities • Designing, managing and providing quality assurance for all contracts executed under the component • Coordinating with other city level coordinators to manage the provision of support to specific municipalities • Guidance and coordinating of the work of specialist, high level service providers to cities in the context of implementing CSP projects/ activities • Preparing regular and timely reports on progress with component implementation <p>Task 2 – City coordinator</p> <p>The consultant will be responsible for managing a sustained engagement with a selected metropolitan municipality, including:</p> <ul style="list-style-type: none"> • Establishing and maintaining a productive working relationship with the municipality, through their appointed metro counterpart • Regularly reviewing and updating the CSP Capacity Support Implementation Plan (CSIP) for the municipality, in consultation with the municipality • Developing detailed project plans for projects or activities agreed to with the city in the CSIP (across all components) in accordance with a prescribed format, with the guidance of relevant component managers • Managing the implementation of CSIP projects or activities in accordance with the project plan, including executing procurement and overseeing



	<p>the performance of service providers</p> <ul style="list-style-type: none"> • Managing all activities within the assigned resource envelope • Reporting quarterly on progress with CSP implementation and other issues arising at city level • Supporting the city to prepare and / or amend Built Environment Performance Plans (including performance indicators) on an annual basis, including preparing comments on these plans and managing the annual BEPP Review process for that metro • Regularly reviewing municipal plans, programmes and budgets, including active and substantive participation in annual mid-year review and benchmarking exercises conducted by the National Treasury • Assisting the city to participate fully in the CSP and providing a flexible and responsive point of contact between the city and other spheres of government on issues related to the CSP results framework <p>Task 3 – Other</p> <ul style="list-style-type: none"> • To provide other assistance as may be determined from time to time by the CSP Program Manager. • Participating in all CSP management activities, including monthly management meetings and coordination with other CSP components
<p>Key Outputs</p>	<ul style="list-style-type: none"> • Drafting of annual CSP work plan based on the CSP Results Framework • Regular monitoring and reporting of work plan relative to results framework • Assist with the drafting of the Terms of References for the development and management of service providers • Review and monitoring of CSP level work plans related to the Governance Component • Support and guide the drafting of CSIP • Regular progress reviews and facilitation support to cities • Coordination and production of comments on annual BEPP • Comments and advisory services to NT mid-year review, benchmarking and other evaluations
<p>Skills and qualifications</p>	<ul style="list-style-type: none"> • Proven experience in public administration in South Africa, including knowledge of how the South African Government legislative regime and institutional functions/arrangements, • An understanding of municipal legislative environment • Proven experience in working with all spheres of government • Experience in designing, configuration and alignment of public funding and regulatory instruments, including a good understanding of relevant grant systems • Experience in managing and administration of projects and programmes, including human, technical and financial aspects of public sector projects, • Good communication, facilitation and leadership skills, • Interpersonal relationships and the ability to work well within a team, and • Excellent writing and presentation skills, including ability in relevant business software packages. • The consultant shall possess a post-graduate qualification in M& E with emphasis on governance from a recognized tertiary institution. The consultant should have a minimum of 10 years relevant experience.



C3: Human Settlements Component Leader and City Coordinator	
Objective	To support the implementation of the CSP through providing overall leadership in the implementation of the Human Settlements Component of the CSP, and coordinating all CSP activities and relationships with one metropolitan municipality.
Scope	<p>Task 1 - Component Leadership: Human Settlements The consultant will be responsible for the leadership and coordination of the above CSP component, including:</p> <ul style="list-style-type: none"> • Providing overall leadership and management of all CSP activities and projects within the Human Settlement component, including policy and regulatory reforms at national level, fiscal policy and budget reforms, and implementation support activities at the city levels • Designing and implementing the strategy and results framework for CSP activities • Designing, managing and providing quality assurance for all contracts executed under the component • Coordinating with other city level coordinators to manage the provision of support to specific municipalities • Guidance and coordinating of the work of specialist, high level service providers to cities in the context of implementing CSP projects/ activities • Preparing regular and timely reports on progress with component implementation <p>Task 2 – City coordinator The consultant will be responsible for managing a sustained engagement with a selected metropolitan municipality, including:</p> <ul style="list-style-type: none"> • Establishing and maintaining a productive working relationship with the municipality, through their appointed metro counterpart • Regularly reviewing and updating the CSP Capacity Support Implementation Plan (CSIP) for the municipality, in consultation with the municipality • Developing detailed project plans for projects or activities agreed to with the city in the CSIP (across all components) in accordance with a prescribed format, with the guidance of relevant component managers • Managing the implementation of CSIP projects or activities in accordance with the project plan, including executing procurement and overseeing the performance of service providers • Managing all activities within the assigned resource envelope • Reporting quarterly on progress with CSP implementation and other issues arising at city level • Supporting the city to prepare and / or amend Built Environment Performance Plans (including performance indicators) on an annual basis, including preparing comments on these plans and managing the annual BEPP Review process for that metro • Regularly reviewing municipal plans, programmes and budgets, including active and substantive participation in annual mid-year review and benchmarking exercises conducted by the National Treasury • Assisting the city to participate fully in the CSP and providing a flexible and responsive point of contact between the city and other spheres of government on issues related to the CSP results framework <p>Task 3 – Other</p> <ul style="list-style-type: none"> • To provide other assistance as may be determined from time to time by



	<p>the CSP Program Manager.</p> <ul style="list-style-type: none"> • Participating in all CSP management activities, including monthly management meetings and coordination with other CSP components
Key Outputs	<ul style="list-style-type: none"> • Drafting of annual CSP work plan based on the CSP Results Framework • Regular monitoring and reporting of work plan relative to results framework • Assist with the drafting of the Terms of References for the development and management of service providers • Review and monitoring of CSP level work plans related to the Governance Component • Support and guide the drafting of CSIP • Regular progress reviews and facilitation support to cities • Coordination and production of comments on annual BEPP Comments and advisory services to NT mid-year review, benchmarking and other evaluations
Skills and qualifications	<ul style="list-style-type: none"> • Proven experience in public administration in South Africa, including knowledge of how the South African Government legislative regime and institutional functions/arrangements, • An understanding of municipal legislative environment • Proven experience in working with all spheres of government • Experience in designing, configuration and alignment of public funding and regulatory instruments, including a good understanding of relevant grant systems • Experience in managing and administration of projects and programmes, including human, technical and financial aspects of public sector projects, • Good communication, facilitation and leadership skills, • Interpersonal relationships and the ability to work well within a team, and • Excellent writing and presentation skills, including ability in relevant business software packages. • The consultant shall possess a post-graduate qualification in Built Environment with emphasis in Housing from a recognized tertiary institution. The consultant should have a minimum of 10 years relevant experience.

C4: Public Transport Component Leader and City Coordinator	
Objective	To support the implementation of the CSP through providing overall leadership in the implementation of the Public Transport Component of the CSP, and coordinating all CSP activities and relationships with one metropolitan municipality.
Scope	<p>Task 1 - Component Leadership: Public Transport</p> <p>The consultant will be responsible for the leadership and coordination of the above CSP component, including:</p> <ul style="list-style-type: none"> • Providing overall leadership and management of all CSP activities and projects within the Public Transport component, including policy and regulatory reforms at national level, fiscal policy and budget reforms, and implementation support activities at the city levels • Designing and implementing the strategy and results framework for CSP activities • Designing, managing and providing quality assurance for all contracts executed under the component • Coordinating with other city level coordinators to manage the provision of support to specific municipalities



	<ul style="list-style-type: none"> • Guidance and coordinating of the work of specialist, high level service providers to cities in the context of implementing CSP projects/ activities • Preparing regular and timely reports on progress with component implementation <p>Task 2 – City coordinator</p> <p>The consultant will be responsible for managing a sustained engagement with a selected metropolitan municipality, including:</p> <ul style="list-style-type: none"> • Establishing and maintaining a productive working relationship with the municipality, through their appointed metro counterpart • Regularly reviewing and updating the CSP Capacity Support Implementation Plan (CSIP) for the municipality, in consultation with the municipality • Developing detailed project plans for projects or activities agreed to with the city in the CSIP (across all components) in accordance with a prescribed format, with the guidance of relevant component managers • Managing the implementation of CSIP projects or activities in accordance with the project plan, including executing procurement and overseeing the performance of service providers • Managing all activities within the assigned resource envelope • Reporting quarterly on progress with CSP implementation and other issues arising at city level • Supporting the city to prepare and / or amend Built Environment Performance Plans (including performance indicators) on an annual basis, including preparing comments on these plans and managing the annual BEPP Review process for that metro • Regularly reviewing municipal plans, programmes and budgets, including active and substantive participation in annual mid-year review and benchmarking exercises conducted by the National Treasury • Assisting the city to participate fully in the CSP and providing a flexible and responsive point of contact between the city and other spheres of government on issues related to the CSP results framework <p>Task 3 – Other</p> <ul style="list-style-type: none"> • To provide other assistance as may be determined from time to time by the CSP Program Manager. • Participating in all CSP management activities, including monthly management meetings and coordination with other CSP components
Key Outputs	<ul style="list-style-type: none"> • Drafting of annual CSP work plan based on the CSP Results Framework • Regular monitoring and reporting of work plan relative to results framework • Assist with the drafting of the Terms of References for the development and management of service providers • Review and monitoring of CSP level work plans related to the Governance Component • Support and guide the drafting of CSIP • Regular progress reviews and facilitation support to cities • Coordination and production of comments on annual BEPP Comments and advisory services to NT mid-year review, benchmarking and other evaluations
Skills and qualifications	<ul style="list-style-type: none"> • Proven experience in public administration in South Africa, including knowledge of how the South African Government legislative regime and



	<p>institutional functions/arrangements,</p> <ul style="list-style-type: none"> • An understanding of municipal legislative environment • Proven experience in working with all spheres of government • Experience in designing, configuration and alignment of public funding and regulatory instruments, including a good understanding of relevant grant systems • Experience in managing and administration of projects and programmes, including human, technical and financial aspects of public sector projects, • Good communication, facilitation and leadership skills, • Interpersonal relationships and the ability to work well within a team, and • Excellent writing and presentation skills, including ability in relevant business software packages. • The consultant shall possess a post-graduate qualification in Built Environment with emphasis in Public Transport from a recognized tertiary institution. The consultant should have a minimum of 10 years relevant experience.
--	--

C5: Climate Resilience Component Leader and City Coordinator	
Objective	To support the implementation of the CSP through providing overall leadership in the implementation of the Climate Resilience Component of the CSP, and coordinating all CSP activities and relationships with one metropolitan municipality.
Scope	<p>Task 1 - Component Leadership: Climate Resilience and Sustainability The consultant will be responsible for the leadership and coordination of the above CSP component, including:</p> <ul style="list-style-type: none"> • Providing overall leadership and management of all CSP activities and projects within the Climate Resilience and Sustainability component, including policy and regulatory reforms at national level, fiscal policy and budget reforms, and implementation support activities at the city levels • Designing and implementing the strategy and results framework for CSP activities • Designing, managing and providing quality assurance for all contracts executed under the component • Coordinating with other city level coordinators to manage the provision of support to specific municipalities • Guidance and coordinating of the work of specialist, high level service providers to cities in the context of implementing CSP projects/ activities • Preparing regular and timely reports on progress with component implementation <p>Task 2 – City coordinator The consultant will be responsible for managing a sustained engagement with a selected metropolitan municipality, including:</p> <ul style="list-style-type: none"> • Establishing and maintaining a productive working relationship with the municipality, through their appointed metro counterpart • Regularly reviewing and updating the CSP Capacity Support Implementation Plan (CSIP) for the municipality, in consultation with the municipality • Developing detailed project plans for projects or activities agreed to with the city in the CSIP (across all components) in accordance with a prescribed format, with the guidance of relevant component managers • Managing the implementation of CSIP projects or activities in accordance with the project plan, including executing procurement and overseeing



	<p>the performance of service providers</p> <ul style="list-style-type: none"> • Managing all activities within the assigned resource envelope • Reporting quarterly on progress with CSP implementation and other issues arising at city level • Supporting the city to prepare and / or amend Built Environment Performance Plans (including performance indicators) on an annual basis, including preparing comments on these plans and managing the annual BEPP Review process for that metro • Regularly reviewing municipal plans, programmes and budgets, including active and substantive participation in annual mid-year review and benchmarking exercises conducted by the National Treasury • Assisting the city to participate fully in the CSP and providing a flexible and responsive point of contact between the city and other spheres of government on issues related to the CSP results framework <p>Task 3 – Other</p> <ul style="list-style-type: none"> • To provide other assistance as may be determined from time to time by the CSP Program Manager. • Participating in all CSP management activities, including monthly management meetings and coordination with other CSP components
<p>Key Outputs</p>	<ul style="list-style-type: none"> • Drafting of annual CSP work plan based on the CSP Results Framework • Regular monitoring and reporting of work plan relative to results framework • Assist with the drafting of the Terms of References for the development and management of service providers • Review and monitoring of CSP level work plans related to the Governance Component • Support and guide the drafting of CSIP • Regular progress reviews and facilitation support to cities • Coordination and production of comments on annual BEPP Comments and advisory services to NT mid-year review, benchmarking and other evaluations
<p>Skills and qualifications</p>	<ul style="list-style-type: none"> • Proven experience in public administration in South Africa, including knowledge of how the South African Government legislative regime and institutional functions/arrangements, • An understanding of municipal legislative environment • Proven experience in working with all spheres of government • Experience in designing, configuration and alignment of public funding and regulatory instruments, including a good understanding of relevant grant systems • Experience in managing and administration of projects and programmes, including human, technical and financial aspects of public sector projects, • Good communication, facilitation and leadership skills, • Interpersonal relationships and the ability to work well within a team, and • Excellent writing and presentation skills, including ability in relevant business software packages. • The consultant shall possess a relevant post-graduate qualification in Social Sciences/ environmental studies from a recognized tertiary institution. The consultant should have a minimum of 10 years relevant experience.



C6: Economic Development Component Leader and City Coordinator	
Objective	To support the implementation of the CSP through providing overall leadership in the implementation of the Economic Development Component of the CSP, and coordinating all CSP activities and relationships with one metropolitan municipality.
Scope	<p>Task 1 - Component Leadership: Economic Development</p> <p>The consultant will be responsible for the leadership and coordination of the above CSP component, including:</p> <ul style="list-style-type: none"> • Providing overall leadership and management of all CSP activities and projects within the Economic Development component, including policy and regulatory reforms at national level, fiscal policy and budget reforms, and implementation support activities at the city levels • Designing and implementing the strategy and results framework for CSP activities • Designing, managing and providing quality assurance for all contracts executed under the component • Coordinating with other city level coordinators to manage the provision of support to specific municipalities • Guidance and coordinating of the work of specialist, high level service providers to cities in the context of implementing CSP projects/ activities • Preparing regular and timely reports on progress with component implementation <p>Task 2 – City coordinator</p> <p>The consultant will be responsible for managing a sustained engagement with a selected metropolitan municipality, including:</p> <ul style="list-style-type: none"> • Establishing and maintaining a productive working relationship with the municipality, through their appointed metro counterpart • Regularly reviewing and updating the CSP Capacity Support Implementation Plan (CSIP) for the municipality, in consultation with the municipality • Developing detailed project plans for projects or activities agreed to with the city in the CSIP (across all components) in accordance with a prescribed format, with the guidance of relevant component managers • Managing the implementation of CSIP projects or activities in accordance with the project plan, including executing procurement and overseeing the performance of service providers • Managing all activities within the assigned resource envelope • Reporting quarterly on progress with CSP implementation and other issues arising at city level • Supporting the city to prepare and / or amend Built Environment Performance Plans (including performance indicators) on an annual basis, including preparing comments on these plans and managing the annual BEPP Review process for that metro • Regularly reviewing municipal plans, programmes and budgets, including active and substantive participation in annual mid-year review and benchmarking exercises conducted by the National Treasury • Assisting the city to participate fully in the CSP and providing a flexible and responsive point of contact between the city and other spheres of government on issues related to the CSP results framework <p>Task 3 – Other</p> <ul style="list-style-type: none"> • To provide other assistance as may be determined from time to time by



	<p>the CSP Program Manager.</p> <ul style="list-style-type: none"> • Participating in all CSP management activities, including monthly management meetings and coordination with other CSP components
Key Outputs	<ul style="list-style-type: none"> • Drafting of annual CSP work plan based on the CSP Results Framework • Regular monitoring and reporting of work plan relative to results framework • Assist with the drafting of the Terms of References for the development and management of service providers • Review and monitoring of CSP level work plans related to the Governance Component • Support and guide the drafting of CSIP • Regular progress reviews and facilitation support to cities • Coordination and production of comments on annual BEPP • Comments and advisory services to NT mid-year review, benchmarking and other evaluations
Skills and qualifications	<ul style="list-style-type: none"> • Proven experience in public administration in South Africa, including knowledge of how the South African Government legislative regime and institutional functions/arrangements, • An understanding of municipal legislative environment • Proven experience in working with all spheres of government • Experience in designing, configuration and alignment of public funding and regulatory instruments, including a good understanding of relevant grant systems • Experience in managing and administration of projects and programmes, including human, technical and financial aspects of public sector projects, • Good communication, facilitation and leadership skills, • Interpersonal relationships and the ability to work well within a team, and • Excellent writing and presentation skills, including ability in relevant business software packages. • The consultant shall possess a relevant post-graduate qualification in Public Finance/ Economics and other related qualification from a recognized tertiary institution. The consultant should have a minimum of 10 years relevant experience.

C7: Lead City Coordinator	
Objective	To support the implementation of the CSP through exercising oversight and coordinating programme activities across participating municipalities, providing project leadership in selected projects and coordinating all CSP activities and relationships with one metropolitan municipality.
Scope	<p>Task 1 – Inter-City Coordination</p> <p>The consultant will be responsible for the leadership and coordination of city level implementation support plans within the CSP results framework, including:</p> <ul style="list-style-type: none"> • Overseeing and approving the development and modification of City Support Implementation Plans in each participating municipality • Undertaking strategic reviews of implementation progress with individual city plans and projects • Identifying, analysing and recommending approaches to addressing strategic issues emerging across cities for programme management and city coordinators to consider • Reviewing the annual programme work plan to identify inter-city issues and challenges



	<ul style="list-style-type: none"> • Leading and coordinating the programme interface with other National Treasury activities at the city level, including mid-year visits and benchmarking exercises <p>Task 2 - Project Leadership</p> <p>The consultant will be responsible for the leadership and coordination of selected CSP projects within a programme component, including:</p> <ul style="list-style-type: none"> • Providing overall leadership and management of all CSP activities within the project, including policy and regulatory reforms at national level, fiscal policy and budget reforms, and implementation support activities at the city levels • Designing and implementing the strategy and results framework for the project • Establishing and maintaining productive working relationships with relevant national departments, agencies and entities as well as other relevant stakeholder organisations and networks, under the guidance of the component leader • Designing, managing and providing quality assurance for all contracts executed under the project • Managing all activities within the assigned resource envelope • Coordinating with city level CSP coordinators to manage the provision of support to specific municipalities • Guidance, coordinating and quality assurance of the work of specialist, high level service providers to cities • Participating in all CSP management activities, including monthly management meetings and ad-hoc coordination with other CSP components • Preparing regular and timely reports on progress with project implementation <p>Task 3 – City coordinator</p> <p>The consultant will be responsible for managing a sustained engagement with a selected metropolitan municipality, including:</p> <ul style="list-style-type: none"> • Establishing and maintaining a productive working relationship with the municipality, through their appointed metro counterpart • Regularly reviewing and updating the CSP Capacity Support Implementation Plan (CSIP) for the municipality, in consultation with the municipality • Developing detailed project plans for projects or activities agreed to with the city in the CSIP (across all components) in accordance with a prescribed format, with the guidance of relevant component managers • Managing the implementation of CSIP projects or activities in accordance with the project plan, including executing procurement and overseeing the performance of service providers • Managing all activities within the assigned resource envelope • Reporting quarterly on progress with CSP implementation and other issues arising at city level • Supporting the city to prepare and / or amend Built Environment Performance Plans (including performance indicators) on an annual basis, including preparing comments on these plans and managing the annual BEPP Review process for that metro • Regularly reviewing municipal plans, programmes and budgets, including active and substantive participation in annual mid-year review and
--	---



	<p>benchmarking exercises conducted by the National Treasury</p> <ul style="list-style-type: none"> Assisting the city to participate fully in the CSP and providing a flexible and responsive point of contact between the city and other spheres of government on issues related to the CSP results framework <p>Task 4 – Other</p> <ul style="list-style-type: none"> To provide other assistance as may be determined from time to time by the CSP Program Manager. Participating in all CSP management activities, including monthly management meetings and coordination with other CSP components
Key Outputs	<ul style="list-style-type: none"> Drafting of annual CSP work plan based on the CSP Results Framework Regular monitoring and reporting of work plan relative to results framework Assist with the drafting of the Terms of References for the development and management of service providers Review and monitoring of CSP level work plans related to the Governance Component Support and guide the drafting of CSIP Regular progress reviews and facilitation support to cities Coordination and production of comments on annual BEPP Comments and advisory services to NT mid-year review, benchmarking and other evaluations
Skills and qualifications	<ul style="list-style-type: none"> Proven experience in public administration in South Africa, including knowledge of how the South African Government legislative regime and institutional functions/arrangements, An understanding of municipal legislative environment Proven experience in working with all spheres of government Experience in designing, configuration and alignment of public funding and regulatory instruments, including a good understanding of relevant grant systems Experience in managing and administration of projects and programmes, including human, technical and financial aspects of public sector projects, Good communication, facilitation and leadership skills, Interpersonal relationships and the ability to work well within a team, and Excellent writing and presentation skills, including ability in relevant business software packages. The consultant shall possess a relevant post-graduate qualification in qualification from a recognized tertiary institution. The consultant should have a minimum of 10 years relevant experience.

5. PROJECT DURATION

The contract duration is from the date of appointment to the 31st of March 2018.

6. LOGISTIC SUPPORT

The National Treasury will make provision such as workstation, access to printing, scanning, photocopying. Access to the National Treasury network will be organised upon signing of the contract.



The service provider will be responsible for providing their own laptops, cell phone and transportation for the duration of this contract (all disbursement claims incurred as part of this contract will be payable by the National Treasury in line with the existing policy).

7. CONTRACT MANAGEMENT AND REPORTING

The consultant will be contracted by the National Treasury and will report to the CD: Provincial and Local Government Infrastructure and the CSP Programme Manager on a day to day basis. The consultant will be required to report on a monthly basis on progress regarding outputs and deliverables.

8. REMUNERATION

Service providers will be remunerated on a time and cost basis for work done at the hourly rate set out in the agreement. Hourly rates for consultants as published by DPSA will be used as a guideline.

9. SKILLS TRANSFER

In order to comply with the requirement for transferring skills and with a view of building internal capacity, service providers will work closely with personnel internal to the National Treasury.

Knowledge transfer needs to occur in line with the results based framework established for CSP.

10. MONITORING AND EVALUATION

The monitoring and evaluation of the proposed PMU structure located within the Intergovernmental Relations Division will be performed continuously from its inception in order to improve the performance and strengthen the scope of functions, roles and responsibilities. In addition, the PMU will be subject to internal processes of strategy formulation, annual performance planning and progress reporting.

11. SUBMISSION REQUIREMENTS

The following will be required as part of submission:

- Proposal and costing structure
- Individuals CVs with clear expertise and experience. Companies are allowed to submit a maximum of three (3) CVs per post.

12. EVALUATION PROCESS AND METHODOLOGY

Evaluation process will be conducted in accordance with the mandatory requirements, technical suitability and the provision of the PPPFA as specified in the Special Conditions of the Contract. Below is an indication of the general evaluation criteria for the positions advertised. The evaluation criteria and scoring will be tailored to respond to the requirements of the individual positions as identified in the scope of work.



No	Evaluation Criteria	Weight	Scoring Criteria
1.	Relevant qualifications	10	5 = PhD or Doctorate 4 = Masters 3 = Honours 2 = Diploma / Degree 1 = no relevant qualification
2.	Knowledge of public administration and the municipal environment in South Africa	20	5 = >= 10 years 4 = 7-9 years 3 = 5-7 years 2 = 2-4 years 1 = < =2 years
3.	Demonstrated relevant work experience in managing public sector programmes	20	5 = >10 years 4 = 8-9 years 3 = 6-7 years 2 = 5 years 1 = <4 years
4.	Demonstrated technical skills and relevant experience for the functions identified in the ToR with at least 3 verifiable references on the CV.	30	5 = Excellent 4 = Very Good 3 = Good 2 = Average 1 = Poor
5.	Demonstrated strategic leadership, facilitation and communications skills in an intergovernmental context	20	5 = Excellent 4 = Very Good 3 = Good 2 = Average 1 = Poor
TOTAL SCORE		100	
THRESHOLD		70%	

The mandatory relevant experience forms a large component of the Technical Scorecard evaluation. It is, therefore, imperative that the requirements in the scope of work find expression in the CV submitted.

Any proposal not meeting the minimum threshold of 70% on the technical evaluation will be disqualified and the financial proposal will remain unopened.

Applications not meeting the minimum qualifications will not be considered.

All the individuals appointed for these posts will not be eligible to bid for future projects advertised by the CSP for the duration of their appointment.

13. TECHNICAL ENQUIRIES

Lindsay Martin – Lindsay.martin@treasury.gov.za
Sandra Sekgetle – Sandra.sekgetle@treasury.gov.za



Special Conditions of Contract

NT015- 2015

**APPOINTMENT OF A SERVICE PROVIDER(S) TO PROVIDE AN ESTABLISHMENT OF
A PROGRAMME MANAGEMENT UNIT FOR THE CITIES SUPPORT PROGRAMME**

CLOSING DATE: 13 November 2015 AT 11:00

VALIDITY PERIOD: 90 DAYS

S U P P L Y C H A I N M A N A G E M E N T



A SPECIAL CONDITIONS OF CONTRACT

This bid and all contracts emanating there from will be subject to the General Conditions of Contract issued in accordance with of the Treasury Regulations 16A published in terms of the Public Finance Management Act, 1999 (Act 1 of 1999). The Special Conditions of Contract are supplementary to that of the General Conditions of Contract. Where, however, the Special Conditions of Contract are in conflict with the General Conditions of Contract, the Special Conditions of Contract prevail.

1. EVALUATION PROCESS

1.1. The evaluation process comprises the following phases:

1.1.1. Phase I: Initial screening process

During this phase bid documents will be reviewed to determine compliance with tax matters and whether original and valid tax clearance certificates have been submitted with the bid documents at closing date and time of bid.

1.1.2. Phase II: Functionality evaluation as per attached Terms of Reference

- a) Bids will be evaluated strictly according to the bid evaluation criteria stipulated in this section of the terms of reference. During this stage bidders' responses will be evaluated for functionality based on achieving a minimum score of 70%.
- b) Bidders must, as part of their bid documents, submit supportive documentation for all technical requirements as indicated hereunder. The panel responsible for scoring the respective bids will evaluate and score all bids based on their submissions and the information provided.
- c) Bidders will not rate themselves, but need to ensure that all information is supplied as required. The Bid Evaluation Committee (BEC) will evaluate and score all responsive bids and will verify all documents submitted by the bidders.
- d) The panel members will individually evaluate the responses received against the following criteria as set out below:
- e) The panel members will individually conduct the functionality evaluation of individual CVs as per the evaluation criteria stipulated on the scorecards below

Evaluation Criteria: FUNCTIONALITY EVALUATION CRITERIA

- f) Each panel member will rate each individual criterion on the score sheet using the following scale:

1 – Poor; 2 – Average, 3-Good, 4-Very Good, 5-Excellent

- g) Individual value scores will be multiplied with the specified weighting for the criterion to obtain the marks scored for all elements. These marks will be added and expressed as a fraction of the best possible score for all criteria. This score will be converted to a percentage and only bidders that have met or exceeded the minimum threshold of 70% for functionality will be evaluated and scored in terms of pricing and socio-economic goals as indicated hereunder.
- h) Any proposal not meeting a minimum score of 70% functionality proposal will be disqualified and the financial proposal will remain unopened
- i) Applications not meeting the *minimum qualifications* will not be considered.
- j) The value scored for each criterion will be multiplied with the specified weighting for the relevant criterion to obtain the marks scored for each criterion. These marks will be added and expressed as a fraction of the best possible score for all criteria.
- k) This score will be converted to a percentage and **only** bidders that have met or exceeded the minimum threshold of 70% for functionality will be evaluated and scored in terms of pricing and socio economic goals as indicated hereunder.

1.1.3. Phase III: Price/Financial stage

- a) The Price will be evaluated as per paragraph 2 indicated below.
- b) Price/ Financial proposals must be submitted in South African Rand.
- c) NT reserves the right to negotiate rates submitted by bidders.
- d) Bidders should note that the National Treasury reserves the right to choose individual resources from various bidders and not necessarily from one company only, as well as the number of legal resources appointed.

2. EVALUATION CRITERIA

Evaluation process will be conducted in accordance with the mandatory requirements, technical suitability and the provision of the PPPFA as specified in the Special Conditions of the Contract. Below is an indication of the general evaluation criteria for

the positions advertised. The evaluation criteria and scoring will be tailored to respond to the requirements of the individual positions as identified in the scope of work.

No	Evaluation Criteria	Weight	Scoring Criteria
1.	Relevant qualifications	10	5 = PhD or Doctorate 4 = Masters 3 = Honours 2 = Diploma / Degree 1 = no relevant qualification
2.	Knowledge of public administration and the municipal environment in South Africa	20	5 = >= 10 years 4 = 7-9 years 3 = 5-7 years 2 = 2-4 years 1 = <= 2 years
3.	Demonstrated relevant work experience in managing public sector programmes	20	5 = >10 years 4 = 8-9 years 3 = 6-7 years 2 = 5 years 1 = <4 years
4.	Demonstrated technical skills and relevant experience for the functions identified in the ToR with at least 3 verifiable references on the CV.	30	5 = Excellent 4 = Very Good 3 = Good 2 = Average 1 = Poor
5.	Demonstrated strategic leadership, facilitation and communications skills in an intergovernmental context	20	5 = Excellent 4 = Very Good 3 = Good 2 = Average 1 = Poor
TOTAL SCORE		100	
THRESHOLD		70%	

- a) The mandatory relevant experience forms a large component of the Technical Scorecard evaluation. It is, therefore, imperative that the requirements in the scope of work find expression in the CV submitted.
- b) All the individuals appointed for these posts will not be eligible to bid for future projects advertised by the CSP for the duration of their appointment.
- c) In terms of regulation 5 of the Preferential Procurement Regulations pertaining to the Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000), responsive bids will be adjudicated by the State on the 90/10-preference point for Broad-Based Black economic empowerment in terms of which points are awarded to bidders on the basis of:
 - The bid price (maximum 90 points)
 - Broad-based black Economic Empowerment as well as specific goals (maximum 10 points)
- d) The following formula will be used to calculate the points for price in respect of bidders with a Rand value above R1 000 000:

$$P_s = 90 \left(1 - \frac{P_t - P_{\min}}{P_{\min}} \right)$$

Where

P_s = Points scored for comparative price of bid under consideration

P_t = Comparative price of bid under consideration

P_{\min} = Comparative price of lowest acceptable bid

A maximum of 10 points may be awarded to a bidder for being a Broad-Based Black Economic Empowerment and/or subcontracting with a Broad-Based Black Economic Empowerment stipulated in the Preferential Procurement regulations. For this bid the maximum number of Broad-based black Economic Empowerment status that could be allocated to a bidder is indicated in paragraph 3.1.

- e) The State reserves the right to arrange contracts with more than one contractor.
- f) It is the Government's intention to promote the following Broad-Based Black Economic Empowerment with this bid, and the points to be allocated are indicated against each level of contributor:

2.1 POINTS

The Preferential Procurement Policy Framework Act 2000 (PPPFA) Regulations were gazetted on 8 June 2011 (No. 34350) and effective from 7 December 2011. These regulations require bidders to submit valid original or certified copies of their B-BBEE Status Level Certificates from a SANAS accredited verification agency and accredited Auditing firm, the 90/10 preference



points systems will be applied in accordance with the formula and applicable points provided for in the respective status level contributor tables in the Regulations.

B-BBEE Status Level of Contributor	Number of points (90/10 system)
1	10
2	9
3	8
4	5
5	4
6	3
7	2
8	1
Non-complaint contributor	0

Failure to capture the required status level and to submit the required B-BBEE status level certificates will lead to a zero (0) status level for non-compliant service providers.

- a) The points scored by a bidder in respect of the points indicated above will be added to the points scored for price.
- b) Bidders are requested to complete the various preference claim forms in order to claim preference points.
- c) Only a bidder who has completed and signed the declaration part of the preference claim form will be considered for B-BBEE status.
- d) Supply Chain Management may, before a bid is adjudicated or at any time, require a bidder to substantiate claims it has made with regard to B-BBEE status.
- e) Points scored will be rounded off to the nearest 2 decimals.
- f) In the event that two or more bids have scored equal total points, the contract will be awarded to the bidder scoring the highest number of points for B-BBEE status. Should two or more bids be equal in all respects, the award shall be decided by drawing of lots.
- g) A contract may, on reasonable and justifiable grounds, be awarded to a bid that did not score the highest number of points.



- h) The bidder must submit copies of identity documents of all directors or shareholders of the company with the bid documents at the closing date and time of the bid.

3. MANDATORY REQUIREMENTS

The bidder must submit copies of identity documents of directors or shareholders of the company who will be responsible for this project with the bid documents at the closing date and time of the bid.

Individuals CV's with clear expertise and experience. Companies are allowed to submit a maximum of three (3) CVs per post.

Failure to comply with any of the above requirements may invalidate the bid.

4. TAX CLEARANCE CERTIFICATE

An original and valid Tax Clearance Certificate issued by the South African Revenue Services certifying that the taxes of the bidder are in order must be submitted at the closing date and time, where consortium/joint ventures/sub-contractor are involved each party to the association must submit a separate valid original Tax Clearance Certificate. Failure to do so your bid will be invalidated

5. VALUE ADDED TAX

All bid prices must be inclusive of 14% Value-Added Tax.

6. REGISTRATION

Latest proof of company registration from Companies and Intellectual Property Commission (CIPC) must be submitted in the form of certified copies of the relevant registration documents

7. CLIENT BASE

7.1 Bidders must have specific experience and submit at least four recent references (in a form of written proof(s) on their company's letterhead including relevant person (s), telephone, fax numbers and e-mails) of similar work undertaken.

7.2 National Treasury reserves the right to contact references during the evaluation and adjudication process to obtain information.

8. LEGAL IMPLICATIONS

Successful service providers must be prepared to enter into a service level agreement with the National Treasury

The National Treasury reserves the right to award this tender on a non-exclusive basis, i.e. The National Treasury may procure similar services outside this tender with the view of securing the best service and value for money

9. COMMUNICATION

Supply Chain Management will communicate with bidders for, among others, where bid clarity is sought, to obtain information or to extend the validity period. Any

communication either by facsimile, letter or electronic mail or any other form of correspondence to any government official, department or representative of a testing institution or a person acting in an advisory capacity for the National Treasury in respect of this bid between the closing date and the award of the bid by the bidder is prohibited.

10. COUNTER CONDITIONS

Bidders' attention is drawn to the fact that amendments to any of the Special Conditions by bidders will result in invalidation of such bids.

11. PROHIBITION OF RESTRICTIVE PRACTICES

a) In terms of section 4(1) of the Competition Act No. 89 of 1998, as amended, an agreement between, or concerted practice by, firms, or a decision by an association of firms, is prohibited if it is between parties in a horizontal relationship and if a bidder(s) is/ are or a contractor(s) was/were involved in:

- directly or indirectly fixing a purchase or selling price or any other trading condition;
- dividing markets by allocating customers, suppliers, territories or specific types of goods or services; or
- collusive bidding.

b) If a bidder(s) or contractor(s), in the judgment of the purchaser, has/have engaged in any of the restrictive practices referred to above, the purchaser may, without prejudice to any other remedy provided for, invalidate the bid(s) for such item(s) offered or terminate

c) the contract in whole or in part and refer the matter to the Competition Commission for investigation and possible imposition of administrative penalties as contemplated in the Competition Act No. 89 of 1998.

12. FRONTING

a) The National Treasury supports the spirit of broad based black economic empowerment and recognizes that real empowerment can only be achieved through individuals and businesses



conducting themselves in accordance with the Constitution and in an honest, fair, equitable, transparent and legally compliant manner. Against this background the National Treasury condemns any form of fronting.

- b) The National Treasury, in ensuring that bidders conduct themselves in an honest manner will, as part of the bid evaluation processes, conduct or initiate the necessary enquiries/investigations to determine the accuracy of the representation made in bid documents. Should any of the fronting indicators as contained in the Guidelines on Complex Structures and Transactions and Fronting, issued by the
- c) Department of Trade and Industry be established during such enquiry/investigation, the onus will be on the bidder / contractor to prove that fronting does not exist. Failure to do so within a period of 14 days from date of notification may invalidate the bid/contract and may also result in the restriction of the bidder/contractor to conduct business with the public sector for a period not exceeding ten years, in addition to any other remedies the National Treasury may have against the bidder/contractor concerned.

13. PRESENTATION

National Treasury may require presentations/interviews from short-listed bidders as part of the bid process

14. TIMEFRAMES AND FORMAL CONTRACT

Successful bidder(s) will be required to enter into formal contract with the National Treasury.

15. PACKAGING OF BID

The bidder shall place both the sealed Technical Proposal and Price/ Financial Proposal envelopes into an outer sealed envelope or package, and must be clearly marked as follows:

15.1 FUNCTIONALITY/TECHNICAL PROPOSAL

Bid No: NT015-2015

Description: Appointment of a service provider(s) to provide an establishment of a programme management unit for the cities support programme

Bid closing date and time: 13 November 2015 at 11h00

Name and address of the bidder:

In this envelope, the bidder shall only address the technical aspects of the bid.

15.2 PRICE/ FINANCIAL PROPOSAL

Bid No: NT015-2015



Description: Appointment of a service provider(s) to provide an establishment of a programme management unit for the cities support programme

Bid closing date and time: 13 November 2015 at 11h00

Name and address of the bidder:

In this envelope, the bidder shall provide the price/ financial proposal.

The Technical Proposal envelope must contain one original hard copy document, clearly marked "Original", and four (4) hardcopies, clearly marked "Copy".

16. CONTACT DETAILS

Supply Chain Management, 4th floor at National Treasury,

Private Bag x 115, Pretoria, 0001

Physical address: 240 Madiba Street (Vermeulen), Pretoria

For General enquiries:

Aletta Mbuyane/Thabisile Matsebula: fax: 012-315-5900 or e-mail: aletta.mbuyane@treasury.gov.za
[/ Neo.Hara@treasury.gov.za](mailto:Neo.Hara@treasury.gov.za)

For Technical enquiries:

Sandra Sekgetle: email: Sandra.sekgetle@treasury.gov.za

Annexure A

GOVERNMENT PROCUREMENT GENERAL CONDITIONS OF CONTRACT

NOTES

The purpose of this document is to:

- (i) Draw special attention to certain general conditions applicable to government bids, contracts and orders; and
- (ii) To ensure that clients be familiar with regard to the rights and obligations of all parties involved in doing business with government.

In this document words in the singular also mean in the plural and vice versa and words in the masculine also mean in the feminine and neuter.

- The General Conditions of Contract will form part of all bid documents and may not be amended.
- Special Conditions of Contract (SCC) relevant to a specific bid, should be compiled separately for every bid (if applicable) and will supplement the General Conditions of Contract. Whenever there is a conflict, the provisions in the SCC shall prevail.

TABLE OF CLAUSES

1. Definitions
2. Application
3. General
4. Standards
5. Use of contract documents and information; inspection
6. Patent rights
7. Performance security
8. Inspections, tests and analysis
9. Packing
10. Delivery and documents
11. Insurance
12. Transportation
13. Incidental services
14. Spare parts
15. Warranty
16. Payment
17. Prices
18. Contract amendments
19. Assignment
20. Subcontracts
21. Delays in the supplier's performance
22. Penalties
23. Termination for default
24. Dumping and countervailing duties
25. Force Majeure
26. Termination for insolvency
27. Settlement of disputes
28. Limitation of liability
29. Governing language
30. Applicable law
31. Notices
32. Taxes and duties

General Conditions of Contract

I. Definitions

1. The following terms shall be interpreted as indicated:
 - 1.1 "Closing time" means the date and hour specified in the bidding documents for the receipt of bids.
 - 1.2 "Contract" means the written agreement entered into between the purchaser and the supplier, as recorded in the contract form signed by the parties, including all attachments and appendices thereto and all documents incorporated by reference therein.
 - 1.3 "Contract price" means the price payable to the supplier under the contract for the full and proper performance of his contractual obligations.
 - 1.4 "Corrupt practice" means the offering, giving, receiving, or soliciting of any thing of value to influence the action of a public official in the procurement process or in contract execution.
 - 1.5 "Countervailing duties" are imposed in cases where an enterprise abroad is subsidized by its government and encouraged to market its products internationally.
 - 1.6 "Country of origin" means the place where the goods were mined, grown or produced or from which the services are supplied. Goods are produced when, through manufacturing, processing or substantial and major assembly of components, a commercially recognized new product results that is substantially different in basic characteristics or in purpose or utility from its components.
 - 1.7 "Day" means calendar day.
 - 1.8 "Delivery" means delivery in compliance of the conditions of the contract or order.
 - 1.9 "Delivery ex stock" means immediate delivery directly from stock actually on hand.
 - 1.10 "Delivery into consignees store or to his site" means delivered and unloaded in the specified store or depot or on the specified site in compliance with the conditions of the contract or order, the supplier bearing all risks and charges involved until the supplies are so delivered and a valid receipt is obtained.
 - 1.11 "Dumping" occurs when a private enterprise abroad market its goods on own initiative in the RSA at lower prices than that of the country of origin and which have the potential to harm the local industries in the RSA.
 - 1.12 "Force majeure" means an event beyond the control of the supplier and not involving the supplier's fault or negligence and not foreseeable.

Such events may include, but is not restricted to, acts of the purchaser in its sovereign capacity, wars or revolutions, fires, floods, epidemics, quarantine restrictions and freight embargoes.

- 1.13 "Fraudulent practice" means a misrepresentation of facts in order to influence a procurement process or the execution of a contract to the detriment of any bidder, and includes collusive practice among bidders (prior to or after bid submission) designed to establish bid prices at artificial non-competitive levels and to deprive the bidder of the benefits of free and open competition.
- 1.14 "GCC" means the General Conditions of Contract.
- 1.15 "Goods" means all of the equipment, machinery, and/or other materials that the supplier is required to supply to the purchaser under the contract.
- 1.16 "Imported content" means that portion of the bidding price represented by the cost of components, parts or materials which have been or are still to be imported (whether by the supplier or his subcontractors) and which costs are inclusive of the costs abroad, plus freight and other direct importation costs such as landing costs, dock dues, import duty, sales duty or other similar tax or duty at the South African place of entry as well as transportation and handling charges to the factory in the Republic where the supplies covered by the bid will be manufactured.
- 1.17 "Local content" means that portion of the bidding price which is not included in the imported content provided that local manufacture does take place.
- 1.18 "Manufacture" means the production of products in a factory using labour, materials, components and machinery and includes other related value-adding activities.
- 1.19 "Order" means an official written order issued for the supply of goods or works or the rendering of a service.
- 1.20 "Project site," where applicable, means the place indicated in bidding documents.
- 1.21 "Purchaser" means the organization purchasing the goods.
- 1.22 "Republic" means the Republic of South Africa.
- 1.23 "SCC" means the Special Conditions of Contract.
- 1.24 "Services" means those functional services ancillary to the supply of the goods, such as transportation and any other incidental services, such as installation, commissioning, provision of technical assistance, training, catering, gardening, security, maintenance and other such obligations of the supplier covered under the contract.
- 1.25 "Written" or "in writing" means handwritten in ink or any form of electronic or mechanical writing.

- 2. Application**
- 2.1 These general conditions are applicable to all bids, contracts and orders including bids for functional and professional services, sales, hiring, letting and the granting or acquiring of rights, but excluding immovable property, unless otherwise indicated in the bidding documents.
- 2.2 Where applicable, special conditions of contract are also laid down to cover specific supplies, services or works.
- 2.3 Where such special conditions of contract are in conflict with these general conditions, the special conditions shall apply.
- 3. General**
- 3.1 Unless otherwise indicated in the bidding documents, the purchaser shall not be liable for any expense incurred in the preparation and submission of a bid. Where applicable a non-refundable fee for documents may be charged.
- 3.2 With certain exceptions, invitations to bid are only published in the Government Tender Bulletin. The Government Tender Bulletin may be obtained directly from the Government Printer, Private Bag X85, Pretoria 0001, or accessed electronically from www.treasury.gov.za
- 4. Standards**
- 4.1 The goods supplied shall conform to the standards mentioned in the bidding documents and specifications.
- 5. Use of contract documents and information; inspection.**
- 5.1 The supplier shall not, without the purchaser's prior written consent, disclose the contract, or any provision thereof, or any specification, plan, drawing, pattern, sample, or information furnished by or on behalf of the purchaser in connection therewith, to any person other than a person employed by the supplier in the performance of the contract. Disclosure to any such employed person shall be made in confidence and shall extend only so far as may be necessary for purposes of such performance.
- 5.2 The supplier shall not, without the purchaser's prior written consent, make use of any document or information mentioned in GCC clause 5.1 except for purposes of performing the contract.
- 5.3 Any document, other than the contract itself mentioned in GCC clause 5.1 shall remain the property of the purchaser and shall be returned (all copies) to the purchaser on completion of the supplier's performance under the contract if so required by the purchaser.
- 5.4 The supplier shall permit the purchaser to inspect the supplier's records relating to the performance of the supplier and to have them audited by auditors appointed by the purchaser, if so required by the purchaser.
- 6. Patent rights**
- 6.1 The supplier shall indemnify the purchaser against all third-party claims of infringement of patent, trademark, or industrial design rights arising from use of the goods or any part thereof by the purchaser.
- 7. Performance security**
- 7.1 Within thirty (30) days of receipt of the notification of contract award, the successful bidder shall furnish to the purchaser the performance security of the amount specified in SCC.

- 7.2 The proceeds of the performance security shall be payable to the purchaser as compensation for any loss resulting from the supplier's failure to complete his obligations under the contract.
- 7.3 The performance security shall be denominated in the currency of the contract, or in a freely convertible currency acceptable to the purchaser and shall be in one of the following forms:
- (a) a bank guarantee or an irrevocable letter of credit issued by a reputable bank located in the purchaser's country or abroad, acceptable to the purchaser, in the form provided in the bidding documents or another form acceptable to the purchaser; or
 - (b) a cashier's or certified cheque
- 7.4 The performance security will be discharged by the purchaser and returned to the supplier not later than thirty (30) days following the date of completion of the supplier's performance obligations under the contract, including any warranty obligations, unless otherwise specified in SCC.

**8. Inspections,
tests and
analyses**

- 8.1 All pre-bidding testing will be for the account of the bidder.
- 8.2 If it is a bid condition that supplies to be produced or services to be rendered should at any stage during production or execution or on completion be subject to inspection, the premises of the bidder or contractor shall be open, at all reasonable hours, for inspection by a representative of the Department or an organization acting on behalf of the Department.
- 8.3 If there are no inspection requirements indicated in the bidding documents and no mention is made in the contract, but during the contract period it is decided that inspections shall be carried out, the purchaser shall itself make the necessary arrangements, including payment arrangements with the testing authority concerned.
- 8.4 If the inspections, tests and analyses referred to in clauses 8.2 and 8.3 show the supplies to be in accordance with the contract requirements, the cost of the inspections, tests and analyses shall be defrayed by the purchaser.
- 8.5 Where the supplies or services referred to in clauses 8.2 and 8.3 do not comply with the contract requirements, irrespective of whether such supplies or services are accepted or not, the cost in connection with these inspections, tests or analyses shall be defrayed by the supplier.
- 8.6 Supplies and services which are referred to in clauses 8.2 and 8.3 and which do not comply with the contract requirements may be rejected.
- 8.7 Any contract supplies may on or after delivery be inspected, tested or analyzed and may be rejected if found not to comply with the requirements of the contract. Such rejected supplies shall be held at the cost and risk of the supplier who shall, when called upon, remove them immediately at his own cost and forthwith substitute them with

supplies which do comply with the requirements of the contract. Failing such removal the rejected supplies shall be returned at the suppliers cost and risk. Should the supplier fail to provide the substitute supplies forthwith, the purchaser may, without giving the supplier further opportunity to substitute the rejected supplies, purchase such supplies as may be necessary at the expense of the supplier.

8.8 The provisions of clauses 8.4 to 8.7 shall not prejudice the right of the purchaser to cancel the contract on account of a breach of the conditions thereof, or to act in terms of Clause 23 of GCC.

9. Packing

9.1 The supplier shall provide such packing of the goods as is required to prevent their damage or deterioration during transit to their final destination, as indicated in the contract. The packing shall be sufficient to withstand, without limitation, rough handling during transit and exposure to extreme temperatures, salt and precipitation during transit, and open storage. Packing, case size and weights shall take into consideration, where appropriate, the remoteness of the goods' final destination and the absence of heavy handling facilities at all points in transit.

9.2 The packing, marking, and documentation within and outside the packages shall comply strictly with such special requirements as shall be expressly provided for in the contract, including additional requirements, if any, specified in SCC, and in any subsequent instructions ordered by the purchaser.

10. Delivery and documents

10.1 Delivery of the goods shall be made by the supplier in accordance with the terms specified in the contract. The details of shipping and/or other documents to be furnished by the supplier are specified in SCC.

10.2 Documents to be submitted by the supplier are specified in SCC.

11. Insurance

11.1 The goods supplied under the contract shall be fully insured in a freely convertible currency against loss or damage incidental to manufacture or acquisition, transportation, storage and delivery in the manner specified in the SCC.

12. Transportation

12.1 Should a price other than an all-inclusive delivered price be required, this shall be specified in the SCC.

13. Incidental services

13.1 The supplier may be required to provide any or all of the following services, including additional services, if any, specified in SCC:

- (a) performance or supervision of on-site assembly and/or commissioning of the supplied goods;
- (b) furnishing of tools required for assembly and/or maintenance of the supplied goods;
- (c) furnishing of a detailed operations and maintenance manual for each appropriate unit of the supplied goods;
- (d) performance or supervision or maintenance and/or repair of the supplied goods, for a period of time agreed by the parties, provided that this service shall not relieve the supplier of any warranty obligations under this contract; and

- (e) training of the purchaser's personnel, at the supplier's plant and/or on-site, in assembly, start-up, operation, maintenance, and/or repair of the supplied goods.
- 13.2 Prices charged by the supplier for incidental services, if not included in the contract price for the goods, shall be agreed upon in advance by the parties and shall not exceed the prevailing rates charged to other parties by the supplier for similar services.
- 14. Spare parts
 - 14.1 As specified in SCC, the supplier may be required to provide any or all of the following materials, notifications, and information pertaining to spare parts manufactured or distributed by the supplier:
 - (a) such spare parts as the purchaser may elect to purchase from the supplier, provided that this election shall not relieve the supplier of any warranty obligations under the contract; and
 - (b) in the event of termination of production of the spare parts:
 - (i) Advance notification to the purchaser of the pending termination, in sufficient time to permit the purchaser to procure needed requirements; and
 - (ii) following such termination, furnishing at no cost to the purchaser, the blueprints, drawings, and specifications of the spare parts, if requested.
- 15. Warranty
 - 15.1 The supplier warrants that the goods supplied under the contract are new, unused, of the most recent or current models, and that they incorporate all recent improvements in design and materials unless provided otherwise in the contract. The supplier further warrants that all goods supplied under this contract shall have no defect, arising from design, materials, or workmanship (except when the design and/or material is required by the purchaser's specifications) or from any act or omission of the supplier, that may develop under normal use of the supplied goods in the conditions prevailing in the country of final destination.
 - 15.2 This warranty shall remain valid for twelve (12) months after the goods, or any portion thereof as the case may be, have been delivered to and accepted at the final destination indicated in the contract, or for eighteen (18) months after the date of shipment from the port or place of loading in the source country, whichever period concludes earlier, unless specified otherwise in SCC.
 - 15.3 The purchaser shall promptly notify the supplier in writing of any claims arising under this warranty.
 - 15.4 Upon receipt of such notice, the supplier shall, within the period specified in SCC and with all reasonable speed, repair or replace the defective goods or parts thereof, without costs to the purchaser.
 - 15.5 If the supplier, having been notified, fails to remedy the defect(s) within the period specified in SCC, the purchaser may proceed to take such remedial action as may be necessary, at the supplier's risk and expense and without prejudice to any other rights which the purchaser may have against the supplier under the contract.

- 16. **Payment**
 - 16.1 The method and conditions of payment to be made to the supplier under this contract shall be specified in SCC.
 - 16.2 The supplier shall furnish the purchaser with an invoice accompanied by a copy of the delivery note and upon fulfillment of other obligations stipulated in the contract.
 - 16.3 Payments shall be made promptly by the purchaser, but in no case later than thirty (30) days after submission of an invoice or claim by the supplier.
 - 16.4 Payment will be made in Rand unless otherwise stipulated in SCC.
- 17. **Prices**
 - 17.1 Prices charged by the supplier for goods delivered and services performed under the contract shall not vary from the prices quoted by the supplier in his bid, with the exception of any price adjustments authorized in SCC or in the purchaser's request for bid validity extension, as the case may be.
- 18. **Contract amendments**
 - 18.1 No variation in or modification of the terms of the contract shall be made except by written amendment signed by the parties concerned.
- 19. **Assignment**
 - 19.1 The supplier shall not assign, in whole or in part, its obligations to perform under the contract, except with the purchaser's prior written consent.
- 20. **Subcontracts**
 - 20.1 The supplier shall notify the purchaser in writing of all subcontracts awarded under this contracts if not already specified in the bid. Such notification, in the original bid or later, shall not relieve the supplier from any liability or obligation under the contract.
- 21. **Delays in the supplier's performance**
 - 21.1 Delivery of the goods and performance of services shall be made by the supplier in accordance with the time schedule prescribed by the purchaser in the contract.
 - 21.2 If at any time during performance of the contract, the supplier or its subcontractor(s) should encounter conditions impeding timely delivery of the goods and performance of services, the supplier shall promptly notify the purchaser in writing of the fact of the delay, its likely duration and its cause(s). As soon as practicable after receipt of the supplier's notice, the purchaser shall evaluate the situation and may at his discretion extend the supplier's time for performance, with or without the imposition of penalties, in which case the extension shall be ratified by the parties by amendment of contract.
 - 21.3 No provision in a contract shall be deemed to prohibit the obtaining of supplies or services from a national department, provincial department, or a local authority.
 - 21.4 The right is reserved to procure outside of the contract small quantities or to have minor essential services executed if an emergency arises, the supplier's point of supply is not situated at or near the place where the supplies are required, or the supplier's services are not readily available.

21.5 Except as provided under GCC Clause 25, a delay by the supplier in the performance of its delivery obligations shall render the supplier liable to the imposition of penalties, pursuant to GCC Clause 22, unless an extension of time is agreed upon pursuant to GCC Clause 21.2 without the application of penalties.

21.6 Upon any delay beyond the delivery period in the case of a supplies contract, the purchaser shall, without canceling the contract, be entitled to purchase supplies of a similar quality and up to the same quantity in substitution of the goods not supplied in conformity with the contract and to return any goods delivered later at the supplier's expense and risk, or to cancel the contract and buy such goods as may be required to complete the contract and without prejudice to his other rights, be entitled to claim damages from the supplier.

22. Penalties

22.1 Subject to GCC Clause 25, if the supplier fails to deliver any or all of the goods or to perform the services within the period(s) specified in the contract, the purchaser shall, without prejudice to its other remedies under the contract, deduct from the contract price, as a penalty, a sum calculated on the delivered price of the delayed goods or unperformed services using the current prime interest rate calculated for each day of the delay until actual delivery or performance. The purchaser may also consider termination of the contract pursuant to GCC Clause 23.

23. Termination for default

23.1 The purchaser, without prejudice to any other remedy for breach of contract, by written notice of default sent to the supplier, may terminate this contract in whole or in part:

- (a) if the supplier fails to deliver any or all of the goods within the period(s) specified in the contract, or within any extension thereof granted by the purchaser pursuant to GCC Clause 21.2;
- (b) if the Supplier fails to perform any other obligation(s) under the contract; or
- (c) if the supplier, in the judgment of the purchaser, has engaged in corrupt or fraudulent practices in competing for or in executing the contract.

23.2 In the event the purchaser terminates the contract in whole or in part, the purchaser may procure, upon such terms and in such manner as it deems appropriate, goods, works or services similar to those undelivered, and the supplier shall be liable to the purchaser for any excess costs for such similar goods, works or services. However, the supplier shall continue performance of the contract to the extent not terminated.

24. Anti-dumping and countervailing duties and rights

24.1 When, after the date of bid, provisional payments are required, or anti-dumping or countervailing duties are imposed, or the amount of a provisional payment or anti-dumping or countervailing right is increased in respect of any dumped or subsidized import, the State is not liable for any amount so required or imposed, or for the amount of any such increase. When, after the said date, such a provisional payment is no longer required or any such anti-dumping or countervailing right is abolished, or where the amount of such provisional payment or any such right is reduced, any such favourable

difference shall on demand be paid forthwith by the contractor to the State or the State may deduct such amounts from moneys (if any) which may otherwise be due to the contractor in regard to supplies or services which he delivered or rendered, or is to deliver or render in terms of the contract or any other contract or any other amount which may be due to him

25. Force Majeure

- 25.1 Notwithstanding the provisions of GCC Clauses 22 and 23, the supplier shall not be liable for forfeiture of its performance security, damages, or termination for default if and to the extent that his delay in performance or other failure to perform his obligations under the contract is the result of an event of force majeure.
- 25.2 If a force majeure situation arises, the supplier shall promptly notify the purchaser in writing of such condition and the cause thereof. Unless otherwise directed by the purchaser in writing, the supplier shall continue to perform its obligations under the contract as far as is reasonably practical, and shall seek all reasonable alternative means for performance not prevented by the force majeure event.

26. Termination for insolvency

- 26.1 The purchaser may at any time terminate the contract by giving written notice to the supplier if the supplier becomes bankrupt or otherwise insolvent. In this event, termination will be without compensation to the supplier, provided that such termination will not prejudice or affect any right of action or remedy which has accrued or will accrue thereafter to the purchaser.

27. Settlement of Disputes

- 27.1 If any dispute or difference of any kind whatsoever arises between the purchaser and the supplier in connection with or arising out of the contract, the parties shall make every effort to resolve amicably such dispute or difference by mutual consultation.
- 27.2 If, after thirty (30) days, the parties have failed to resolve their dispute or difference by such mutual consultation, then either the purchaser or the supplier may give notice to the other party of his intention to commence with mediation. No mediation in respect of this matter may be commenced unless such notice is given to the other party.
- 27.3 Should it not be possible to settle a dispute by means of mediation, it may be settled in a South African court of law.
- 27.4 Mediation proceedings shall be conducted in accordance with the rules of procedure specified in the SCC.
- 27.5 Notwithstanding any reference to mediation and/or court proceedings herein,
- (a) the parties shall continue to perform their respective obligations under the contract unless they otherwise agree; and
 - (b) the purchaser shall pay the supplier any monies due the supplier.

28. Limitation of liability

- 28.1 Except in cases of criminal negligence or willful misconduct, and in the case of infringement pursuant to Clause 6;
- (a) the supplier shall not be liable to the purchaser, whether in contract, tort, or otherwise, for any indirect or consequential loss

or damage, loss of use, loss of production, or loss of profits or interest costs, provided that this exclusion shall not apply to any obligation of the supplier to pay penalties and/or damages to the purchaser; and

(b) the aggregate liability of the supplier to the purchaser, whether under the contract, in tort or otherwise, shall not exceed the total contract price, provided that this limitation shall not apply to the cost of repairing or replacing defective equipment.

29. Governing language

29.1 The contract shall be written in English. All correspondence and other documents pertaining to the contract that is exchanged by the parties shall also be written in English.

30. Applicable law

30.1 The contract shall be interpreted in accordance with South African laws, unless otherwise specified in SCC.

31. Notices

31.1 Every written acceptance of a bid shall be posted to the supplier concerned by registered or certified mail and any other notice to him shall be posted by ordinary mail to the address furnished in his bid or to the address notified later by him in writing and such posting shall be deemed to be proper service of such notice

31.2 The time mentioned in the contract documents for performing any act after such aforesaid notice has been given, shall be reckoned from the date of posting of such notice.

32. Taxes and duties

32.1 A foreign supplier shall be entirely responsible for all taxes, stamp duties, license fees, and other such levies imposed outside the purchaser's country.

32.2 A local supplier shall be entirely responsible for all taxes, duties, license fees, etc., incurred until delivery of the contracted goods to the purchaser.

32.3 No contract shall be concluded with any bidder whose tax matters are not in order. Prior to the award of a bid the Department must be in possession of a tax clearance certificate, submitted by the bidder. This certificate must be an original issued by the South African Revenue Services.

SBD 4

DECLARATION OF INTEREST

1. Any legal person, including persons employed by the state¹, or persons having a kinship with persons employed by the state, including a blood relationship, may make an offer or offers in terms of this invitation to bid (includes an advertised competitive bid, a limited bid, a proposal or written price quotation). In view of possible allegations of favouritism, should the resulting bid, or part thereof, be awarded to persons employed by the state, or to persons connected with or related to them, it is required that the bidder or his/her authorised representative declare his/her position in relation to the evaluating/adjudicating authority where-

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

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

2.1 Full Name of bidder or his or her representative:

2.2 Identity Number:.....

2.3 Position occupied in the Company (director, trustee, shareholder², member):
.....

2.4 Registration number of company, enterprise, close corporation, partnership agreement or trust:
.....

2.5 Tax Reference Number:

2.6 VAT Registration Number:

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

¹"State" means --

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

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

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

2.7.1 If so, furnish the following particulars:

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

Name of state institution at which you or the person connected to the bidder is employed :

Position occupied in the state institution:

Any other particulars:

.....

.....

.....

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

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

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

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

.....

.....

.....

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

2.8.1 If so, furnish particulars:

.....

.....

.....

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

2.9.1 If so, furnish particulars.

.....

4 DECLARATION

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

CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 2 and 3 ABOVE IS CORRECT.
I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME SHOULD THIS
DECLARATION PROVE TO BE FALSE.

.....
Signature

.....
Date

.....
Position

.....
Name of bidder

DECLARATION OF BIDDER'S PAST SUPPLY CHAIN MANAGEMENT PRACTICES

- 1 This Standard Bidding Document must form part of all bids invited.
- 2 It serves as a declaration to be used by institutions in ensuring that when goods and services are being procured, all reasonable steps are taken to combat the abuse of the supply chain management system.
- 3 The bid of any bidder may be disregarded if that bidder, or any of its directors have-
 - a. abused the institution's supply chain management system;
 - b. committed fraud or any other improper conduct in relation to such system; or
 - c. failed to perform on any previous contract.
- 4 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>	Yes <input type="checkbox"/>	No <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)? 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>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.2.1	If so, furnish particulars:		
4.3	<p>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?</p>	Yes <input type="checkbox"/>	No <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?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.4.1	If so, furnish particulars:		

SBD 8

CERTIFICATION

**I, THE UNDERSIGNED (FULL NAME).....
CERTIFY THAT THE INFORMATION FURNISHED ON THIS DECLARATION
FORM IS TRUE AND CORRECT.**

**I ACCEPT THAT, IN ADDITION TO CANCELLATION OF A CONTRACT,
ACTION MAY BE TAKEN AGAINST ME SHOULD THIS DECLARATION
PROVE TO BE FALSE.**

.....
Signature

.....
Date

.....
Position

.....
Name of Bidder

J8365bW

PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2011

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

NB: BEFORE COMPLETING THIS FORM, BIDDERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF B-BBEE, AS PRESCRIBED IN THE PREFERENTIAL PROCUREMENT REGULATIONS, 2011.

1. GENERAL CONDITIONS

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

- the 90/10 system for requirements with a Rand value above R1 000 000 (all applicable taxes

1.2 The value of this bid is estimated to be more than R1 000 000 (all applicable taxes included) and therefore the 90/10 system shall be applicable.

1.3 Preference points for this bid shall be awarded for:

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

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

	POINTS
1.3.1.1 PRICE	90
1.3.1.2 B-BBEE STATUS LEVEL OF CONTRIBUTION	10
Total points for Price and B-BBEE must not exceed	100

1.4 Failure on the part of a bidder to fill in and/or to sign this form and submit a B-BBEE Verification Certificate from a Verification Agency accredited by the South African Accreditation System (SANAS) or a Registered Auditor approved by the Independent Regulatory Board of Auditors (IRBA) or an Accounting Officer as contemplated in the Close Corporation Act (CCA) together with the bid, will be interpreted to mean that preference points for B-BBEE status level of contribution are not claimed.

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

2. DEFINITIONS

- 2.1 “**all applicable taxes**” includes value-added tax, pay as you earn, income tax, unemployment insurance fund contributions and skills development levies;
- 2.2 “**B-BBEE**” means broad-based black economic empowerment as defined in section 1 of the Broad-Based Black Economic Empowerment Act;
- 2.3 “**B-BBEE status level of contributor**” means the B-BBEE status received by a measured entity based on its overall performance using the relevant scorecard contained in the Codes of Good Practice on Black Economic Empowerment, issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;
- 2.4 “**bid**” means a written offer in a prescribed or stipulated form in response to an invitation by an organ of state for the provision of services, works or goods, through price quotations, advertised competitive bidding processes or proposals;
- 2.5 “**Broad-Based Black Economic Empowerment Act**” means the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003);
- 2.6 “**comparative price**” means the price after the factors of a non-firm price and all unconditional discounts that can be utilized have been taken into consideration;
- 2.7 “**consortium or joint venture**” 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;
- 2.8 “**contract**” means the agreement that results from the acceptance of a bid by an organ of state;
- 2.9 “**EME**” means any enterprise with an annual total revenue of R5 million or less .
- 2.10 “**Firm price**” means the price that is only subject to adjustments in accordance with the actual increase or decrease resulting from the change, imposition, or abolition of customs or excise duty and any other duty, levy, or tax, which, in terms of the law or regulation, is binding on the contractor and demonstrably has an influence on the price of any supplies, or the rendering costs of any service, for the execution of the contract;
- 2.11 “**functionality**” means the measurement according to predetermined norms, as set out in the bid documents, of a service or commodity that is designed to be practical and useful, working or operating, taking into account, among other factors, the quality, reliability, viability and durability of a service and the technical capacity and ability of a bidder;
- 2.12 “**non-firm prices**” means all prices other than “firm” prices;
- 2.13 “**person**” includes a juristic person;
- 2.14 “**rand value**” means the total estimated value of a contract in South African currency, calculated at the time of bid invitations, and includes all applicable taxes and excise duties;
- 2.15 “**sub-contract**” means the primary contractor’s assigning, leasing, making out work to, or employing, another person to support such primary contractor in the execution of part of a project in terms of the contract;
- 2.16 “**total revenue**” bears the same meaning assigned to this expression in the Codes of Good Practice on Black Economic Empowerment, issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act and promulgated in the *Government Gazette* on 9 February 2007;
- 2.17 “**trust**” means the arrangement through which the property of one person is made over or bequeathed to a trustee to administer such property for the benefit of another person; and

- 2.18 “trustee” means any person, including the founder of a trust, to whom property is bequeathed in order for such property to be administered for the benefit of another person.

3. ADJUDICATION USING A POINT SYSTEM

- 3.1 The bidder obtaining the highest number of total points will be awarded the contract.
- 3.2 Preference points shall be calculated after prices have been brought to a comparative basis taking into account all factors of non-firm prices and all unconditional discounts;
- 3.3 Points scored must be rounded off to the nearest 2 decimal places.
- 3.4 In the event that two or more bids have scored equal total points, the successful bid must be the one scoring the highest number of preference points for B-BBEE.
- 3.5 However, when functionality is part of the evaluation process and two or more bids have scored equal points including equal preference points for B-BBEE, the successful bid must be the one scoring the highest score for functionality.
- 3.6 Should two or more bids be equal in all respects, the award shall be decided by the drawing of lots.

4. POINTS AWARDED FOR PRICE 2010 PREFERENCE POINT SYSTEMS

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

90/10

$$Ps90\left(1 - \frac{Pt - P_{\min}}{P_{\min}}\right)$$

Where

- Ps = Points scored for comparative price of bid under consideration
- Pt = Comparative price of bid under consideration
- Pmin = Comparative price of lowest acceptable bid

5. Points awarded for B-BBEE Status Level of Contribution

- 5.1 In terms of Regulation 5 (2) and 6 (2) of the Preferential Procurement Regulations, preference points must be awarded to a bidder for attaining the B-BBEE status level of contribution in accordance with the table below:

B-BBEE Status Level of Contributor	Number of points (90/10 system)
1	10
2	9
3	8
4	5
5	4
6	3
7	2
8	1
Non-compliant contributor	0

- 5.2 Bidders who qualify as EMEs in terms of the B-BBEE Act must submit a certificate issued by an Accounting Officer as contemplated in the CCA or a Verification Agency accredited by SANAS or a Registered Auditor. Registered auditors do not need to meet the prerequisite for IRBA's approval for the purpose of conducting verification and issuing EMEs with B-BBEE Status Level Certificates.
- 5.3 Bidders other than EMEs must submit their original and valid B-BBEE status level verification certificate or a certified copy thereof, substantiating their B-BBEE rating issued by a Registered Auditor approved by IRBA or a Verification Agency accredited by SANAS.
- 5.4 A trust, consortium or joint venture, will qualify for points for their B-BBEE status level as a legal entity, provided that the entity submits their B-BBEE status level certificate.
- 5.5 A trust, consortium or joint venture will qualify for points for their B-BBEE status level as an unincorporated entity, provided that the entity submits their consolidated B-BBEE scorecard as if they were a group structure and that such a consolidated B-BBEE scorecard is prepared for every separate bid.
- 5.6 Tertiary institutions and public entities will be required to submit their B-BBEE status level certificates in terms of the specialized scorecard contained in the B-BBEE Codes of Good Practice.
- 5.7 A person will not be awarded points for B-BBEE status level if it is indicated in the bid documents that such a bidder intends sub-contracting more than 25% of the value of the contract to any other enterprise that does not qualify for at least the points that such a bidder qualifies for, unless the intended sub-contractor is an EME that has the capability and ability to execute the sub-contract.
- 5.8 A person awarded a contract may not sub-contract more than 25% of the value of the contract to any other enterprise that does not have an equal or higher B-BBEE status level than the person concerned, unless the contract is sub-contracted to an EME that has the capability and ability to execute the sub-contract.

6. BID DECLARATION

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

7. B-BBEE STATUS LEVEL OF CONTRIBUTION CLAIMED IN TERMS OF PARAGRAPHS 1.3.1.2 AND 5.1

7.1 B-BBEE Status Level of Contribution: =(maximum of 10 points)

(Points claimed in respect of paragraph 7.1 must be in accordance with the table reflected in paragraph 5.1 and must be substantiated by means of a B-BBEE certificate issued by a Verification Agency accredited by SANAS or a Registered Auditor approved by IRBA or an Accounting Officer as contemplated in the CCA).

8 SUB-CONTRACTING

8.1 Will any portion of the contract be sub-contracted? YES / NO (delete which is not applicable)

8.1.1 If yes, indicate:

- (i) what percentage of the contract will be subcontracted?%
- (ii) the name of the sub-contractor?
- (iii) the B-BBEE status level of the sub-contractor?
- (iv) whether the sub-contractor is an EME? YES / NO (delete which is not applicable)

9 DECLARATION WITH REGARD TO COMPANY/FIRM

9.1 Name of company/firm :

9.2 VAT registration number :.....

9.3 Company registration number
:

9.4 TYPE OF COMPANY/ FIRM

- Partnership/Joint Venture / Consortium
- One person business/sole propriety
- Close corporation
- Company
- (Pty) Limited

[TICK APPLICABLE BOX]

9.5 DESCRIBE PRINCIPAL BUSINESS ACTIVITIES

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

9.6 COMPANY CLASSIFICATION

- Manufacturer
- Supplier
- Professional service provider
- Other service providers, e.g. transporter, etc.

[TICK APPLICABLE BOX]

9.7 Total number of years the company/firm has been in business?

9.8 I/we, the undersigned, who is / are duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the B-BBE status level of contribution indicated in paragraph 7 of the foregoing certificate, qualifies the company/ firm for the preference(s) shown and I / we acknowledge that:

- (i) The information furnished is true and correct;
- (ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form.
- (iii) In the event of a contract being awarded as a result of points claimed as shown in paragraph 7, the contractor may be required to furnish documentary proof to the satisfaction of the purchaser that the claims are correct;
- (iv) If the B-BBEE status level of contribution has been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the purchaser may, in addition to any other remedy it may have –
 - (a) disqualify the person from the bidding process;
 - (b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
 - (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
 - (d) restrict the bidder or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, from obtaining business from any organ of state for a period not exceeding 10 years, after the audi alteram partem (hear the other side) rule has been applied; and
 - (e) forward the matter for criminal prosecution

WITNESSES:

1.

.....
SIGNATURE(S) OF BIDDER(S)

2.

DATE:.....

ADDRESS:.....

.....

.....

CERTIFICATE OF INDEPENDENT BID DETERMINATION

- 1 This Standard Bidding Document (SBD) must form part of all bids¹ invited.
- 2 Section 4 (1) (b) (iii) of the Competition Act No. 89 of 1998, as amended, prohibits an agreement between, or concerted practice by, firms, or a decision by an association of firms, if it is between parties in a horizontal relationship and if it involves collusive bidding (or bid rigging).² Collusive bidding is a *pe se* prohibition meaning that it cannot be justified under any grounds.
- 3 Treasury Regulation 16A9 prescribes that accounting officers and accounting authorities must take all reasonable steps to prevent abuse of the supply chain management system and authorizes accounting officers and accounting authorities to:
 - a. disregard the bid of any bidder if that bidder, or any of its directors have abused the institution's supply chain management system and or committed fraud or any other improper conduct in relation to such system.
 - b. cancel a contract awarded to a supplier of goods and services if the supplier committed any corrupt or fraudulent act during the bidding process or the execution of that contract.
- 4 This SBD serves as a certificate of declaration that would be used by institutions to ensure that, when bids are considered, reasonable steps are taken to prevent any form of bid-rigging.
- 5 In order to give effect to the above, the attached Certificate of Bid Determination (SBD 9) must be completed and submitted with the bid:

¹ Includes price quotations, advertised competitive bids, limited bids and proposals.

² Bid rigging (or collusive bidding) occurs when businesses, that would otherwise be expected to compete, secretly conspire to raise prices or lower the quality of goods and / or services for purchasers who wish to acquire goods and / or services through a bidding process. Bid rigging is, therefore, an agreement between competitors not to compete.

CERTIFICATE OF INDEPENDENT BID DETERMINATION

I, the undersigned, in submitting the accompanying bid:

(Bid Number and Description)

in response to the invitation for the bid made by:

(Name of Institution)

do hereby make the following statements that I certify to be true and complete in every respect:

I certify, on behalf of: _____ that:

(Name of Bidder)

1. I have read and I understand the contents of this Certificate;
2. I understand that the accompanying bid will be disqualified if this Certificate is found not to be true and complete in every respect;
3. I am authorized by the bidder to sign this Certificate, and to submit the accompanying bid, on behalf of the bidder;
4. Each person whose signature appears on the accompanying bid has been authorized by the bidder to determine the terms of, and to sign the bid, on behalf of the bidder;
5. For the purposes of this Certificate and the accompanying bid, I understand that the word "competitor" shall include any individual or organization, other than the bidder, whether or not affiliated with the bidder, who:
 - (a) has been requested to submit a bid in response to this bid invitation;
 - (b) could potentially submit a bid in response to this bid invitation, based on their qualifications, abilities or experience; and
 - (c) provides the same goods and services as the bidder and/or is in the same line of business as the bidder

6. 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 consortium³ will not be construed as collusive bidding.
7. In particular, without limiting the generality of paragraphs 6 above, there has been no consultation, communication, agreement or arrangement with any competitor regarding:
 - (a) prices;
 - (b) geographical area where product or service will be rendered (market allocation)
 - (c) methods, factors or formulas used to calculate prices;
 - (d) the intention or decision to submit or not to submit, a bid;
 - (e) the submission of a bid which does not meet the specifications and conditions of the bid; or
 - (f) bidding with the intention not to win the bid.
8. In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications and conditions or delivery particulars of the products or services to which this bid invitation relates.
9. The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.

³ 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.

10. 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.

.....
Signature

.....
Date

.....
Position

.....
Name of Bidder

Js914w 2

DEPARTMENT OF NATIONAL TREASURY



PLEASE COMPLETE QUESTIONNAIRE A OR B

**Contractors'/Suppliers' Questionnaire – Individuals:
Questionnaire A**

Please answer the questions by marking the appropriate column with an "X".
Please do not leave out any question relating to your specific circumstances.

Contractor/Supplier Name:	
Natural Persons:	
Surname:	
Initials:	
First two names:	
Title:	
ID number or passport number:	
Nationality:	
Income Tax reference number:	
Date of birth:	
If not a citizen of the RSA, furnish a certified copy of a work permit:	
Postal address and code:	
Residential address and code:	
Telephone numbers:	
Facsimile numbers:	
E-mail address:	
If in possession of a tax clearance certificate or exemption certificate (IRP30), furnish a certified copy thereof:	
Jurisdiction in which contractor is "ordinarily resident" i.e. place of permanent residence:	

DEPARTMENT OF NATIONAL TREASURY

--

Question		Yes	No
1.	Do you supply services on behalf of a Labour Broker?		
2.	Are you subject to the control or supervision of the National Treasury (NT)? Including, but not limited to, the following: <ul style="list-style-type: none"> • The manner of duties performed; • The hours of work; • The quality of work. 		
3.	Are you paid at regular intervals i.e. daily, weekly, monthly etc? (If the payments are made at regular intervals or by a rate per time period)		
4.	Will payment to you include any benefits? Including, but not limited to, the following: <ul style="list-style-type: none"> • Leave pay; • Medical aid; • Training; • Sick Leave. 		
5.	Will, or have you be/been in the full time employment of the NT?		
6.	Will you require of the NT to provide any equipment, tools, materials or office space, in order to fulfil the contract?		
7.	Do you supply these, or similar, services only to the NT and not to any other client or the general public?		
8.	Will you be required to work more than 22 hours per week?		
8.1	If "yes", will payment be made on an hourly, daily weekly or monthly basis?		
8.2.1	Will you work solely for the NT?		
8.2.2	Will you provide a written statement to this effect?		
Non-Residents of the RSA			
9.	Will you return to your jurisdiction of residence upon the termination of the contract?		
10.	Is the contract to exceed a period of three years?		
11.	Will you be returning to the jurisdiction of residence during the course of the contract? If so, for what periods of time?		
12.	Is your employer resident in the Republic of South		