

REQUEST FOR QUOTATION

YOU ARE HEREBY INVITED TO SUBMIT QUOTATIONS FOR THE REQUIREMENTS OF THE DEVELOPMENT BANK OF SOUTHERN AFRICA LIMITED		
BID NUMBER:	RFQ041/2022	
RFQ ISSUE DATE:	16 MAY 2022	
CLOSING DATE AND TIME:	31 MAY 2022 @ 23H55 8 June 2022 @ 23h55	
RFQ VALIDITY PERIOD	90 DAYS	
DESCRIPTION	APPOINTMENT OF A SUITABLY QUALIFIED PROFESSIONAL SERVICE PROVIDER TO DEVELOP AN IMPLEMENTATION PLAN FOR ETHEKWINI'S ECONOMIC STRATEGY (SAKHA ITHEKU – SHAPE DURBAN) IN THE ETHEKWINI METRO SPACE ON BEHALF OF ETHEKWINI DISTRICT DEVELOPMENT MODEL (DDM) HUB	
BID SUBMISSIONS	1. Bidders are advised to kindly issue Tender Submission Link	
ELECTRONICALLY	requests and all other enquiries to fikileSCM@dbsa.org - ONLY	
	2. No – Tender Submission Link requests will be accepted after	
	16h00 on the 25 May 2022. Any requests after the stipulated	
	date and time will be disregarded.	
	3. Bidders will thereafter receive a OneDrive Link to upload their	
	tender submission documents electronically.	
	4. Bidders who have received submission Links that have errors,	
	will be provided with new Links for use.	
TENDER TECHNICAL AND	E-mail address: fikilescm@dbsa.org and fikilem@dbsa.org	
GENERAL QUERIES	L-man address. milesomeabsa.org and milemeabsa.org	
COMPLAINTS ABOUT THIS	E-mail address: scmqueries@dbsa.org	
RFQ OR TENDER PROCESS		

Bidders must acknowledge receipt of this RFQ on the above contact details. NB: All enquiries regarding this RFQ must be forwarded to the stated email address above within the day after the RFQ has been issued. No enquiries from bidders will be entertained after the closing date of this RFQ and during the subsequent evaluation processes. DBSA however reserves the right to clarify any information with any bidder regarding their response to this RFQ. All responses must be submitted to the above-mentioned address at the time specified.



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

Email: dbsa@whistleblowing.co.za
Free Post: Free Post KZN 665 | Musgrave | 4062
SMS: 33490

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TERMS AND CONDITIONS FOR BIDDING

1. RFQ SUBMISSION

- 1.1. BIDS MUST BE SUBMITTED VIA ONE DRIVE LINK. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.
- 1.2. ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED— (NOT TO BE RE-TYPED) OR ONLINE
- 1.3. BIDDERS MUST REGISTER ON THE CENTRAL SUPPLIER DATABASE (CSD) TO UPLOAD MANDATORY INFORMATION NAMELY: (BUSINESS REGISTRATION/ DIRECTORSHIP/ MEMBERSHIP/IDENTITY NUMBERS; TAX COMPLIANCE STATUS; AND BANKING INFORMATION FOR VERIFICATION PURPOSES). B-BBEE CERTIFICATE OR SWORN AFFIDAVIT FOR B-BBEE MUST BE SUBMITTED TO BIDDING INSTITUTION.
- 1.4. THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM (SBD7).
- 1.5. PARTICIPATION IN THE TENDER PROCESS IS SUBJECT TO COMPLIANCE WITH THE TENDER CONDITIONS CONTAINED IN THIS RFQ DOCUMENT.
- 1.6. THE SUCCESSFUL BIDDER MAY BE REQUIRED TO CONCLUDE A FORMAL WRITTEN CONTRACT WITH THE DBSA DEPENDING ON THE NATURE OF THE SERVICES TENDERED FOR.
- 1.7. IF THE BIDDER'S SUBMISSION OF A QUOTATION IS SUCCESSFUL, THE DBSA SHALL APPOINT THE BIDDER TO EXECUTE OR PROVIDE THE REQUIRED SERVICES OR GOODS. WHERE NO FORMAL WRITTEN CONTRACT IS REQUIRED TO BE CONCLUDED WITH THE SUCCESSFUL BIDDER, THE DBSA SHALL PLACE A PURCHASE ORDER WITH THE BIDDER AND THE AFORESAID GENERAL CONDITIONS OF CONTRACT SHALL APPLY TO ANY SUBSEQUENT PURCHASE ORDER. IN THE EVENT THAT A FORMAL WRITTEN CONTRACT IS REQUIRED TO BE CONCLUDED WITH THE BIDDER, THE PARTIES SHALL EXECUTE A SERVICE CONTRACT AND THEREAFTER THE DBSA SHALL PLACE A PURCHASE ORDER.
- 1.8. NO SERVICES MUST BE RENDERED OR GOODS DELIVERED BEFORE AN OFFICIAL DBSA APPOINTMENT LETTER HAS BEEN ISSUED, A SERVICE CONTRACT SIGNED WHERE APPLICABLE, AND A PURCHASE ORDER HAS BEEN RECEIVED BY THE SUPPLIER.
- 1.9. LATE AND INCOMPLETE SUBMISSIONS WILL NOT BE ACCEPTED.
- 1.10. ANY BIDDER WHO HAS REASONS TO BELIEVE THAT THE RFQ SPECIFICATION IS BASED ON ANY SPECIFIC BRAND MUST INFORM DBSA IN WRITING BEFORE THE RFQ CLOSING DATE. IT SHOULD HOWEVER, BE NOTED THAT DBSA RESERVES THE RIGHT TO ISSUE BRAND SPECIFIC SPECIFICATIONS "EQUIVALENT" / REQUIREMENTS TENDER.
- 1.11. BIDDERS ARE REQUIRED TO COMPLETE ANNEXURE B FOR ALL PRICE QUOTATIONS EXCEEDING THE VALUE OF R30 000 (VAT INCLUDED) AND ATTACH TO THE FUNCTIONAL/TECHNICAL PROPOSAL WHERE THE TENDERING PROCESS WILL USE A ONE ENVELOPE SYSTEM.
- 1.12. BIDDERS ARE ALSO REQUIRED TO COMPLETE AND SIGN ALL DECLARATIONS AS PART OF THE RFQ DOCUMENTATION PACK THE STANDARD BIDDING DOCUMENTS (SBD) PRESCRIBED BY THE NATIONAL TREASURY ATTACHED AS ANNEXURE C.
- 1.13. THE SUCCESSFUL BIDDER WILL BE THE BIDDER THAT SCORES THE HIGHEST NUMBER OF POINTS IN THE PRICE AND PREFERENCE EVALUATION, UNLESS THE DBSA EXERCISES ITS RIGHT

TO CANCEL THE RFP, IN LINE WITH THE PREFERENTIAL PROCUREMENT REGULATIONS, 2017.

- 1.14. ALL PRICES MUST BE QUOTED IN SOUTH AFRICAN RAND (ZAR)
- 1.15. THE COST OF MARKETING AND ADVERTISING, AND OTHER CHARGES MUST BE INCLUDED IN THE TOTAL PRICE QUOTED, IF THESE ITEMS ARE REQUESTED AS PART OF THE DBSA COST TEMPLATE / MODEL OF THIS RFQ. BIDDERS SHOULD UNDER NO CIRCUMSTANCES INCLUDE ANY ADDITIONAL COST ELEMENTS WHICH HAVE NOT SPECIFICALLY BEEN REQUESTED FOR AS PART OF THIS RFQ. IF ADDITIONAL ITEMS ARE SUGGESTED BY ANY BIDDER, THEN THESE ITEMS MUST BE SEPARATELY SPECIFIED WITH A CLEAR MOTIVATION OF WHY THESE ADDITIONAL ITEMS MAY BE REQUIRED. IT SHOULD ALSO BE FURTHER STATED WHETHER THE WORKABILITY OF THE SOLUTION PROPOSED IS DEPENDENT ON SUCH ADDITIONAL ITEMS OR NOT.
- 1.16. BIDDERS ARE ALSO REQUESTED TO SEPARATELY PROVIDE A DETAILED COST BREAKDOWN OF ALL ITEMS TO BE PROVIDED AS PART OF THEIR RESPONSE TO THIS RFQ, WHICH CLEARLY DEPICTS THE ITEM DESCRIPTION (BRAND NAME, PRODUCT CODE) AND ASSOCIATED QUANTITIES. FAILURE TO PROVIDE THIS INFORMATION WILL INVALIDATE THE RFQ RESPONSE ON THE BASIS OF INCOMPLETENESS. THE TOTAL COST OF THE RFQ RESPONSE BASED ON THE DBSA COST TEMPLATE / MODEL SHOULD EXACTLY MATCH THE TOTAL COST OF THE DETAILED COST BREAKDOWN. IN THE EVENT OF ANY DISCREPANCIES, THEN THE HIGHER AMOUNT OF THE 2 DOCUMENTS WILL BE USED AS BASIS FOR THE PRICE EVALUATIONS OF THIS RFQ RESPONSE.

2. TAX COMPLIANCE REQUIREMENTS

- 2.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
- 2.2 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VIEW THE TAXPAYER'S PROFILE AND TAX STATUS.
- 2.3 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) OR PIN MAY ALSO BE MADE VIA E-FILING. IN ORDER TO USE THIS PROVISION, TAXPAYERS WILL NEED TO REGISTER WITH SARS AS E-FILERS THROUGH THE WEBSITE WWW.SARS.GOV.ZA.
- 2.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS TOGETHER WITH THE BID.
- 2.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED; EACH PARTY MUST SUBMIT A SEPARATE PROOF OF TCS / PIN / CSD NUMBER.
- 2.6 WHERE NO TCS IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.
- 2.7 NO BIDS WILL BE CONSIDERED FROM PERSONS IN THE SERVICE OF THE STATE, COMPANIES WITH DIRECTORS WHO ARE PERSONS IN THE SERVICE OF THE STATE, OR CLOSE CORPORATIONS WITH MEMBERS PERSONS IN THE SERVICE OF THE STATE.

3.	QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS	
3.1.	IS THE BIDDER A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?	☐ YES ☐ NO
3.2.	DOES THE BIDDER HAVE A BRANCH IN THE RSA?	☐ YES ☐ NO
2.8	DOES THE BIDDER HAVE A PERMANENT ESTABLISHMENT IN THE RSA?	☐ YES ☐ NO
3.1.	DOES THE BIDDER HAVE ANY SOURCE OF INCOME IN THE RSA?	☐ YES ☐ NO
COM SER	HE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN, IT IS NOT A REQUIREN MPLIANCE STATUS / TAX COMPLIANCE SYSTEM PIN CODE FROM THE SOU VICE (SARS) AND IF NOT REGISTER AS PER 2.3 ABOVE.	
4.	COMPLIANCE REQUIREMENTS	
4.1	All BIDDER MUST SUBMIT THEIR ORIGINAL AND VALID BBBEE STATUS CERTIFICATE OR ORIGINAL CERTIFIED COPY OR ORIGINAL SWORN SUBSTANTIATING THEIR BBBEE STATUS.	
4.2	THE SUBMISSION OF SUCH CERTIFICATES MUST COMPLY WITH TH INSTRUCTIONS AND GUIDELINES ISSUED BY THE NATIONAL TREASU ACCORDANCE WITH THE APPLICABLE NOTICES PUBLISHED BY THE DE AND INDUSTRY IN THE GOVERNMENT GAZETTE.	RY AND MUST BE IN
5.	PRE-QUALIFICATION CRITERIA	
	THE FOLLOWING PRE-QUALIFYING CRITERIA WILL BE APPLIED, BIDDERS V OF THE PRE-QUALIFYING CRITERIA WILL NOT BE EVALUATED FOR FUNCTION	
i.	ADHERENCE IN SUBMITTING TENDER AS TWO STAGE FOLDERS:	

FOLDER 2 - PRICE PROPOSAL ONLY (ANNEXURE B)

5.2 ONLY BIDS WHICH SATISFY THE FOLLOWING PRE-QUALIFICATION CRITERIA IN RESPECT OF MINIMUM QUALIFICATIONS WILL BE EVALUATED FOR FUNCTIONALITY:

NO.	KEY RESOURCE	MINIMUM QUALIFICATION FOR EACH KEY RESOURCE
1	LEAD CONSULTANT/ ECONOMY	POST-GRADUATE QUALIFICATION IN ECONOMICS, OR
	DEVELOPMENT EXPERT	DEVELOPMENT STUDIES OR RELATED FIELDS.
2	RESEARCHER	DEGREE OR DIPLOMA IN ECONOMICS, OR DEVELOPMENT
		STUDIES.
3	DESKTOP PUBLISHER	RELEVANT QUALIFICATION IN PUBLISHING

6. FUNCTIONAL EVALUATION

DETAILED IN ANNEXURE A - SECTION 7

7. ORAL PRESENTATIONS

- 7.1 BIDDERS WHO SUBMIT BIDS IN RESPONSE TO THIS RFQ MAY BE REQUIRED TO GIVE AN ORAL PRESENTATION, WHICH MAY INCLUDE, BUT IS NOT LIMITED TO, A MARKETING PROPOSAL DEMONSTRATION OF THEIR PROPOSAL TO DBSA. THIS PROVIDES AN OPPORTUNITY FOR THE BIDDER TO CLARIFY OR ELABORATE ON THEIR PROPOSAL. THIS IS A FACT FINDING AND EXPLANATION SESSION ONLY AND DOES NOT INCLUDE NEGOTIATION. DBSA SHALL SCHEDULE THE TIME AND LOCATION OF THESE PRESENTATIONS.
- 7.2 ORAL PRESENTATIONS ARE AN OPTION OF DBSA AND MAY OR MAY NOT BE CONDUCTED. IF SUCH PRESENTATIONS OR PRODUCT DEMONSTRATIONS ARE REQUIRED, THEN THE COST TO SET UP THESE SESSIONS WILL BE BORNE BY THE BIDDER. IT SHOULD ALSO BE NOTED THAT

WHERE A BIDDER CAN ONLY FACILITATE SUCH PRESENTATION AND DEMONSTRATION SESSIONS ABROAD OR EVEN BEYOND THE PROVINCIAL BORDERS OF GAUTENG, THEN ANY ASSOCIATED SUBSISTENCE AND TRAVELING COST OF THE DBSA BID EVALUATION TEAM, WILL BE FOR THE ACCOUNT OF THE BIDDER.

8. REASONS FOR DISQUALIFICATION

- 8.1 DBSA RESERVES THE RIGHT TO DISQUALIFY ANY BIDDER WHICH DOES ANY ONE OR MORE OF THE FOLLOWING:
 - 8.1.1 BIDDERS WHO SUBMITTED INCOMPLETE INFORMATION AND DOCUMENTATION ACCORDING TO THE REQUIREMENTS OF THIS RFQ;
 - BIDDERS WHO SUBMITTED INFORMATION THAT IS FRAUDULENT, FACTUALLY UNTRUE OR INACCURATE, FOR EXAMPLE MEMBERSHIPS THAT DO NOT EXIST, BEE CREDENTIALS, EXPERIENCE, ETC.;
 - 8.1.3 BIDDERS WHO RECEIVED INFORMATION NOT AVAILABLE TO OTHER VENDORS THROUGH FRAUDULENT MEANS; AND/OR
 - BIDDERS WHO DO NOT COMPLY WITH ANY OTHER REQUIREMENTS AS STIPULATED IN 8.1.4 THIS RFQ DOCUMENT.
 - 8.1.5 BIDDERS WHO SUBMIT RESPONSE AFTER THE STIPULATED SUBMISSION DATE AND TIME.

<u>9. RIGHT</u>	TO CANCEL
	ERVES THE RIGHT TO CANCEL OR REJECT ANY QUOTE AND NOT TO AWARD THE RFQ TO
THE LOWE	ST BIDDER OR AWARD PARTS OF THE RFQ TO DIFFERENT BIDDERS, OR NOT TO AWARD
THE RFQ A	
10. DECL/	ARATION BY BIDDER
I, THE UND	DERSIGNED (NAME)CERTIFY
THAT:	` '
111/11.	
i.	I HAVE READ, UNDERSTOOD AND UNCONDITIONALLY ACCEPT THE CONDITIONS OF THIS
	RFQ.
	LUAVE CURRUED THE RECUIRED INFORMATION AND THE INFORMATION CURMITTER AC
ii.	I HAVE SUPPLIED THE REQUIRED INFORMATION AND THE INFORMATION SUBMITTED AS
	PART OF THIS RFQ IS TRUE AND CORRECT.
SIGN	ATURE OF BIDDER
CAP	ACITY UNDER WHICH THIS BID IS SIGNED:
(PRC	OOF OF AUTHORITY MUST BE SUBMITTED E.G. COMPANY RESOLUTION)
DATE	

Annexure A

TERMS OF REFERENCE

APPOINTMENT OF A SERVICE PROVIDER TO DEVELOP AN IMPLEMENTATION PLAN FOR ETHEKWINI'S ECONOMIC STRATEGY (SAKHA ITHEKU – SHAPE DURBAN)

1. PURPOSE

The purpose of these terms of reference is to appoint a suitably qualified professional service provider to develop an Implementation Plan for eThekwini's Economic Strategy (Sakha iTheku – Shape Durban) in the eThekwini Metro space on behalf of eThekwini District Development Model (DDM) Hub.

2. CONTEXT AND BACKGROUND

The District Development Model (DDM) is a government approach to improve integrated planning and delivery across the three spheres of government with district and metropolitan spaces as focal points of government and private sector investment. The integrated planning and delivery in relation to the district and metropolitan spaces will be enabled by a joint planning, budgeting, and implementation process.

The One Plan represents a long-term intergovernmental strategic framework that makes strategic sense of the available plans and synthesize or localize these plans in the context of the spatial and place-making logic of the district and metropolitan spaces. In this way it attempts to seek alignment across government as an outcome of joint planning and takes the form of an intergovernmental and social compact outlining shared understanding of the district/metro space; agreement on priorities; common vision and measurable outcomes and targets and commitments.

The DDM is positioned along a 'Theory of Change' rationale which outputs specific 'Transformations' as outlined below:

Theory of Change (Rationale)

- 1. Current Situation
- 2. Desired Future
- **3.** Strategies/Interventions
- 4. Implementation Commitments

Transformations

- 1. Demographics/People
- 2. Economic Positioning
- Spatial Restructuring and Environmental Sustainability
- 4. Infrastructure Engineering
- 5. Service Provisioning
- 6. Governance

The Department of Cooperative Governance (DCOG) has appointed the Development Bank of Southern Africa (DBSA) as an Implementing Agent of the District Development Model (DDM). One of the studies to be executed under the DDM is an Implementation Plan linked to the eThekwini Municipality's Economic Strategy and Economic Recovery Plan. This will be project-managed by the DBSA, in partnership with the eThekwini Municipality.

During 2020 the world was battling with the worst pandemic (COVID-19) in over a century, which plunged the global economy into recession. eThekwini, which was already in recession at the start of the pandemic, found itself in a deeper recession, resulting in increased unemployment and the closure of hundreds of micro- and small businesses. The Municipality responded by developing an economic recovery plan which, alongside national measures, moderated the economic impact of Covid-19 while protecting the poor and most vulnerable groups. The Economic Recovery and Shared Growth Path (ERSG) for the eThekwini Municipality is a framework for collective action to rebuild and regenerate the eThekwini economy.

Phase one is now complete and is paving the way for the commencement of phase two, which will address the impacts of COVID-19 on the local economy, and the aftermath of the recent civil unrest in eThekwini during July 2021. The unrest, which was sparked by political grievances and factions, also exposed the high levels of poverty and inequality within the province. The priority for phase two is to rebuild the economy in a more inclusive and sustainable manner, by leveraging off global trends such as Industry 4.0 (4IR) and the Green Economy. The ERSG, in collaboration with Shape Durban and the eThekwini Economic Council, firmly supports the Nation's call to build solidarity. The Municipality and all its stakeholders are required to work together to rebuild an economy which works for all its people, an economy that fosters innovation, broadens access to all citizens and builds sustainability. The purpose of the Implementation Plan is to outline the second phase of the eThekwini Municipality's Economic Recovery and Shared Growth Path.

Phase one of the ERSG resulted in several key achievements. These have been categorized and listed below:

2.1 MONITORING AND RESPONDING TO FINANCIAL POSITIONING AND HEALTH OF THE ECONOMY

- First economic recovery plan at local government level in the country recognized by National Treasury.
- Webinar presented on the World Bank Competitive Cities platform.
- According to PwC, the economic recovery plan added 3% to economic growth in 2020.
- Rapid response to assisting businesses in distress through the establishment of a hotline in April 2020.
- Prevented the closure of many businesses through payment deferrals.

- Economic impact modelling tool for eThekwini, as well as training for officials.
- State of economy report presented at numerous internal and external platforms.
- Access to customer data and influence on city decisions.

2.2 CREATING AN EXTRAORDINARY ENVIRONMENT FOR CONSTRUCTION AND INVESTMENT

- R2,34bn of FDI retained in 2020, while R3,5bn in FDI was attracted in the 2020/2021 financial year, and an estimated 2,400 new jobs were created.
- Investments by Defy, Cambridge University, and Denel on the production factory of the new Impilo ventilators with 17 local SMMEs supplying locally sourced components.
- Awards e.g., "CNN Money / International Investor" Award for the "Best FDI City" in Africa;
 Bloomberg Nominee for Best FDI Destination; Online planning application system and processing times reduced by 30%.
- ERSG waiver of planning applications fees to facilitate a boost to the construction industry
 with commercial space being approved to the value of R642 million.
- R217bn worth of catalytic projects (which is expected to create 620 000 jobs) being facilitated and progress being reported.
- City's 6-month capital budget expenditure created 3 900 jobs (2100 operational and 1800 construction).

2.3 RE-STARTING THE TOURISM SECTOR

- Prevented the closure of B&Bs through rates recategorization.
- Awards through tourism marketing achieved.
- ERSG resulted in 12 new blue flag beaches.
- TIA 360 Africa Collaboration on tourism expansion.

2.4 SUPPORTING THE RURAL, TOWNSHIP AND INFORMAL ECONOMY

- Approximately 3000 informal and township businesses received national support and a further 8000 are currently being considered.
- Sourcing of municipal goods from small businesses supported transformation.

2.5 INDUSTRIALISATION AND GROWING KEY SECTORS

- Channeled online support through Clusters (automotive, chemicals, clothing, furniture, etc.) to member and non-member firms.
- Buy Local, Invest Local' campaign to support local businesses
- The conclusion and marked successes of phase one of the ERSG holds the city in good stead to commence with a new 5-year strategy outlined in phase two of the plan.

The need to target the growth in tradable sectors is based on the relative advantage of eThekwini as a location that is export competitive as well as the relatively small local market and buying power. Hence this will form the core of the strategy.

3. STRATEGIC FOCUS AREAS OF THE STRATEGY

The ERSG path is premised upon the following five key strategic focus areas (SFA) which are critical to achieve the identified targets. Through the successful implementation of the ERSG, eThekwini aims to become:

- A compact, productive, and liveable city that connects citizens with economic opportunities
- A re-industrialized economy through localization and investment in targeted industries
- An inclusive and shared economy
- A government that is capable, customer centric, enabling, efficient and integrated
- A vibrant tourism destination that celebrates its cultural and creative endowment

There are several challenges to be addressed within each strategic focus area. Interventions are required from eThekwini Municipality, together with various public and private sector partnerships. Each SFA is listed below and details the corresponding challenges, the chosen strategies, and the project fulfilment required to implement these strategies

SFA 1: Compact, productive, and liveable city that connects citizens with economic opportunities the region is faced with various socio-economic problems related to stigmas and sentiments shared within groups of our society. Homelessness has become rife, creating a larger segment of the population that is extremely vulnerable and often viewed as 'a burden to society' due to the squalor and criminal activities associated with street-dwellers. High crime rates and poor governance lower citizens' trust in the government. The region cannot expect to realize SFA 1 without addressing these societal shortfalls.

The purpose of SFA 1 is to address the following challenges faced in eThekwini:

- a) The high-rate homelessness and street-dwellers, including the stigma attached to this group of our society.
- **b)** Crime, poor maintenance, and unstable bulk infrastructure all of which contribute toward the decline in property value in the Inner City.
- c) Lack of cohesion, communication, and integration within municipality, which has given rise to a lack of faith and trust from citizens.
- **d)** Weak public transport systems not affordable for the poorest who depend on this to commute to and from their jobs.

For eThekwini to achieve the goals of SFA 1, the following strategies must be implemented:

- i. SFA 1.1 To become a city that recognizes that all people are deserving of purpose, hope, and dignity. The municipality must action the following on a project basis:
- a) Establishment of an inter-governmental non-profit company that supports the homeless and provides drug rehabilitation.
- **b)** Engagement with the private sector for funding, and for the promotion of awareness campaigns to change the narrative around inclusivity.
- ii. SFA 1.2 To ensure well managed urban nodes and precincts the municipality must action the following on a project basis:
- a) The renewal, integration, and regeneration of townships, secondary nodes and corridors, and the existing industrial base.
- b) The promotion of accountability in management and facilitating urban management partnerships.
- c) Establishment of the Economic Development Company.
- d) Unlocking priority projects such as the Cato Ridge Logistics Hub.
- e) Implementing a pilot revitalization model in Jacobs.
- iii. SFA 1.3 To unlock investment through catalytic infrastructure development. The municipality must action the following on a project basis:
- a) Regeneration of the Inner City and improving port efficiency.
- **b)** Facilitating investment toward SEZ (Dube Trade Port).
- c) The development of a second port access.
- **d)** Partnering with the private sector for bulk infrastructure development.
- iv. The following catalytic projects will be facilitated by the municipality to ensure implementation:
- a) Repositioning and strategic investment into the Durban Inner City and Point development
- b) Cornubia mixed-use growth sphere
- c) Dube Trade Port Special Economic Zone
- d) Invaninga industrial and mixed-use node
- e) Bridge City mixed-use township node
- f) Greater Corobrik industrial and logistics development
- g) Sibaya retail and residential node

- h) Cato Ridge industrial and logistics node
- i) Hammarsdale Keystone industrial and logistics node
- j) Newlands and P577 'mid-way' township node
- k) Science and Innovation Park
- I) Back of Port redevelopment
- m) Virginia Airport redevelopment
- n) Ntshongweni mixed use node

v. Township and rural nodal regeneration will include the following key investments:

- a) Umlazi and Malukazi nodes and corridors
- b) Inanda, Ntuzuma, and KwaMashu Nodes and corridors
- c) Pinetown South Nodal development
- d) Mpumalanga New Town Centre
- e) Claremont and KwaDabeka upgrade
- f) Umgababa, Umnini, KwaXimba, Inchanga, and Hambanathi nodal developments
- vi. The following secondary nodes and corridors will be targeted for regeneration and investment:
- a) Pinetown CBD
- b) Umhlanga CBD
- c) Transport corridors (Go Durban C1, C2 and C3 corridors)

To make the step change in the approach (towards a bolder strategy) required to achieve the targets set, changes in policy direction are required. Within the various disciplines of sector support (including the Durban Film Office), Investment Promotion, Economic Research, Tourism, Business support, etc., existing, and potential partnerships such as those from the private sector, NGOs, tertiary, sand other sources are identified to partner with relevant projects and initiatives in the various business plans and specific strategies compiled in these departments. It must be noted that not all the interventions, projects and programmes are spatially referenced as this is still an ongoing challenge in the municipality – to depict all types of development spatially.

4. STUDY OBJECTIVES

The overall goal of this project is to develop an Implementation Plan from eThekwini's ERSG. This Plan must follow the Theory of Change format, as outlined, and refer to the DDM One Plan. However, it must be made clear that it is following the theory of change as established and shall also be in accordance with Shape Durban Strategy and in line with the City's Integrated Development Plan (IDP).

5. SCOPE OF THE STUDY

The service provider will be responsible for putting the outcomes and outputs of the strategy into a theory of change implementation plan that:

- **5.1** Establishes clear KPIs for each Impact Area (SFA), Outcome and at the output level.
- **5.2** Establish clear baselines for each of the KPIs
- **5.3** Develop annual and 5-year targets for each KPI
- **5.4** Identify the potential of each of the key interventions identified in the strategy, to add to GDP and job creation in the eThekwini Area.
- **5.5** Draw out the priority interventions as outlined in the strategy and develop a Mayor's dashboard which consists of the priority interventions and the implementation plan associated with those items.
- **5.6** For each of the outputs, following the theory of change approach, identify the activities and the associated:
 - **5.6.1** Cost (per financial year)
 - **5.6.2** Timeframe over a 5-year period (which should include duration)
 - **5.6.3** Responsibilities (allocation of responsibility to different departments)
- **5.7** Develop a monitoring and evaluation framework which is in line with a theory of change
- 5.8 Undertake the work through a partnership for growth approach, which focused on activating partners to achieve common goals through their respective organisational (and departmental) planning and implementation.

6. TARGET, TASKS, DUTIES and RESPONSIBILITIES

The deliverables/product includes:

- **6.1** Inception report (within one week of appointment)
 - **6.1.1** This should contain details on the overall approach, including any research methodologies to be applied, as well as details of the project team that will be responsible for execution of each stage of the project. Key timelines and budgets must be outlined in the inception report.

6.2 Preliminary report (within four to six weeks of appointment)

- **6.2.1** This should contain the full literature review and a full report on the discussions and outcomes of the stakeholder focus groups and factoring in national plans and relevant KPIs that can be applied locally.
- **6.2.2** Taking each of the strategic focus areas along with associated Strategic and operational outcomes and associated outputs. KPIs should be limited and strategic.
- **6.2.3** Establish baselines for KPIs and targets (annual and 5 year)
- **6.2.4** Establish activities required to meet outputs.
- **6.2.5** Detail the resources, timeframes (including duration) and responsibilities.
- **6.2.6** Undertake extensive consultation and buy-in, in the establishment of resources, timeframes and responsibilities.
- **6.2.7** Identify the potential of each of the key interventions identified in the strategy, to add to GDP and job creation in the eThekwini Area.
- **6.2.8** For each of the outputs, following the theory of change approach, identify the activities and the associated:
 - i. Cost per financial year
 - **ii.** Timeframe over a 5-year period (which should include duration)
 - **iii.** Who (allocation of responsibility to different departments)
- 6.2.9 Draw out the priority interventions as outlined in the strategy and develop a Mayor's dashboard which consists of the priority interventions and the implementation plan associated with those items.
- **6.2.10** Develop a monitoring and evaluation framework which is in line with a theory of change
- **6.2.11** Undertake the work through a partnership for growth approach, which focused on activating partners to achieve common goals through their respective organisational (and departmental) planning and implementation.

6.3 eThekwini Economic Implementation Plan (within 4 months of appointment)

- **6.3.1** Final eThekwini Economic Implementation Plan
- **6.3.2** Write the implementation plan as report to Council.
- **6.4** Please note that the service provider is also responsible for design and layout of the eThekwini Economic Implementation Plan, and any relevant info graphics.

7. PROJECT TEAM REQUIREMENTS

The project team will be required to possess the following knowledge and/or experience:

7.1 Team leader

- 7.1.1. Post-graduate qualification in **Economics**, or **Development Studies**.
- 7.1.2. Five to seven years' experience in **economic research**, **economic** modelling/forecasting and economic strategy development.
- 7.1.3. A minimum of five years' **project management** experience.
- 7.1.4. Extensive knowledge of key economic sectors in the eThekwini region.
- 7.1.5. Extensive knowledge of **industrial development**.
- 7.1.6. Extensive knowledge and understanding of the functions of Metropolitan Municipalities powers and functions related to **investment promotion and facilitation functions**.
- 7.1.7. Extensive knowledge of economic development and facilitation processes, activities, and their value chain.
- 7.1.8. Extensive knowledge of **economic planning**, and **facilitation methodologies**.
- 7.1.9. Extensive experience in **strategy formulation** and **development**; and
- 7.1.10 Available for the duration of the project.

7.2 Researcher

- 7.2.1. Degree or diploma in Economics, or Development Studies.
- 7.2.2. Five to seven years' experience in economic research, economic modelling/forecasting and economic strategy development.
- 7.2.3. Economic strategy development skills; and
- 7.2.4. Available for the duration of the project.

7.3 Desktop publisher

- 7.3.1. Three to five years' experience in desktop publishing; and
- 7.3.2. Available of the duration of the project.

8. TECHNICAL EVALUATION CRITERIA

8.1. All bids duly submitted will be evaluated to determine compliance with bid requirements and conditions. All bid proposals that do not comply with the requirements of the bid will be disqualified. Only bid proposals that comply with the specified administrative requirements and conditions, will be further evaluated in accordance with the functionality criteria.

- **8.2.** Only those bidders who achieve the minimum qualifying score of 70 points for functionality.
- **8.3.** Bidders will first be evaluated for functionality as per the evaluation criteria tabulated below and only those who achieve the minimum qualifying score for functionality will have their bid submissions further evaluated for financial offer.

Functionality Evaluation Criteria - Technical scoreca	ard	Weight
A. Demonstrated experience / track record of the	bidding entity in executing	20
work of similar or related nature within the publi	ic and/or government sector	
The service provider must have undertaken 5 projects	20 = 5 Successful Projects and more undertaken	
that developed an Implementation Plan that follows	14 = 4 Successful Projects undertaken	
the Theory of Change format for government in line	10 = 3 Successful Projects undertaken	
with Integrated Development Plan (IDP) and/ or	7 = 2 Successful Projects undertaken	
related similar work within the public and /	0 = 1 Successful Project undertaken	
government space in the past ten years.		
B. Demonstrated knowledge and understanding of	the bidding entity of public sector and local	15
government legislation and policies in ge	neral and how it pertains to how bulk	
infrastructure and land can be utilised		
Tenderer has demonstrated knowledge and	15 = Excellent knowledge and understanding	
understanding of public sector and local government	of legislation and policies	
legislation and policies clearly articulating how they	11 = Good knowledge and understanding of	
relate to regional bulk infrastructure and use of land	legislation and policies	
context:	8 = Acceptable knowledge and understanding	
Applicable public sector legislation and policies	of legislation and policies	
listed and explained	5 = Poor knowledge and understanding of	
Applicable local government legislation and	legislation and policies	
policies listed and explained	0 = No knowledge and understanding	
Demonstrated how the above legislation and	of legislation and policies	
policies relate to how land and bulk infrastructure		
can be utilized.		

Prequalification Criter	ria		Weight
C. Key Resources: M	linimum Qualifications and Exp	erience	30
Key resource	Minimum qualifications	Minimum relevant experience	
1. Lead Consultant/	Post-graduate qualification in	12 = 10 years or more experience in project	
Economy	Economics, or	management experience, extensive in	
Development	Development Studies or	economic sectors and industrial	
expert	related Fields.	development and strategy formulation.	
		8 = more than 8 and up to 10 years in project	
	Experience:	management experience, extensive in	
	Must have minimum a	economic sectors and industrial	
	minimum of 10 years' project	development and strategy formulation.	
	management experience,	6 = more than 6 and up to 8 years project	
	extensive in economic sectors	management experience, extensive in	12
	and industrial development	economic sectors and industrial	
	and strategy formulation.	development and strategy formulation.	
		4 = minimum 5 up to 6 years project	
		management experience,	
		extensive in economic sectors and	
		industrial development and strategy	
		formulation.	
		0 = less than 5 years project management	
		experience, extensive in economic	
		sectors and industrial development and strategy	
		formulation.	

2. Researcher	Degree or diploma in	12 = 7 or more years' experience in the	
	Economics,	economic research, economic	
		modelling/forecasting and economic strategy	
	or Development Studies.	development.	
		8 = 6 - 7 years' experience in economic	
	Experience:	research, economic modelling/forecasting and	
	Minimum seven years'	economic strategy development.	
	experience in economic research, economic	6 = 5 up to 6 years' experience in economic	12
	modelling/forecasting and	research, economic modelling/forecasting and	12
	economic strategy	economic strategy development.	
	development.	0 = less than 5 years' experience in economic	
		research, economic modelling/forecasting and	
	Economic strategy	economic strategy development.	
	development skills		
3. Desktop publisher	Relevant qualification in	6 = 5 years or more experience in the field of	
	publishing	counselling	
		4 = more than 4 and up to 5 years' experience	
	Experience:	in the field	
	Minimum five years'	3 = more than 3 and up to 4 years'	6
	experience in desktop	experience in the field	0
	publishing; and Available of	2 = more than 2 and up to 3 years'	
	the duration of the project.	experience in the field	
		0 = less than 2 years' experience in	
		the field	

D. Proposed Approach and Methodology	35
The bidder clearly articulated the requirements of the 35 = Addressed all 7 specified requirements of	of
project's Scope of Works by including at least the the approach and methodolog	<i>ı</i> .
following: Furthermore, has some additional	al
innovative approaches an	d
Understanding of the requirements of the scope of methodologies proposed for undertaking.	g
work the project which are likely to increase the	е
Overall approach and methodology use/value of the strategy.	
3. Literature and document review approach 25 = Addressed seven of the seven specified	
including applicable legislation requirements of the	
4. Activity-based plan aligned to SoW, approach and methodology.	
deliverables, timelines and experts. 15 = Addressed six of the seven specifie	d
5. Quality assurance plan requirements of the approach an	d
6. Detailed process on the next steps methodology.	
7. Stakeholder and change management approach 10 = Addressed five of the seven specifie	d
requirements of the approach an	d
methodology.	
5 = Addressed four of the seven specifie	b
requirements of the approach an	t
methodology.	
0 = Addressed three or less of the seve	ı
specified requirements of the approac	ı
and methodology addressed.	
Total	100
Threshold	70

9. TIMEFRAMES

- 9.1. The service provider is expected to commence with the project immediately after appointment. The project is to be completed in 6 months from the date of commencement.
- 9.2. The timeframes for the various phases will be discussed upon appointment.

10. PERFORMANCE MEASUREMENT / REPORTING

To facilitate the performance of Service Providers and monitor their scope of work, the DBSA will:

- 10.1. Enter into a Service Level Agreement (SLA) that will govern the relationship between DBSA and the professional service provider. The SLA will include project activities that will address each of the approved project deliverables.
- 10.2. Establish a Project Steering Committee to manage, monitor and oversee the project deliverables. This committee will ensure that:
 - i. Services are rendered timeously;
 - ii. Timeframes as far as possible are not extended;
 - iii. Will render a quality assurance function; and
 - iv. Will ensure that additional costs are not incurred unnecessarily.
- 10.3 Ensure that the Professional Service Provider tables progress reports for each deliverable contained in the approved project plan and in terms of the SLA.
- Monitor the payment schedule that will be attached to the SLA. Payments will therefore only be approved and processed based on the achievement of deliverables as per the approved project plan.
- 10.5 The service provider will report to the Manager at the DBSA OR eThekwini Hub.

11. RESERVATIONS

The DBSA expressly reserves the following rights:

- To appoint more than one service provider.
- To waive any or all irregularities in the proposals submitted.
- To retain the right not to select any Service Provider.

12. CONFIDENTIALITY AND INTELLECTUAL PROPERTY

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

Annexure B

PRICE EVALUATION

- i. All prices must be quoted in South African Rand (ZAR).
- ii. Bidders are requested to <u>separately provide</u> a detailed cost breakdown of all activities which are involved in executing the project as indicated in the project scope. Failure to provide this information will invalidate the RFQ response based on incompleteness.

PRICING SCHEDULE

ACTIVITY	RATE	NO. OF HOURS	TOTAL
Inception report			
Preliminary report			
Final Report			
Close Out Report			
Disbursements			
	Sub-total		
	Vat @15%		
	Total		

Bidders are to provide a Price Quotation as Annexure B, indicating the pricing or fees in line with the quantities, requirements or scope of work the bidders are expected to deliver (the information provided in this RFQ) on which the bidders are expected to quote. This will be a fixed price contract based on the total amount appearing in the schedule above.

BIDDER'S DISCLOSURE

1. PURPOSE OF THE FORM

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

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

2. Bidder's declaration

- 2.1 Is the bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest1 in the enterprise, employed by the state? **YES/NO**
- 2.1.1 If so, furnish particulars of the names, individual identity numbers, and, if applicable, state employee numbers of sole proprietor/ directors / trustees / shareholders / members/ partners or any person having a controlling interest in the enterprise, in table below.

Full Name	Identity Number	Name of State institution

2.2	Do you, or any person connected with the bidder, have a relationship with any person who is employed by the procuring institution? YES/NO
2.2.1	If so, furnish particulars:

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

2.3	Does the bidder or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise whether or not they are bidding for this contract? YES/NO
2.3.1	If so, furnish particulars:

3. DECLARATION

- 3.1 I have read and I understand the contents of this disclosure:
- 3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect;
- 3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However, communication between partners in a joint venture or consortium2 will not be construed as collusive bidding.
- 3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.
- 3.4 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
- 3.5 There have been no consultations, communications, agreements or arrangements made by the bidder with any official of the procuring institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.
- 3.6 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

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

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

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

Signature	Date		
Position	Name of bidder		

Annexure D

SBD 6.1

PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2017 – N/A

SBD 7.1

(a) CONTRACT FORM - PURCHASE OF GOODS/WORKS

THIS FORM MUST BE FILLED IN DUPLICATE BY BOTH THE SUCCESSFUL BIDDER (PART 1) AND THE PURCHASER (PART 2). BOTH FORMS MUST BE SIGNED IN THE ORIGINAL SO THAT THE SUCCESSFUL BIDDER AND THE PURCHASER WOULD BE IN POSSESSION OF ORIGINALLY SIGNED CONTRACTS FOR THEIR RESPECTIVE RECORDS.

(b) PART 1 (TO BE FILLED IN BY THE BIDDER)

- 2. The following documents shall be deemed to form and be read and construed as part of this agreement:
 - (i) Bidding documents, viz
 - Invitation to bid:
 - Tax clearance certificate;
 - Pricing schedule(s):
 - Technical Specification(s);
 - Preference claims for Broad Based Black Economic Empowerment Status Level of Contribution in terms of the Preferential Procurement Regulations 2011;
 - Declaration of interest;
 - Declaration of bidder's past SCM practices:
 - Certificate of Independent Bid Determination
 - Special Conditions of Contract;
 - (ii) General Conditions of Contract; and
 - (iii) Other (specify)
- 3. I confirm that I have satisfied myself as to the correctness and validity of my bid; that the price(s) and rate(s) quoted cover all the goods and/or works specified in the bidding documents; that the price(s) and rate(s) cover all my obligations and I accept that any mistakes regarding price(s) and rate(s) and calculations will be at my own risk.
- I accept full responsibility for the proper execution and fulfilment of all obligations and conditions devolving on me under this agreement as the principal liable for the due fulfillment of this contract.
- 5. I declare that I have no participation in any collusive practices with any bidder or any other person regarding this or any other bid.
- 6. I confirm that I am duly authorised to sign this contract.

NAME (PRINT)	
OADAOITY	WITNESSES
CAPACITY	 1
SIGNATURE	 1
NAME OF FIRM	2
NAME OF FIRM	 DATE:
DATE	DATE:

SBD 7.1

CONTRACT FORM - PURCHASE OF GOODS/WORKS

(c) PART 2 (TO BE FILLED IN BY THE PURCH	ASER)
--	-------

undertak terms and	order indicating deliver e to make payment for conditions of the contr ied by the delivery note	the goods/works deliv	/ered in accordance w	
NO.	PRICE (ALL APPLICABLE TAXES INCLUDED)	DELIVERY PERIOD	B-BBEE STATUS LEVEL OF CONTRIBUTION	MINIMUM THRESHO FOR PRODUC AND CO
SIGNED A	·	ON		
SIGNATUI	RE			
OFFICIAL				

Annexure F

SBD 8

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

Annexure G

SBD 9

CERTIFICATE OF INDEPENDENT BID DETERMINATION - N/A

Annexure H

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

Annexure I

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

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

Annexure J

TAX COMPLIANT STATUS AND CSD REGISTRATION REQUIREMENTS

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

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

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The Development Bank of Southern Africa has a Zero Tolerance on Fraud and Corruption.

Report any incidents of Fraud and Corruption to Whistle Blowers on any of the following:

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