

P.O. Box 3209,
Houghton, 2041
Block A,
Riviera Office
Park,
6-10 Riviera
Road,
Riviera



REQUEST FOR PROPOSAL

TO

**APPOINTMENT OF A SERVICE PROVIDER FOR THE DEVELOPMENT OF
GUIDELINES AND PROCEDURES MANUAL OR STANDARD OPERATING
PROCEDURES FOR THE COLLATION AND VERIFICATION OF
PERFORMANCE EVIDENCE**

RFP/JHB /2020/019

**PROPOSALS TO BE SUBMITTED BY
NOT LATER THAN
12H00**

17 MARCH 2021

SECTION A

1. Background

The Housing Development Agency (HDA) is a national public sector development agency that acquires and prepares land as well as develop the land and project manage the development of housing and human settlements. We carry out our activities in partnership with a range of stakeholders including national, provincial and local government and municipalities, as well as with communities, developers, financiers and other affected parties. Established in 2009, the Agency is established by an Act of Parliament in 2008 and is accountable through its board to the Minister of Human Settlements.

The objects of the Agency are to;

- (a) Identify, acquire, hold, develop and release state, communal and privately owned land for residential and community purposes and for the creation of sustainable human settlement;
- (b) Project manage housing development services for the purposes of the creation of sustainable human settlements;
- (c) Ensure and monitor that there is centrally coordinated planning and budgeting of all infrastructure required for housing development; and
- (d) Monitor the provision of all Infrastructure required for housing development

2. Functions of the HDA

Section 7 (1) of the HDA Act outlines the HDA's functions. It stipulates inter alia that the HDA must:

- a) Develop a development plan to be approved by the Minister in consultation with the relevant authorities in the provinces and municipalities
- b) Develop strategic plans with regard to the identification and acquisition of state, privately and communally owned land that is suitable for residential and community development
- c) Enhance the capacity of organs of state, including skills transfer, to enable them to meet the demand for housing delivery
- d) Ensure that there is collaboration and intergovernmental and integrated alignment for housing development services
- e) Assist organs of state with the upgrading of informal settlements
- f) Assist organs of state in respect of emergency housing solutions

3. Purpose and Objective

The Organizational Performance Management Unit of the HDA is tasked with managing and coordinating organization wide efforts to embed a culture of performance management within the HDA. The unit supports the organization through various ways including developing standards, guidelines, procedures and policies all aimed at managing the organizational performance environment as well as ensuring alignment to the government wide Framework for Managing Programme Performance Information.

Performance Management does not exist in an operational vacuum. It exists as a component within the eco system of an organization, located within the broader operational framework, geared towards delivering on the mandate and strategy of the organization.

The organization has a comprehensive Performance Management Framework that assists management of performance from performance planning, monitoring, reporting and evaluation for the organization and individual managers and staff. The Framework is informed and guided by the national frameworks related to strategic planning and performance management.

One of the critical components of performance management is performance evaluation and review – a process that runs through the cycle but importantly at the end of the performance management cycle. This process entails review of performance against the set objectives, indicators and targets for both the organization and individuals. Once reviewed, performance gets audited – a process that involves provision of performance supporting information and evidence to confirm and verify performance results. The information is generally referred to as Portfolio of Evidence or POEs for short. HDA has tried in the past few years to generate POEs in support of performance evaluation and audit processes but it has become clear that work needs to be done to improve.

To this end, the HDA seeks to contract the services of a suitably qualified and experienced service provider to assist with the development of guidelines, process and procedures manual or standard operating procedures for the definition and standardization of performance evidence; measurement and calculation of performance evidence; collation and verification of performance evidence; and compilation and presentation of portfolio of evidence within applicable national frameworks for performance management and managing programme performance information.

4. Context for Strategic and Operational Planning within the HDA

Performance Management in the Public Sector is governed by a number of legislative and policy frameworks. In addition, National Treasury has published a number of guidelines which set out how National, Provincial and Local Governments as well as public entities should plan, monitor and **report performance**. Among the key frameworks and guidelines that govern strategic management in the Public Sector are as follows:

- The Constitution of RSA (Section 92);
- The Public Finance Management Act of 1999;
- The Framework for Strategic Plans and Annual Performance Plans;
- The Framework for Managing Performance Information;
- The Government Wide Monitoring and Evaluation System.

The National Treasury Guidelines also apply to public entities as defined in the Public Finance Management Act of 1999. In particular, HDA, like other public entities is required not only to plan and monitor performance but to evaluate and report performance guided by various national frameworks including Framework for Managing Programme Performance Information.

To place all in context, the HDA is required to, inter alia,

- Develop Strategic Plan and Annual Performance Plans that set out performance plans and objectives to be achieved over a defined period;
- Set a core set of indicators needed to monitor institutional performance;
- Develop and adopt a quarterly and annual reporting system, including submission of agreed information to appropriate authorities;
- Ensure alignment of reporting between the Strategic Plans, Annual Performance Plans, budget documents and annual and quarterly reports; and
- Provide supporting evidence for performance evaluation, reporting and auditing.

5. Scope of Work

A successful service provider will be expected to do the following:

- Develop a Process and Procedure Guide or Manual, or Standard Operating Procedures for the definition of performance information and evidence, collation, compilation, verification and presentation of Portfolio of Evidence (PoE) for performance evaluation and audit;

- Develop supporting tools including templates, guidelines, samples, workbooks, checklists, forms, and any other supporting tool to assist HDA develop verifiable and auditable PoE;
- Review of the accuracy and completeness of reported information against the Pre-Determined Objectives Collate for the 2020-2021 Financial Year
- Ensure that the PoE is adequate
- Ensure consistency between the quarterly reports, cumulative annual performance and Portfolio of Evidence.
- Facilitate training or workshops for key managers and staff involved with performance planning, monitoring and reporting in different divisions;

The Process and Procedure Guide or Manual must cover the following, among others,

- Portfolio of Evidence within the frameworks of Planning and Performance Management;
- Portfolio of Evidence and the Framework for Managing Programme Performance Information;
- Portfolio of Evidence and the frameworks for performance evaluation and audit;
- Portfolio of Evidence and framework to determine what constitutes performance evidence;
- Step by step guide on how to identify, collate, compile, package, verify and present Portfolio of Evidence for performance evaluation and audit.

6. Deliverables

- Process and Procedure Guide or Manual, or Standard Operating Procedures for the definition of performance information and evidence, collation, compilation, verification and presentation of Portfolio of Evidence or POEs (hard copy and editable electronic copy);
- Supporting tools including templates, guidelines, samples, workbooks, checklists, forms, and any other supporting tool to assist HDA develop verifiable and auditable POEs;
- Training or workshop sessions for identified key managers and staff involved with performance planning, monitoring and reporting in different divisions;
- Standard Operating Procedures for Indicators in line with the Technical Indicator Description Sheet
- Report on the review of accuracy and completeness of Performance Information
- Prepare Supporting Listings/ Registers

Bidders must take note of the following:

- Bidders are encouraged to incorporate additional modules that will enhance the overall end product
- The appointed service provider will be required to understand the HDA's operating environment to the extent that it impacts on POEs, in order to customise the training material and supporting work tools.
- The training material developed must align to the HDA business processes as they relate to organizational performance and POEs.
- The training manual and supporting tools must be both in hard copy and electronic format. The electronic format must allow for future changes to be made.

7. Submission Requirements

- All bidders must comply with all supply chain management requirements when they submit their bids;
- The "Train the Trainer" approach is the preferred methodology for this assignment. A detailed description of how this training methodology will be applied to this assignment must be included in the proposal.
- Bidders must submit an organogram of the proposed project team, indicating project team structure, roles and responsibilities.
- Bidders must submit company profile and brief CVs of resources to be used in the project

8. Duration of Contract

The duration of the contract is for a period not longer three (6) months from the date of appointment subject to review.

9. Evaluation.

The following criteria will be used for point's allocation for price and B-BBEE compliance on an 80/20-point system. The following would constitute elements of the functionality evaluation.

Functionality

| PHASE ONE EVALUATION CRITERIA | | |
|--|--|----------------------|
| CRITERIA | RATING | WEIGHTING/ POINTS |
| Related work experience | 5 reference letters and or appointment letters for the company signed by a duly authorised official, with contact details (phone and email) as follows: 0-letter = 0 points 1-letter = 10 points 2-letters = 15 points 3-letters = 20 points 4-letters = 25 points 5 or letters = 30 points | 30 |
| CVs of team members proposed to do the work | <ol style="list-style-type: none"> 1. Project Director <ol style="list-style-type: none"> 1.1. Experience in role 15 points <ul style="list-style-type: none"> 5 years and above 15 points 3 years 10 points 1 year 5 point 2. Senior Consultant <ol style="list-style-type: none"> 2.1. Experience in role 10 points <ul style="list-style-type: none"> 5 years 5 points 3 years 3 points 1 year 1 point 3. Consultant <ol style="list-style-type: none"> 3.1. Experience in role 5 points <ul style="list-style-type: none"> 5 years 5 points 3 years 3 points 1 year 1 point | 30 |
| Approach and methodology | <p>Demonstrates a comprehensive, detailed, and in-depth knowledge base and strategy development methods. The ability to creatively integrate the knowledge of these methods into the HDA organizational environment. The proposal should include:</p> <ul style="list-style-type: none"> • A well-defined, clearly articulated work plan • Clear allocation of resources and tasks • Project deliverables • Well-matched allocation of resources and tasks to project activities and • Clear articulation of project deliverables (20 points) | 20 |
| Understanding of the HDA and the human settlement sector | Demonstrate understanding of project management in the Human Settlements sector | 10 |
| Skills transfer plan to HDA staff | The proposal should include a clear plan with milestones on how skills to do this work with the transferred to HDA staff including milestones and key performance indicators | 10 |
| Total | | 100 |

10. GENERAL

Below are compulsory requirements for this service.

- a. It is important to note that the successful person will work under the supervision of a HDA representative, abide by HDA's Code of Conduct, and other organizational guidelines.
- b. Kindly submit the following:
 - CSD Report.
 - SBD Forms (SBD4, SBD6.1, SBD8 and SBD9) obtainable from HDA Website: www.thehda.co.za/procurement. Under compliance checklist.
 - **Valid and Original and Certified B-BBEE Status Level Verification Certificates issued by the following agencies SANAS, IRBA or CCA**
- c. All queries related to this tender can be addressed to Pfarelo Netshisaulu via email to: Pfarelo.Netshisaulu@thehda.co.za at Tel: 011 544 1000
- d. There will be no briefing session for this tender and all queries should be directed to the contacts above.

11. TERMS AND CONDITIONS

- 11.1. HDA undertakes to pay in full within thirty (30) days, all valid claims for work done to its satisfaction upon presentation of a substantiated claim/invoice.
- 11.2. No payment will be made where there is an outstanding information/work by the service provider/s.

12. SUBMISSION OF PROPOSALS

Proposals should be submitted on or before the 17 March 2021 by no later than 12h00 to the following address:

**The Procurement Officer
The Housing Development Agency
Block A, 6-10 Riviera Road, Killarney, Johannesburg, 2193
Tel: 011 544 1000**

The selection of the qualifying proposal will be at the HDA's sole discretion. The HDA does not bind itself to accept any particular bid/proposal, and the HDA reserves the right not to appoint the service provider.

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 a price quotation, advertised competitive bid, limited bid or proposal). In view of possible allegations of favouritism, should the resulting bid, or part thereof, be awarded to persons employed by the state, or to persons connected with or related to them, it is required that the bidder or his/her authorised representative declare his/her position in relation to the evaluating/adjudicating authority where-

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

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

2.1 Full Name of bidder or his or her representative:

2.2 Identity Number:

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

2.4 Company Registration Number:

2.5 Tax Reference Number:

2.6 VAT Registration Number:

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

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 attached proof of such authority to the bid document? **YES / NO**

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

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

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

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

2.8.1 If so, furnish particulars:

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

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

2.9.1 If so, furnish particulars.

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4 DECLARATION

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

CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 2 and 3 ABOVE IS CORRECT.
I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF
PARAGRAPH 23 OF THE GENERAL CONDITIONS OF CONTRACT SHOULD THIS DECLARATION
PROVE TO BE FALSE.

.....
Signature

.....
Date

.....
Position

.....
Name of bidder

May 2011

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

Js365bW

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.

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.....

Signature

Date

.....

.....

Position

Name of Bidder

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