



TERMS OF REFERENCE

RFQ/JHB/2023/018

**APPOINTMENT OF SERVICE PROVIDER TO ASSIST THE
HDA TO DEVELOP INTEGRATED PERFORMANCE
REPORTING AND PROVIDE ADVISORY SERVICES ON
REPORTING INTEGRITY MANAGEMENT**

CLOSING DATE: 01 June 2023 @ 11H00

BIDDING RELATED ENQUIRIES

HDA HEAD OFFICE

Nqobile Mkhwanazi – SCM Office

THE HOUSING DEVELOPMENT AGENCY

BLOCK B, SECOND FLOOR

MEGAWATT PARK

1 MAXWELL DRIVE

SUNNINGHILL

GAUTENG

2157

Tel: (011) 544 1000

NAME OF BIDDER : _____

TEL NUMBER : _____

E-MAIL ADDRESS : _____

1. Background

The Housing Development Agency (HDA) is a national public sector entity which acquires, prepares land, develops the land, and provides project management for the development of housing and human settlements. We carry out our activities in partnership with a range of stakeholders including national, provincial, local government, municipalities, 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) Provide project management on housing development services for the purposes of the creation of sustainable human settlements.
- (c) Ensure and monitor that there is centrally co-ordinated 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 communal owned land which is suitable for residential and community development.
- c) prepare necessary documentation for consideration and
- d) approval by the relevant authorities as may be required in terms of any other applicable law.
- e) monitor progress of the development of land and landed property acquired for the purposes of creating sustainable human settlements.
- f) enhance the capacity of organs of state including skills transfer to enable them to meet the demand for housing delivery.

- g) ensure that there is collaboration and intergovernmental and integrated alignment for housing development services.
- h) identify, acquire, hold, develop and release state, privately and communal owned land for residential and community development.
- i) undertake such project management services as may be necessary, including assistance relating to approvals required for housing development.
- j) contract with any organ of state for the purpose of acquiring available land for residential housing and community development for the creation of sustainable human settlement,
- k) assist organs of state in dealing with housing developments that have not been completed within the anticipated project period.
- l) assist organs of state with the upgrading of informal settlements; and
- m) assist organs of state in respect of emergency housing solutions.

In performing its functions, the Agency must –

- a) ensure that residential and community developments are sustainable, viable and appropriately located.
- b) establish compliance and fraud prevention mechanisms to ensure the integrity of the Agency.
- c) ensure that job creation is optimised in the process of residential and community development.
- d) introduce and manage a land inventory and information system: and ensure that community participation takes place.

In performing its functions the Agency may –

- a) declare priority housing development areas for residential and community purposes in accordance with integrated development plans and provincial spatial development frameworks.
- b) develop and submit a development plan for such priority housing development areas as contemplated in subsection; and implement such measures as may be prescribed to fasttrack housing development in the declared priority housing development areas.

3. Purpose of this Project

As a National Public Entity, the HDA, that develops a multi-year Strategic Plan and an Annual Performance Plan (APP) to operationalise its mandate. In line with the planning and monitoring prescripts from National Treasury/DPME, the Agency has developed a strategic plan, an APP and rolling targets over the medium-term. The HDA also produces quarterly and annual performance reports to provide detail and evidence of performance over the financial year. The DPME recently updated its planning and performance reporting framework and requirements.

Given these updates the HDA seeks the services of a qualified individual or entity to support it in the function of assessing the extent to which HDA's current approach to planning is aligned to the updated DPME requirements. As part of this function the HDA also seeks to assess its performance management framework with a view to ensuring it is aligned to the new DPME framework. Furthermore, the service provider will assist the HDA to develop processes to prepare integrated reports on a quarterly basis which reflect the appreciation that strategy, risk, governance, performance reporting and financial reporting are inseparable. A key component of the function would be to ensure that the HDA's Performance Management Reporting has appropriate levels of integrity and assurance built into it.

The service provider must work closely with the Strategy and Performance Reporting team as well as the Management team of the HDA team in performing its duties.

In its recent past, the HDA has been through a period of instability with changes in leadership and less than favourable audit outcomes. Despite, this, in its most recent Annual Audit Report it was found that there was improvement in its performance reporting. The purpose of the project is to ensure that strategic management remains a key component of governing and managing the agency effectively and efficiently.

In line with this the service provider will be required to undertake the following activities that enable the HDA strategy and performance team and the management team to:

- Review the current practice for Strategic, Annual and Operational Planning processes to ensure alignment to the revised Strategic and Annual Performance Planning Framework of the DPME (2019/20)
- Provide advisory services to assist the HDA in implementing integrated planning and reporting (inclusive of strategy, planning, reporting, operational planning, human resources, risk management, financial management and governance).

- Provide advisory services to assist the HDA in enhancing the provision of assurance on the issuance of performance reports for the current FY year 23/24. Engage with the HDA management team throughout this process of review.
- Provide advisory services on how to enhance current practices of planning, monitoring, and reporting.

4. Scope of Work

In line with the above project purpose, the project scope would include:

- 4.1. A review of the current planning and reporting policies and processes within the organisation and develop new policies and processes compliant to the revised DPME framework and consistent with integrated reporting requirements.
- 4.2. Review of tools and templates utilised in the process to ensure alignment to updated DPME requirements.
- 4.3. Review of past plans and reports to identify opportunities for enhancement.
- 4.4. Provide a review on the existing processes for providing reasonable assurance on the issuance of reports for the current FY year 23/24, provide advisory services, processes, and tools towards the implementation of organisation-wide integrated planning and reporting.
- 4.5. Support and advice on how to enhance planning and reporting within the organisation, including plans and reports for the current financial year.
- 4.6. The Service Provider must Incorporate the existing digital tools used for performance reporting being the SharePoint planning and reporting platform and the project tracking tool into the HDA Strategy and Performance Management Framework
- 4.7. Support, advice, and recommendations on how to enhance planning processes, institutional reports including enhancing tools and templates for planning and reporting to enable the HDA to implement integrated reporting.

5. Deliverables

The following are the expected deliverables.

- 5.1. The service provider must produce a Review report on planning and reporting within the HDA; including recommendations on how to align to the updated DPME planning and reporting.

- 5.2. The service provider must produce the HDA Organisational Performance Information Framework 2023/24 Review report on the HDA Organisational Performance Information Framework.
- 5.3. The service provider must develop the HDA Strategy and Performance Management procedure manual and ensure alignment to DPME planning and reporting requirements. The procedure manual must enhance planning processes, including tools and templates for planning and reporting to enable the HDA to implement integrated reporting.
- 5.4. The Service Provider must develop an organisational performance management policy in line with deliverables 1-3 above.
- 5.5. The service provider must develop planning and reporting business processes at Strategic and Operational level in line with integrated planning and reporting framework.

6. Skills, Knowledge and Experience Required

It is expected that the bidding entity must meet the following minimum requirements:

- 6.1. Project team leader must be a member of a planning, monitoring and evaluation (or similar) professional body (i.e. SAMEA South African Monitoring and Evaluation Association) or any other relevant institutions will be considered) and must show at least 10 years relevant experience
- 6.2. The Project Team leader must possess a master's level qualification preferably in Town and Regional Planning or any built environment profession & 10 years and above relevant experience is necessary.
- 6.3. Project team members must have a minimum of 5 years relevant experience.
- 6.4. Approach and methodology must demonstrate competence in results-based management.
- 6.5. Provide a minimum of five written relevant references in similar organisations and proof having implemented five similar projects and the work performed in the reference should not be older than 3 years.
- 6.6. Good report writing and communication skills.

7. Evaluation Criteria

7.1. In order to facilitate a transparent selection process that allows equal opportunity to all production companies, the HDA has a policy for the appointment of service providers that will be adhered to. Proposals will be evaluated in terms of the prevailing supply chain policy applicable to the HDA.

A three-phase approach will be used for the evaluation of proposals received as follows:

Stage one- Adherence to Compliance checklist requirements.

Stage One Evaluation: Proposals will be evaluated on their technical ability to perform the task as per the technical response/proposal.

Any proposals below 70% of the points in the table below will be disqualified for the second evaluation.

Table 1: Technical Evaluation Criteria

PHASE ONE EVALUATION CRITERIA =		
CRITERIA	RATING	WEIGHTING/ POINTS
Company Profile	Submission of a Company Profile (in case of a joint venture, all companies must submit separate profiles) that contains an organogram and detail work experience related to the assignment and must show at least 5 years relevant experience in a similar industry	5
Professional Body Certification	Submission of a certified copy of the membership certificate of the planning, monitoring and evaluation (or similar) professional body i.e.SAMEA (South African Monitoring and Evaluation Association), or any other relevant institutions will be considered)	5
Related work experience	5 written relevant reference letters and or appointment letters in similar organisations with similar projects for the company signed by a duly authorised official, with contact details (phone number and email) and must not be older than 3 years as follows: 0-letter = 0 point	30

PHASE ONE EVALUATION CRITERIA =		
	1-letter = 5 points 2-letters = 10 points 3-letters = 15 points 4-letters = 20 points 5 – letters or more = 30 points	
CVs of team members proposed to do the work	1. Project Director (With a master's level qualification preferably in Town and Regional Planning or any built environment profession) Experience in role 15 points 1 – 2 years: 3 points 3 – 5 years: 7 points 6 – 9 years 11 points 10 years or more: 15 points 2. Senior Consultant (with a Post Graduate Degree) Experience in role 10 points 1 – 2 years: 1 point 3 – 5 years: 5 points 5 years or more: 10 points 3. Consultant (with a bachelor's degree) Experience in role 5 points 1 – 2 years: 1 point 3 – 5 years: 3 points 5 years or more: 5 points	30
Approach and Methodology	Demonstrates a comprehensive, detailed and in-depth knowledge base for strategy review, performance monitoring and reporting. The ability to creatively integrate the knowledge of these methods into the HDA organisational environment. The proposal should include: <ol style="list-style-type: none"> 1. A well-defined, clearly articulated work plan 5 points 2. Well matched allocation of resources and tasks to project activities 5 points 3. Clear articulation of project deliverables 10 points 4. Demonstrate an understanding of the sector and the role that the HDA plays in the human settlements value chain. 5 points 5. The proposal should include a clear plan with milestones on how skills to do this work will be transferred to HDA staff including milestones and key performance indicators. 5 points 	30
Total		100

Phase three evaluation: Price and specific goals

Evaluation criteria	Weighting
Specific Goals	20
Price	80
TOTAL	100

8. General

The HDA proposal will be evaluated as per PPPFA regulations.

Proposals must be accompanied by:

- a. A company profile
- b. CSD registration report (Registration with the National Treasury Central Supplier Database, if not yet registered, use the following link to register: <https://secure.csd.gov.za/>)
- c. SBD Forms (SBD1, SBD4 and SBD6.1)
- d. Valid and Original or Certified B-BBEE Status Level Verification Certificates issued by the following agencies SANAS, IRBA or CCA.
- e. Proposal / Quotation

9. Terms and Conditions

The HDA undertakes to pay in full within thirty (30) days of all valid claims for work done to its satisfaction and upon presentation of a substantiated claim/invoice.

No payment will be made where there is outstanding information/work by the service provider/s.

10. Submission of proposals

10.1. Proposals should be submitted on or before the **01 June 2023** by no later than **11h00** to the following address:

The Procurement Specialist
The Housing Development Agency
2nd Floor, Block B, 1 Maxwell Drive
Megawatt Park
Sunninghill
2157

- 10.2. All information regarding supply chain matter and queries can be sent via email to Nqobile.Mkhwanazi@thehda.co.za; Tel: 011 544 1000
- 10.3. The selection of the qualifying proposal will be at the absolute discretion in the larger interest of the HDA, but without being under any obligation to do so, update, amend or supplement the information in this RFP or modify or alter any provisions or terms and conditions at any time even during the contract period, at its sole discretion without assigning any reasons whatsoever.
- 10.4. The HDA does not bind itself to accept any particular bid/proposal, and the HDA reserves the right not to appoint any service provider at any stage without assigning any reason whatsoever. The decision of the HDA shall be final conclusive, and binding on all the parties.