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TERMS OF REFERENCE

APPOINTMENT OF SERVICE PROVIDER FOR STRATEGY DEVELOPMENT AND STRATEGIC PLANNING SESSION

RFP Number	RFP/JHB/2020/004
Closing Date for submissions	25 May 2020
Closing time	12H00
Briefing Session	No
Briefing Session Compulsory	No
Briefing Session Date	None



Documents in this Bid Pack

Bidders must ensure that they receive all the pages in this document, which include the following:

SECTION A

1. Background
2. Functions of the HDA
3. Strategy Development for the HDA
4. Purpose of the Project
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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 object 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. Strategy Development for the HDA

- a) Given the unique and strategic role that HDA plays overall delivery and performance of the Human Settlements Sector, the HDA strategic planning culture must be inclusive and consultative (within the Human Settlements Sector).
- b) Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organisation is, what it does, and why it does it, with a focus on the future.
- c) The strategic plan sets out the policy priorities, programmes, and in some instances, project plans for the five-year MTSF period.
- d) The requirement for public entities to undertake strategic planning is set out in the Public Service Regulations as well as Treasury regulations. The regulations require departments and public entities to produce a five-year strategic plan and annual performance plan as well as to identify performance indicators and targets.

4. Purpose of this Project

The HDA is contributing to the Human Settlements sector through MTSF Priority 1 where it seeks to create a capable, ethical and developmental state. It also contributes through MTSF Priority 4 through Spatial Integration, Human Settlements and local government.

The HDA has developed a 5 year Strategic Plan and Annual Performance Plan that is approved for the MTSF period. However the plan was concluded before the commencement of the 6th Administration.

In this regard there is a need for the HDA to;

- a) review and align the 2020/21-2024/25 Strategic Plan and the Annual Performance Plan (APP) to the objectives and mandate of the 6th Administration.
- b) craft operational plans in line with the Strategy and APP
- c) Incorporate all human settlement related imperatives reflected in various government documentation such as the Sector's MTSF priorities
- d) Align the plans to the funding model developed for the HDA

5. Scope of Work

The scope of work entails:

- a) Facilitation of a **2-day Strategic Planning Session** which will include the Board, Executive Management team, Senior Management, and other Stakeholders
- b) Development and submission of a Draft 5-year strategic plan in line with the Medium Term Strategic Framework of government (this is updated annually)
- c) Development and submission of a Draft Annual Performance Plan (APP)
- d) Reviewing the Technical indicator description sheets of the Strategic and Annual Performance Plans as developed by the HDA

6. Deliverables

- I. Strategic Planning Session Report
- II. Draft 5 Year Strategic Plan (SP 2020-2025)
- III. Draft Annual Performance Plan (APP 2021-2022)
- IV. Indicators for Operational Plans (IOP 2021-2022)

7. Skills, knowledge and experience required

The HDA needs to be satisfied that the service provider selected has the necessary experience to undertake this assignment. Thus, service provider should have the following credentials:

- Strong written and verbal communication skills with the ability to effectively organize and communicate complex information in a clear and concise manner.
- Excellent research, analytic and writing skills.
- Sound understanding of the HDA's mandate and the national policies and legislation that inform this mandate.
- Extensive understanding of the human settlements sector and its related policies and legislation.
- Experience in writing strategic plans and annual performance plans in line with National Treasury and DPME guidelines.
- Requisite qualifications to perform the task



8. General Provisions and Requirements

8.1. Duration of Contract

The duration of the contract is for (3) months from the date of appointment.

8.2. The Proposal

The proposal of Service Provider must include:

- I. The proposed methodology and approach which would be used in the completion of this task.
- II. A explanation of how skills will be transferred to HDA staff.
- III. A High-level Project Plan indicating project phases (if any), time-frames and budget.
- IV. Names and abbreviated Curriculum Vitae (CV's) of the consultants assigned to the project indicating the knowledge, skills and experience required as reflected in Section 6 above.
- V. A summary list of similar previous projects undertaken.

Additional documentation outlined below should be included in the proposal;

- a. **Annexure One:** A copy of a strategy document developed by the bidder by the bidder
- b. **Annexure Two:** A copy of indicators meeting the SMART criterion
- c. **Annexure Three:** A technical indicator description sheet
- d. **Annexure Four:** Company Profile
- e. **Annexure Five:** Three reference letters of previous clients that the service provider has worked with.

9. Evaluation Criteria

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

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

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

Phase Two evaluation: The second evaluation of technically competent proposals that passed the phase one evaluation will be evaluated against Price and B-BBEE using an 80/20 Price/B-BBEE formula. The HDI proposal will be evaluated as per PPPFA regulations.

Table 1: technical evaluation criteria

PHASE ONE EVALUATION CRITERIA		
CRITERIA	RATING	WEIGHTING/ POINTS
Lead Company profile (Attach Organogram)	Company profile (s) to be submitted (in case of a joint Venture, all companies must submit separate profiles) indicating the Lead Company	10
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	1. Project Director 1.1.Experience in role 15 points 5 years and above 15 points 3 years 10 points 1 year 5 point 2. Senior Consultant 2.1.Experience in role 10 points 5 years 10 points 3 years 5 points 1 year 3 point 3. Consultant 3.1.Experience in role 5 points 5 years 5 points 3 years 3 points	30



	1 year 1 point	
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 the sector and the role that the HDA plays in the Human Settlements value chain	5
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	5
Total		100

The following criteria will be used for point's allocation for price and B-BBEE compliance on an 80/20-point system: -

CRITERIA	SUB-CRITERIA	WEIGHTING/ POINTS
Price	Detailed budget breakdown	80
BBBEE (Status Level Verification Certificate)	BBBEE Level Contributor	20
TOTAL		100



SECTION B

10. General Conditions and instructions

- 10.1. It is important to note that the successful bidder will work under the supervision of an HDA representative, abide by HDA's Code of Conduct, and other organisational guidelines.
- 10.2. The following documents and forms must be submitted:
- 10.2.1. CSD report.
- 10.2.2. SBD Forms (SBD4, SBD6.1, SBD8 and SBD9) obtainable from HDA Website: www.thehda.co.za/procurement. Under the compliance checklist.
- 10.2.3. Valid and Original or original Certified B-BBEE Status Level Verification Certificates issued by the following agencies SANAS, IRBA, or CCA.
- 10.3. Queries for further information regarding **supply chain matters** and queries can be sent via email to: jerry.makofane@thehda.co.za and at Tel: 011 544 1000.

11. Submission of Proposals

- 11.1. Proposals should be submitted on or before **25 May 2020** by no later than 12h00 to the following address:
- 11.2. 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.

The Procurement Specialist

The Housing Development Agency,

Block A, 6-10 Riviera Road, Killarney, 2193,

Tel: 011 544 1000

- 11.3 **NB: BECAUSE OF RESTRICTIONS OF MOVEMENT DUE TO LOCKDOWN, INTERESTED COMPANIES THAT ARE BASED OUTSIDE OF GAUTENG PROVINCE ARE WELCOME TO SUBMIT THEIR PROPOSALS VIA THE FOLLOWING EMAIL ADDRESS:** procurement@thehda.co.za



11.4 Faxed and posted bids will not be accepted.

11.5 Bidders must ensure that bids are delivered timeously to the correct address. If a bid is late, it will not be accepted for consideration. A late bid is one arriving one second after 11h00 on the closing date, or any time thereafter.

Bids can be delivered between 08h30 and 16h30, Mondays to Friday, before the closing date and between 08h30 and 11h00 on the closing date.

12 Terms and Conditions.

12.1 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.

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

12.3 A dedicated HDA account manager must be allocated with a substitute should there be a need.

12.4 All work undertaken must be handed over to the HDA in all available and possible formats 2 weeks before the contract ends.

12.5 Pricing should be valid for a period of three months after the closing date.

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