

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



## **REQUEST FOR PROPOSALS**

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**TERMS OF REFERENCE FOR CONSULTANCY ASSIGNMENT  
STAKEHOLDER ANALYSIS AND MAPPING IN BUFFALO CITY METROPOLITAN  
MUNICIPALITY**

**RFP/JHB/2018/020**

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**PROPOSALS TO BE SUBMITTED BY**

**NOT LATER THAN**

**12 NOON ON 03 SEPTEMBER 2018**

## **1. BACKGROUND OF CONSULTANCY ASSIGNMENT/PROJECT**

- 1.1** The Housing Development Agency (HDA) is an entity of the National Department of Human Settlements (NDHS) mandated to acquire and release state, private and communally owned land for human settlement developments as well as provide programme management and related services.
- 1.2** In 2014, the Minister of Human Settlements delegated to the HDA the responsibility to assist with the implementation of the following national priority programmes:
- Implementation of 50 Catalytic Projects across the country
  - Development of Human Settlements Spatial Transformation Plans in the 22 mining towns & labour sending areas
  - Up scaling of Informal Settlements Upgrading Programme (ISUP) including NUSP and the
  - Intervention in any other national priority programme that the Minister may delegate to the HDA.
- 1.3** On the 8th of January 2018, the National Cabinet visited Duncan Village in the Buffalo City Metropolitan Municipality to assess progress made in its redevelopment. Due to the mixed success that was noted in the redevelopment of Duncan Village over the years, the Buffalo City Metropolitan Municipality (BCMM) with particular focus on Duncan Village was declared by the President as a national priority programme. Through this intervention, it is expected that better human settlements outcomes would be achieved and thus improve the living conditions of the residents of Duncan Village.
- 1.4** As part of the HDA delegated role, the Minister of Human Settlements has requested the Agency to support the entire BCMM, with redevelopment of Duncan Village as an anchor project. Due to the fact that there are a number of different stakeholders in BCMM, the HDA is therefore seeking to engage a consultant/s or consultancy group to carry out an in-depth study of all stakeholders (NGOs, CBOs, private sector, government departments, SMMEs, Coops, research institutions etc.) in Buffalo City Municipality.

## **2. OBJECTIVE OF THE CONSULTANCY**

- 2.1** The focus of this study is to do an analysis of all stakeholders (NGOs, CBOs, private sector, government departments, SMMEs, Coops, research institutions etc.) in Buffalo City Municipality, with particular focus in Duncan Village to find out who is doing what, how, and where.
- 2.2** Also linked to the above, it will be to investigate the existing interventions and/or investment as well as look at completed projects that were implemented in the last 3 years to identifying lessons learnt.
- 2.3** The study must detail all type project activities, partnerships and precise geographical locations of intervention from each organization.

- 2.4** The specific objectives of the study are therefore as follows:
- a) Identify key civil society, government and private sector stakeholders that impact on the attainment of sustainable (social, economic and environmental ) integrated human settlements, positively and negatively;
  - b) Clarify the stakeholders' interests/goals/objectives and categorize them based on their interest;
  - c) Map where the different stakeholders' activities are located geographically and if possible; and
  - d) Map government departments, NGOs, civil society, private sector etc. their plans and how they overlap and
  - e) Explore the relationship between the different stakeholders.
- 2.5** The final report will give the HDA and interested parties a better understanding of existing interventions in the landscape in order to avoid overlaps or duplication and most importantly to identify the following:
- a) where it should focus its intervention,
  - b) how to best implement project activities, in accordance with the BCCM Integrated Human Settlements Programme Strategy and Implementation Plan, and
  - c) its role should be in the landscape and strategic partners to increase its leverage.
- 2.6** The stakeholder mapping exercise is also expected to provide the HDA and the BCMM with information that can help create a platform for long term joint planning with other key stakeholders.

### **3. SCOPE OF WORK/ MAJOR RESPONSIBILITIES**

- 3.1** Mapping of stakeholders with projects related to spatial transformation, upgrading of human settlement and housing delivery, empowerment and transformation, environment or resource management and economic development, advocacy, their interests, location, nature or type of projects and status of implementation.
- 3.2** The information to be gathered should include, among others, the following key information:
- a) background of initiating agencies;
  - b) the goals and objectives of the project/s;
  - c) the location (to be presented in map), nature or type of project (e.g. training/capacity building, transformation, resource management, human settlement, economic development, livelihood, advocacy) that was/is being implemented inclusive of components;
  - d) the source of financial support;
  - e) the size of investment and duration for its utilization;
  - f) the status of implementation; accomplishments; gaps and issues in implementation, and lessons learnt
- 3.3** Investigate civil society's (NGOs, CBOs, community, SMMEs etc.) key strategies in human settlement delivery, livelihoods, conservation or resource management,

transformation, economic and capacity development, advocacy. The investigation should focus on the following key elements:

- a) planning
- b) adaptive management
- c) social mobilization
- d) institutionalization and sustainability

- 3.4 A review of sector department's development (strategic and annual) plans and initiatives that influence the delivery of sustainable integrated human settlements.
- 3.5 An analysis of the mandates, power relationship and responsibility between the different stakeholders (civil society, private, government etc.).
- 3.6 An assessment of key private sector stakeholders influencing the potential impact or contribution to the sustainable integrated human settlements
- 3.7 An analysis of the private sector should include the recommendations for strategic intervention to complement and support existing initiatives in BCMM, with particular focus for Duncan Village.
- 3.8 Recommendations appropriate mechanisms for effective collaboration among various stakeholders towards shared development goals for BCMM and Duncan Village

#### **4. OUTPUTS/ DELIVERABLE OF PERFORMANCE AND TIME SCHEDULE**

- 4.1 The consultant will be expected to produce a comprehensive final report containing the following suggested outline:
  - (a) Survey of initiatives in BCMM – summary of all the NGOs working in the municipality and key activities including major donors.
  - (b) Number of initiatives i.e. - summary of projects/programs being implemented in BCMM with particular focus on Duncan Village including major components and scope of these initiatives
  - (c) Geographic spread of the various initiatives – listing and mapping of areas with training/capacity building, resource management, human settlement, livelihood, transformation, advocacy projects as well as areas with no such projects.
  - (d) Evaluation of initiatives (related to task b above)
    - (i) Objectives; highlight sustainable integrated human settlement objectives
    - (ii) Management Approaches\
    - (iii) Social Mobilization : Stakeholder Participation, Networking and Advocacy
    - (iv) Sustainability : Institutionalization, Capability Building and Policy Harmonization
  - (e) Description and assessment of sources of support e.g. funding, skills, capacity etc.
  - (f) Description and analysis of the major stakeholders
  - (g) Description of government and research institutional plans, initiatives and responsibilities
  - (h) Description and mapping of other projects by private sector including a compilation of relevant corporate information

(i) Conclusions and recommendations

4.2 Consolidate the mapping exercise into an approach for the HDA facilitators to use as part of creating the standardization of processes and knowledge management.

## 5. TIMEFRAMES

5.1 The work is expected to take to be finalised by the 31<sup>st</sup> of September 2018.

5.2 The Implementation Plan (to be completed by consultant) is expected to have the elements as indicated below:

No	Activity Expected	Outputs	Date

## 6. EVALUATION PROCESS

6.1 The HDA needs to be satisfied, in all respects, that the organisation selected has the necessary resources, qualifications and abilities for this project, and that all submissions are regarded in a fair manner in terms of evaluation criteria and process.

6.2 The general methodology of selection will be that proposals will first be evaluated on their technical ability to perform the task. Any proposals scoring below **70%** of the points noted in the table below will be disqualified for the second evaluation. The second evaluation of technically competent proposals will be evaluated against Price and B-BBEE using 80/20 Price/B-BBEE formula.

### 6.2.1 TECHNICAL (FUNCTIONALITY) CRITERIA

CRITERIA	SUB-CRITERIA	WEIGHTING/ POINTS
Knowledge and expertise	<ul style="list-style-type: none"><li>- Knowledge and understanding of the civil society dynamics in BCMM, particularly in Duncan Village</li><li>- Good understanding of sustainable integrated human settlements and built environmental issues</li><li>- Solid understanding of the dynamics, issues and trends of associated with the sector, economic and finance issues, as well as issues of transparency and governance</li><li>- Familiarity with relevant government policies and structures</li></ul>	<b>20</b>

Related Experience/Education	<ul style="list-style-type: none"> <li>- A relevant Bachelor's degree and several years' relevant experience and/or training or equivalent combination of education and experience</li> <li>- Experience in a similar research capacity, and in synthesis and preparation of strategic information for decision-makers</li> <li>- Experience of working in multi-cultural environment, NGOs, CBOs and civil society</li> </ul>	<b>20</b>
<b>Capacity (skills and abilities)</b>	<ul style="list-style-type: none"> <li>- Excellent written, verbal, organizational, analytical and interpersonal skills. - Fluency in written and spoken English and if possible in isiXhosa</li> <li>- Skills in writing reports and reviews, delivering presentations and defending recommendations.</li> <li>- Facilitation skills and ability to conduct effective focused group discussion among different stakeholders</li> <li>- Ability to organize a workshop among different sectors of stakeholders (civil society, government, private).</li> </ul>	<b>20</b>
Approach and methodology	<ul style="list-style-type: none"> <li>• Methodology, project plan (process plan, expected outputs, deliverables and milestones/timeframes)</li> </ul>	<b>40</b>
<b>Total</b>		<b>100</b>

It is important to note that only Bids scoring a minimum threshold score of **70 points** in terms of the above evaluation criteria will be considered for stage 2 evaluation below.

## 6.2.2 B-BBEE and PRICE EVALUATION

### Stage 2 Evaluation: Price and B-BBEE – Table 2

The following criteria will be used for point's allocation for price and B-BB-EE compliance on a **80/20** point system:-

**Table 2 – Price and B-BBEE**

CRITERIA	SUB-CRITERIA	WEIGHTING/ POINTS
Price	Detailed budget breakdown	80
B-BBEE Status Level Verification Certificate from accredited verification agencies.	B-BBEE Level Contributor	20

## 7. REQUIREMENTS

7.1 Below are compulsory requirements for this service.

- a) It is important to note that the successful applicant will work under the supervision of a HDA representative, abide by HDA's Code of Conduct, and other organizational guidelines.
- b) All data and information collected as well as contact persons for information is to be compiled in a register in electronic and hard copy for the HDA.
- c) Ownership and publication of deliverables – the HDA will become the owner of all data collected, furnished and/or compiled by the service provider during the course of and for the purposes of executing the agreement. To the extent that copyright in any intellectual property compiled by the service provider during the course of and for purposes of the agreement vests with the service provider, such copyright will become the property of the HDA unless otherwise agreed by the HDA.
- d) Confidentiality - information gathered by the service provider shall remain confidential.

7.2 Kindly submit the following documents:

- Registration with the National Treasury Central Supplier Database(CSD Report), if not yet registered use the following link to register : <https://secure.csd.gov.za/>
- SBD Forms (SBD4, SBD6.1, SBD8 and SBD9) obtainable from HDA Website: [www.thehda.co.za/procurement](http://www.thehda.co.za/procurement). Under compliance checklist.
- Total price proposals on all work to be done.
- Valid and Original or Certified B-BBEE Status Level Verification Certificates issued by the following agencies SANAS, IRBA or CCA.

7.3 Further information regarding technical matters and queries can be send via email to: [tulani.mateza@thehda.co.za](mailto:tulani.mateza@thehda.co.za) or Tel: 011 544-1000.

7.4 Further information regarding supply chain matters and queries can be send via email to: [sindisiwe.mweli@thehda.co.za](mailto:sindisiwe.mweli@thehda.co.za) or Tel: 011 544-1000.

7.5 Proposals should be submitted on or before the **03 September 2018** no later than **12h00** to the following address:

**The Procurement Specialist,  
The Housing Development Agency,  
Block A, 6-10 Riviera Road,  
Killarney, Johannesburg, 2193**

## 8. GENERAL

8.1 The selection of the qualifying proposal will be at the HDA's sole discretion.

8.2 The HDA does not bind itself to accept any particular bid/proposal, and the HDA reserves the right not to appoint the service provider.

8.3 The HDA expresses that in an event of any service provider being appointed on this job, there is no expectation that any follow up work on this project will be granted to him/her.