

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



## REQUEST FOR PROPOSALS

---

### TERMS OF REFERENCE FOR A CASE STUDY ON THE EMPOWERMENT OF SMMEs: NELSON MANDELA BAY HUMAN SETTLEMENTS INITIATIVE

RFP/JHB/2017/026

**RE-ADVERTISEMENT**

---

PROPOSALS TO BE SUBMITTED BY

NOT LATER THAN

12 NOON ON THE 26<sup>th</sup> JANUARY 2018

## **TERMS OF REFERENCE FOR A CASE STUDY ON THE EMPOWERMENT OF SMMEs: NELSON MANDELA BAY HUMAN SETTLEMENTS INITIATIVE**

### **1 INTRODUCTION**

- 1.1** The Housing Development Agency (HDA) is a public development entity accountable to the National Department of Human Settlements. The Agency is established in terms of the HDA Act, 23 of 2008 to acquire and release state, private and communally owned land for human settlement developments and provide programme management and related services.
- 1.2** As part of its programme management functions, the HDA was appointed in July 2015 as the Programme Implementing Agent to manage and implement the Integrated Human Settlements Programme in support of the Nelson Mandela Bay Municipality.
- 1.3** One of the key expectations from the implementation of the programme was to support the increase the number of SMMEs, through promoting procurement of companies that are owned by previously disadvantaged individuals as well as ensuring that there is training and empowerment opportunities provided, targeting them as a critical stakeholder and partner.
- 1.4** Working with the SMMEs in Nelson Mandela Bay has offered an opportunity as noted by the NMBI Steering Committee to consolidated lessons, progress made as well as challenges experienced in the interaction with these stakeholders in the form of a case study. The documentation of the lessons would ensure the Agency strengthens its recommendations in terms of what to do and not to do when dealing with this category of stakeholder should the HDA want to implement a coherent SMMEs programme.
- 1.5** In order to ensure that this work is not lost, the Agency requires the services of a consultant to assist the Agency in documenting and consolidate the lessons learnt, opportunities created as well as challenges experienced in the interaction with these stakeholders in the form of a case study. This would assist in the development of an SMME programme for the organisation going forward.

### **2 OBJECTIVES**

The objectives of this assignment include the following:

- 2.1 Documentation and consolidation of lessons learnt, opportunities created as well as challenges experienced in the interaction with SMMEs as a case study;
- 2.2 Engage all the stakeholders that are members of the Nelson Mandela Integrated Human Settlements Initiative on some of the areas that relate to the performance and concerns that they may have with regards to the SMMEs within this Initiative;
- 2.3 Consolidation of recommendations for publication in strategic platforms including the media, newspapers, web and for presentation in conferences; and
- 2.4 Provide recommendations for the development of a more coordinated and coherent SMME programme.

### 3 SCOPE OF WORK

The scope of work for the projects is as follows:

- 3.1 A case study in the form of a report that details the lessons learnt, opportunities created as well as challenges experienced in the interaction with these stakeholders.
- 3.2 The study must cover amongst other things (but not limited) the following aspects:
  - Review the achievements of the NMB Initiative and assess its effectiveness in the attainment of its objective in engaging SMME;
  - Assess whether this process (use of SMMEs) produced the outputs effectively and efficiently;
  - Assess the quality of the work provided by the SMMEs and how they were utilized;
  - Assess the method of selection and how this was instituted;
  - Identify the major issues and problems which impeded the progress and achievement desired outcomes;
  - Identify the opportunities which could have facilitated the achievement desired outcomes;
  - Determine the effectiveness of the initiative on the target groups (i.e. women, youth, disabled) of the SMMEs;
  - Assess any unforeseen effects on non-target groups and any unintended effects caused by the initiative;
  - Review the quality and timeliness of inputs, activities, responsiveness of programme/ project management of changes in the programme/projects environment; monitoring to changes in the programme/project

environment; monitoring/backstopping of the programme/projects by all concerned parties and linkages where relevant;

- Determine the degree of linkages, and support (in the form of institutional arrangements, decision making and technical etc.) provided to the HDA provincial office by the different parties including the HDA Head Office, the Provincial Department of Human Settlements; the Nelson Mandela Bay Municipality and other parties; and
- Make a comparison of the Initiative with those of NURCHA's programme as it relates to the SMME's programme.

**3.3** Consolidate the recommendations for publication in strategic platforms including the media, newspapers, web and for presentation in conferences.

#### **4 DELIVERABLES AND OUTPUTS**

The following deliverables are expected:

**4.1** An inception report for the project,

**4.2** A case study in the form of report documenting the result as noted above

**4.3** From the analysis, a consolidation of recommendations for publication in strategic platforms including the media, newspapers, web and for presentation in conferences and to be used for the development of a more coordinated and coherent programme for the empowerment of SMMEs.

**4.4** 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.

**4.5** Reports are to be in line with existing guidelines and case study publications to be provided in Word document format with inter alia preface, table of contents, acronyms, list of tables and diagrams, etc.

Note that the language of the reports must be in such a manner that is accessible to provincial and municipal officials and other stakeholders.

**4.6** Photos and other graphics are to be supplied separately in high res jpeg format.

#### **5 METHODOLOGY**

**5.1** The project must speak to the vision and mission of the HDA.

- 5.2 The project shall be managed by a single entity so that the final product is completely coherent. It should be based on the application of a single approach and set of standards.
- 5.3 There should be a clear project scale and desired time lines.
- 5.4 The proposal must clearly outline the methodology that would be used and demonstrate a range of projects of the same nature that have been conducted. In this case references with contact details should be provided.
- 5.5 The project plan must clearly outline and define the stakeholders to be engaged in responding to the task.
- 5.6 The service provider must outline in the project plan the scope, extent and the costs associated with the activities or tasks.

## **6 DURATION**

- 6.1 The final report and any related supporting annexures should be submitted to the HDA within a period of 8 weeks (2 months) from the project commencement date (to be stipulated in the appointment letter).

## **7 EVALUATION**

- 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 consultants that will be adhered to. Proposals will be evaluated in terms of the prevailing supply chain policy applicable to the HDA. It should be noted that proposals will be assessed using the 80: 20 formula for Price and B-BBEE as per the PPPFA.
- 7.2 The HDA needs to be satisfied, in all respects, that the organisation/individual 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.
- 7.3 The general methodology of selection will be based on proposals that 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.
- 7.4 The second evaluation of technically competent proposals will be evaluated against Price and B-BBEE using an 80:20 Price/B-BBEE formula.

**7.4.1** Proposals will be evaluated using the 80/20 point system, where 80 points are for functionality and price and 20 points for empowerment of historically disadvantaged individuals.

**7.4.2** The following are the key criteria that will be taken into account by the HDA:

CRITERIA	SUB-CRITERIA	WEIGHTING/ POINTS
Experience, knowledge and skill (provide CV of project team)	<ul style="list-style-type: none"> <li>○ At least five years of progressively responsible professional work experience in conducting research on SMMEs and/ or human settlement projects <b>[15 points]</b></li> <li>○ Demonstrated experience in formulation of policy/ research or programme related with relevant stakeholders <b>[15 points]</b></li> </ul>	30
Understanding of the work	<ul style="list-style-type: none"> <li>○ Extensive conceptual understanding of related legislative, policy and frameworks</li> </ul>	20
Capacity (human resource) and	<ul style="list-style-type: none"> <li>○ Demonstrated capacity of the firm <b>[10 points]</b> <ul style="list-style-type: none"> <li>- Good coordination and team working skills <b>[5 points]</b></li> <li>- Demonstrated ability of the project capability deadline <b>[5 points]</b></li> </ul> </li> </ul>	20
Approach and methodology	<ul style="list-style-type: none"> <li>○ Approach, methodology and the indicators of success for each deliverable <b>(20 points )</b></li> <li>○ A detailed project plan <b>(10 points )</b></li> </ul>	30
<b>TOTAL</b>		<b>100</b>

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
B-BBEE Status Level Verification Certificate from accredited verification agencies	B-BBEE Level Contributor	20
<b>TOTAL</b>		<b>100</b>

## **8 PAYMENT STRUCTURE**

**8.1** 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.

## **9 GENERAL**

**9.1** Below are compulsory requirements for this service

**9.1.1** 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.

**9.1.2** Kindly complete and submit the following:

- a) Valid original tax clearance certificate.
- b) SBD Forms (SBD4, SBD8 and SBD9) obtainable from HDA Website: [www.thehda.co.za/procurement](http://www.thehda.co.za/procurement). Under compliance checklist
- c) Valid and Original or Certified B-BBEE Status Level Verification Certificates issued by the following agencies SANAS, IRBA or CCA.

**9.2** Information regarding technical/ supply chain matters, contact the HDA at:  
Tel: 011 544 1000

## **10 SUBMISSION OF PROPOSALS**

**10.1** Proposals should be submitted on or before the **26<sup>th</sup> JANUARY 2018** by no later than **12h00** to the following address:

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

**10.2** 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.