# **Public Furniture Guideline**

Terms of Reference for the Development of Public Sector Furniture Technical Procurement Guideline/Specification for South Africa



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#### 1. PURPOSE

The main purpose of the Industrial Development Programme of the Department of Trade and Industry is to design and implement policies, strategies and programmes to develop the manufacturing and related sectors of the economy, contribute to the direct and indirect creation of decent jobs, add value and enhance competitiveness in both domestic and export markets. Industrial Competitiveness is one of the sub programmes that develops policies, strategies and programmes to strengthen the ability of the manufacturing and other value-adding sectors to create decent jobs and increase value-addition and competitiveness in domestic and export markets, as set out in the annual three-year rolling IPAP.

The Public Preferential Procurement Framework has given provision for some industry or products to be designated for local procurement by government departments and state owned enterprises. The following furniture categories were also designated:

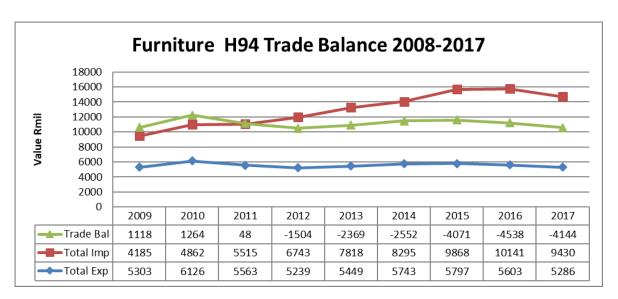
- School furniture (100%)
- Office Furniture (85%)
- Bedding & Mattress (90%)

This provides a potential market for manufacturers which can be further exploited. A lot of awareness and/or education is still needed with procuring officials and a tighten system to enforce the provision. The main objectives of this exercise is to develop a comprehensive furniture specification document, that has all the office designated furniture that is available locally or that can be manufactured locally and to further guide the procuring entities of available alternative products. The document will be used as a guide for government and state-owned enterprises to go on tender.

#### 2. BACKGROUND

The furniture industry is one of the traditional sectors that accounts for a significant proportion of jobs, and has been identified as one with potential to create more employment opportunities. Currently the industry employs just over 20000 people, a decline from approximately 29000 jobs in the past two years. There are 2200 registered establishments involved in manufacturing of furniture and bedding and in the activities in upholstery. The furniture industry is labour-intensive and contributes about 1% to manufacturing GDP and 1.6% to manufacturing employment.

South Africa is a net importer of furniture, with 2017 exports valued at R5.3bn and imports amounting to R9.4bn. Statistics SA's February 2018 release of manufacturing data indicates the value of furniture sales for the three-month period November 2017 – February 2018 has averaged at R1.3bn, with minor fluctuations in the months. Who owns whom report (2015) estimates manufacturing imports account for 45% of local demand while exports amount to 35% of total production. The graph below shows the industry trade balance:



Source: the dti trade statistics

#### 3. PROBLEM STATEMENT

The Preferential Procurement Regulations, 2011 pertaining to the Preferential Procurement Policy Framework Act, Act No 5 of 2000 which came into effect on 7 December 2011 make provision for the Department of Trade and Industry (dti) to designate sectors in line with national development and industrial policies for local production.

Regulation 9 (1) of the Regulations prescribes that in the case of designated sectors, where in the award of bids local production and content is of critical importance, such bids must be advertised with the specific bidding condition that only locally produced goods, services or works or locally manufactured goods, with a stipulated minimum threshold for local production and content will be considered. the dti has designated and determined the stipulated minimum threshold for furniture products for local production and content.

The three furniture categories were designated in November 2012. Since approval, the department has seen a number of requests for exemption from the industry, thus implying

that the set thresholds (see above) may not be the true reflection of capabilities in the local sector. The challenges currently being faced is that the procurement officers do not a have a specification that assists them of available furniture and the calculations of the local content on the raw material used in making the furniture pieces. As a result, some resort to getting the designs and specifications on internet. This has resulted in the increased number of exemptions from manufacturers when responding to the tender.

On the other hand, the process of responding to the tenders and the documentation required appears too cumbersome and hence many companies do not participate. There has also not been a monitoring mechanism to find out where the furniture was procured after the tender was evaluated. Hence there is also a need to improve and tighten the monitoring of the process.

The department of basic education has developed a school furniture technical specification and guideline that is used when procuring school furniture and this guideline has made it easier for the procuring entities as well as the manufactures when procuring school furniture. The objective of this exercise is to emulate what has been done and also come up with the similar tool for all other public furniture procurement.

The ideal output will be a comprehensive public furniture technical specification guide of what is available, and can be manufactured locally. This can then be distributed to the procuring officers for guidance. The output will be an informative tool that can assist the procurement officials and the respective end-users to make an informed decision.

#### 4. OBJECTIVE

The main objectives of the study should be to better understand the procurement of government furniture and the total spend in government furniture procurement, the procurement decisions in government entities, to review the current designation thresholds, and to develop technical specifications/guidelines for procurement officers, on furniture that can be manufactured/assembled locally. The development of the technical specifications/guidelines should entail:

- To determine annual government, spend on furniture;
- To engage the procuring entities and agencies to understand procurement decisions.
- To understand leasing agreements of government departments and state-owned entities, especially those including furniture.

- To develop public furniture sector technical specifications with drawings and options to be used as a guideline in local procurement, without stifling innovation in the sector.
- To carry out extensive workshops with procuring agents and manufacturing entities.
- To try and see how this alone would result in retention of jobs in the sector and create more jobs.
- Establish if there is a need to revise the product thresholds for the designated products based on the findings.
- Identify areas of possible investment based on procurement information, especially in component manufacturers and new technology into the country.

#### 5. METHODOLOGY

This work is divided into two parts: the situation analysis which entails the assessment of prospects for investments and the development of the guideline and implementation plan. Should the assessment reveal that the current instruction note needs to be reviewed and recommend areas that need to be changed or the constraints that are currently being experienced in procuring furniture, the stage two will involve the development of the guideline in consultation with the industry and the implementation plan should involve workshops with the procurement agents.

In carrying out these objectives, it is expected that the Service Provider will observe the following protocols:

- To constantly communicate with the nominated project manager from the Department;
- Adherence to specific targets and timeframes.

The starting point is to conduct a review of the existing localization/desegnation policies, in order to identify successes, challenges and gaps. This will be followed by a stakeholder consultative process, stakeholder feedback workshop and compilation of the regional forestry investment strategy. In addition, the Service Provider will be expected to develop an implementation plan for the furniture sector procurement quideline.

The service provider is required to identify and use appropriate quantitative and qualitative methods, as appropriate. The use of appropriate research techniques or approaches based on the need to involve and achieve the highest participation rate

possible of individual companies into the process is an important requirement. The service provider will also identify stakeholders to engage in the process.

#### 6. SCOPE OF WORK

The Service provider will be expected to perform the following:

### 6.1 Phase 1- Project Inception

The initial phase of the project will entail the completion of the following core activities:

- Upon appointment the service provider is required to commence by drafting an inception report that will detail the overall approach, methodology and expected timeframe in which each phase of the project activities costs will be completed.
- The inception report will serve as a discussion document and will be the basis on which the detailed approach to the project is agreed.
- The inception report is an interim deliverable that is expected to be completed in two weeks from the time that the contractor is appointed.

#### 6.2 Phase 2- Situation Analysis

A detailed background research which must address the following specific issues.

- Analysis of the existing public furniture requirements and the local manufacturers supplying the designated categories;
- Analysis of the capability of the local industry to manufacture the office furniture locally including the obsolete tooling currently not being used. At this stage the analysis should be limited to seating and desks/tables.
- Engage with the manufacturing industry on development of the public sector furniture technical specification document on the available furniture units and the applicable thresholds procuring entities and agencies.
- To carry out an extensive workshop with procuring agents and manufacturing entities to understand the current designated products and procurement processes.
- To establish the available local manufacturers production capacity vs requirements of the government.
- Recommendation regarding possible changes to the current thresholds and identify additional products that can be designated to encourage local production and create employment in the sector;
- Recommend possible areas of investment along the supply chain to encourage the local production of components that are not available locally.

 Develop an action plan that prioritises rolling out of the public furniture sector technical specification/guideline and action plan that the government can implement in the furniture procurement process.

# 6.3 Phase 3- Consultation Meetings & Scoping Workshop with the Stakeholders for the Development of Public Office Furniture Procurement Guideline/Specification

- Conduct wider consultation with various relevant key stakeholders in the country, including private sector, government departments, municipalities, organised labour and tertiary institutions
- Assess key successes, impact and failures in the implementation of the Public furniture technical specification or guideline.
- Assess the challenges faced by the industry in implementation of the Furniture Designation. What are the opportunities for industry development through Furniture Designation.
- Assess the challenges encountered in meeting stipulated thresholds? More
  discussion on the thresholds themselves/manufacturers' capacity/documentation.
  Analysis of the current thresholds and if the industry has capacity to meet the
  thresholds, is there need to increase or reduce some thresholds. What is the impact
  on the industry for both actions?
- Organise dialogue between government and the private sector to develop a shared vision of a functional furniture procurement strategy and remove constraints on furniture manufacturing sector.
- Identify key challenges and gaps, and recommend mechanisms of addressing them.
- Identify best practice models in the development, implementation and monitoring of similar interventions in a similar environment
- What would be the rightful contents to include in the furniture procurement technical specifications from the departments. Who would be the appropriate role players to be included in the development of the technical specifications/guidelines.

# 6.4 Phase 4- Compiling public furniture technical specification / guideline and Action Plan

- Compile a public office furniture specification document on the above analysis;
- The specification document should include:
- Furniture items dimensions
- types of local materials that can be used without compromising quality and durability,

- local suppliers of inputs and/or finished locally manufactured products;
- Recommendations must be in line with the stipulated minimum thresholds for local production and content for furniture products
- Recommendations must be aligned with SABS and NRCS standards
- Compile the detailed guideline for office furniture that will be used by procurement officers in compiling the tender documents.
- Develop an implementation, monitoring and evaluation frame for the public office furniture specification / guideline.
- Conduct stakeholder workshops on the public office furniture specification / guideline to create awareness to the procuring entities and officers.

#### 6.4 Phase 5: Project Close Out

#### 7. DELIVERABLES

The following specific outputs are expected on the completion of the project:

- Inception report;
- Monthly Progress Reports
- Stakeholder interview schedule and questionnaire;
- Stakeholder consultative meeting records;
- Analytical Review report of the existing procurement processes of the designated furniture.
- Stakeholder feedback workshop report;
- Final report: recommendations, and action plan on the Public Office Furniture Procurement Guideline.
- The South Africa Public Furniture Specification Document
- Implementation and monitoring & evaluation frame of the PFG

#### 8. SUBMISSION OF THE FINAL REPORT

The section will cover the format in which the final report will be submitted:

- A Comprehensive Furniture Specification Document
- Final report with notes of the methodology used.
- Executive summary in Word.
- PowerPoint presentation of the report.
- 4 hard copies of the specification report.
- 3 copies of CD version of the Executive Summary and final report.

#### 9. PROJECT PLAN

The appointed service provider(s) will be required to start immediately after signing the contract and the project must be completed within twelve (12) months from the date of signing the service level agreement.

#### 10. QUALIFICATIONS OF THE PROSPECTIVE SERVICE PROVIDER

For the service provider to be considered for the project the service provider must demonstrate capacity and capabilities in the following: (including but not limited to education, skills, research experience, and industry knowledge):

- Clear understanding of **the dti** and government objectives and its role and focus on human capital development;
- Technical expertise to carry out the task;
- Good understanding of the government procurement process;
- Good knowledge and understanding of the Industrial Policy;
- Good understanding of the manufacturing sector and/or furniture industry.
- Demonstrate ability in stakeholder mobilisation and management, including mediation by referring to projects reports written and presentations conducted by the company (team).

The service provider's key personnel of the proposed team must have relevant qualifications, skills and experience.

#### **Team Leader:**

The incumbent must be a Business Development Specialist with the following key qualification and experience:

- Qualification in Economics/ Development Economics; Industrial Design and related disciplines;
- Strong leadership qualities and the ability to communicate effectively;
- Minimum 7 years practical and technical experience in macroeconomic policy development;
- Knowledge of Furniture Manufacturing Industry, Local Economic Development,
   Industrial Sectors and clusters and Enterprise development issues;
- Knowledge of the government procurement processes & PFMA will be an added advantage

- High attention to detail and ability to prioritise workload, multi-task and work to tight deadlines;
- Strong understanding of provincial macroeconomic policies;

#### **Technical competency of the project team:**

- Experience and knowledge of sector development, industrial design specialist,
   furniture manufacturing specialist and public procurement specialist
- Strategy development and project experience; policy analysis and evaluation;
- A thorough understanding of regional, national and global economies and relevance in furniture manufacturing and public procurement processes and procedures;
- A thorough understanding of furniture manufacturing industry backward and forward linkages;
- Experience in programme strategy or policy impact assessments;
- Research methodologies and analysis skills;
- Experience in localisation policy development.

#### 11. SKILLS TRANSFER

- 11.1 As part of this tender, the service provider is required to provide skills-transfer to build **the dti** human resource capacity. As a minimum, this should involve providing research on-the job training for nominated staff member(s) of **the dti**.
- 11.2 the dti will closely monitor the implementation and progress of skills transfer to the dti employees. This is to adhere to the circular "Findings of the Auditor-General's report on the use of consultants at selected National Departments" issued by the Department of Public Service and Administration (DPSA). It is stated in the circular that "contracts for the use of consultants should be tied to training and transfer of skills from consultants to departmental staff and that this provision should be optimally applied and monitored."
- **11.3** The service provider is required to outline the skills transfer plan as part of this proposal.
- 11.4 **the dti** will nominate the employee(s) to receive skills-transfer, and to attend major engagements with stakeholders.

#### 12. CONDITIONS OF TENDER

**12.1** All applications will be subjected to **the dti**'s 36 General conditions of tender, contract and order.

- **12.2** The service provider shall be required to generate and submit progress reports to **the dti** according to the agreed work plan.
- **12.3** Payment to the consultant shall be made upon receipt and approval of the progress reports.
- **12.4** The service provider shall be required to provide a skills transfer plan to the nominated official(s) of **the dti**'s Directorate: Industrial Policy.
- **12.5** Regular meetings shall be held with **the dti** and other relevant stakeholders identified by **the dti**.
- **12.6** Once the contract is awarded **the dti** may terminate it within 30 days' notice at any time with no legal liability to **the dti**.
- 12.7 Traveling costs and time spent or incurred between home and the office of the consultants including their staff, and the dti head office in Pretoria, will not be for the account of the dti.
- **12.8** Parking expenses shall not be for **the dti**'s account.
- **12.9** The intellectual proprietary rights with regard to copyright, patents and any other similar rights that may result from the service provider carrying out the assignment shall belong to **the dti**.
- **12.10** The successful service provider shall be required to sign the service level agreement with **the dti** before commencing with the project.
- **12.11** The short listed service providers may be required to do a presentation of their proposal on a date and venue to be determined by **the dti**.
- 12.12 The service provider will be in breach if they fail to meet the minimum threshold as stipulated in the service level agreement, and **the dti** will declare a dispute with the provider who will be liable for all costs incurred in the settlement of the dispute.

#### 13. PRICING/ PROJECT PLAN AND ESTIMATED COST FOR THE PROJECT

- **13.1** A detailed separate (itemised) budget quoted in South African currency (ZAR). This should include a payment schedule linked to deliverables.
- **13.2** Quotations for the work to be carried out must be inclusive of VAT and quoted in South African currency (ZAR).
- **13.3** The quotation value must represent the total cost on the project which will be payable to the appointed consultant upon satisfactory work delivery, and as per the agreed payment schedule.
- **13.4** The payment schedule must clearly show the deliverables. The proposed payment schedule that does not match the quantity and quality of work done will work against your proposal.

#### 14. the dti OBLIGATIONS

The section address issues related to resources required and logistical support needed and / or existing data and related information.

- **14.1** The Forestry Based Industries Directorate of **the dti** will appoint a Research Reference Team and a Project Leader who will serve as a management team to supervise the project.
- **14.2** The Project Leader from the Industrial Policy Unit will serve as the contact person on all matters relating to the project.
- **14.3** The Forestry Based Industries Directorate will review, evaluate and approve the services provided by consultants or researchers against the Service Level Agreement on an on-going basis;
- 14.4 The Forestry Based Industries Directorate will supply whenever necessary all reasonable, relevant, available data and information required and requested by the consultants/researchers for the proper execution of the services, and such assistance as shall reasonably be required by consultants or researchers in carrying out their duties under this contract.

#### 15. CONSULTANT'S OBLIGATIONS

The section specifies the roles and responsibilities of the service provider, including processes for approving the evaluation plan and reports.

- **15.1** The consultant (service provider) undertake to act as an independent contractor in respect of the work;
- **15.2** Attend meetings with officials whenever required to do so by the Research Reference Team or Project Leader for the purposes of obtaining information or advice in regard to the work and assignments or any matters arising there from or in connection therewith:
- **15.3** Responsible for its own computers and its own technical literature to adequately perform its functions;
- 15.4 Shall exercise all reasonable skill, care and diligence in the execution of the work and shall carry out their obligations in accordance with international professional standards. The consultants shall in all professional matters act as a faithful advisor to **the dti.** As well as respecting the laws and customs of the country and provinces in which any business in relation to the projected conducted;

15.5 The consultants shall be deemed to have satisfied itself as to the correctness and sufficiency of the rates and prices set out in this contract for the work to be rendered.

#### 16. PROPOSAL EVALUATION CRITERIA

The 80/20 rules and two envelope system will apply in evaluating the proposals as follows-

#### 16.1 Functional proposal

Bidders must submit their functional proposal in a sealed envelope with the name of the bidder, closing date and time and the bid number clearly indicated on the envelope. This envelope should **only** contain the functional proposal and compulsory **the dti** forms (1,4, 6.1, 8, 9 and General Conditions of Contract) and **NO** financial information.

#### **16.2 Financial Proposal**

The financial proposals will be evaluated during the second phase. Only the proposals that scored 60% and above during the first phase will be considered during the second phase. During the second phase all proposals that scored 60% and above for functionality will be scored on price (80 points) and B-BBEE status level of Contribution (20 Points or 10 points).

#### 16.3 Technical Evaluation Criteria

#### 16.3.1 Technical Requirements

The bidder must indicate its compliance / non-compliance to the requirements and should substantiate its response in the space provided below. If more space is required to justify compliance, please ensure that the substantiation is clearly cross-referenced to the relevant requirement.

10.1.1 BIDDER'S EXPERIENCE	Comply	Partially Comply	Not Comply
The bidder must have relevant experience in developing sector			
strategies.			
The bidder must provide three (3) relevant contactable references of			
similar work done in the past 5 (five) years. Please refer to Table (a)			
of Annexure 1 of this document for the format in which the required			
information must be provided.			

Substantiate / Comments		

Comply	Partially	Not
Comply	Comply	Comply
	Comply	Comply

#### **Substantiate / Comments**

10.1.3 SKILL TRANSFER PLAN Comply		Partially	Not
		Comply	Comply
The outcome of the skills transfer plan is to capacitate at least 2 dti			
staff members on the process from inception to conclusion of the			
development of furniture procurement guidelines. The skills transfer			
plan must therefore include the involvement of the 2 dti staff members			
during the different stages of this project to facilitate this transfer plan			
and to enable the dti to conduct similar studies on its own in future.			
The bidder must provide a skills transfer plan that will articulate how			
skills transfer will take place with the dti over the period of the project			
to build capacity in the forestry sector and the plan must also			
demonstrate relevant tools, knowledge databases and the degree to			
which its core team is made up of Historically Disadvantaged South			
African's (HDSAs) to benefit and build capability in respect to furniture			
procurement skills. The skill-transfer plan must accommodate a			
maximum of two (2) <b>dti</b> officials.			
Substantiate / Comments	<u> </u>	<u> </u>	1

	Comply			
Substantiate / Comments				

10.1.5 QUALIFICATIONS AND SKILLS OF THE PROJECT TEAM	Comply	Partially	Not
LEADER	Comply	Comply	Comply

The bidder's key personnel of the proposed team must have relevant qualifications, skills and experience. Team Leader: The incumbent must be a Business Development Specialist with the following key qualification and experience: Qualification in Economics/ Development Economics; Industrial Design and related disciplines; Strong leadership qualities and the ability to communicate effectively; Minimum 7 years practical and technical experience in macroeconomic policy development; Knowledge of Furniture Manufacturing Industry, Local Economic Development, Industrial Sectors and clusters and Enterprise development issues; Knowledge of the government procurement processes & PFMA will be an added advantage High attention to detail and ability to prioritise workload, multi-task and work to tight deadlines: Strong understanding of provincial macroeconomic policies; Knowledge of public sector procurement policies; The bidders must submit, as part of its proposal, the following: CVs of the key personnel; and the CVs must clearly highlight

 CVs of the key personnel; and the CVs must clearly highlight qualifications, areas of experience/ competence relevant to the tasks and objectives of this project as outlined above.

Please refer to **Table (b) Annexure 7** of this document for the format in which the required information must be provided.

#### Substantiate / Comments

40.4.C OHALIEIOATIONIC AND CIVILL C OF THE TEAM	0	Partially	Not
10.1.6 QUALIFICATIONS AND SKILLS OF THE TEAM	Comply	Comply	Comply

The project team is required to have in-depth relevant experience in the pharmaceutical industry, industrial development and strategy formulation.

Technical competency of the project team:

- Experience and knowledge of industrial design specialist, furniture manufacturing specialist and public procurement specialist
- Strategy development and project experience; policy analysis and evaluation;
- A thorough understanding of regional, national and global economies and relevance in furniture manufacturing and public procurement processes and procedures;
- A thorough understanding of furniture manufacturing industry backward and forward linkages;
- Experience in programme strategy or policy impact assessments;
- Research methodologies and analysis skills;
- Experience in localisation policy development.

The bidders must submit, as part of its proposal, the following:

- The structure and composition of the proposed team, clearly
  outlining the main disciplines/ specialties of this project and the
  key personnel responsible for each specialty. Please refer to
  Table (c) Annexure 1 of this document for the format in which
  the required information must be provided.
- CVs of the key personnel; and the CVs must clearly highlight qualifications, areas of experience/ competence relevant to the tasks and objectives of this project as outlined above.

**Substantiate / Comments** 

#### 10.1.7 PRESENTATIONS

Shortlisted bidders will be invited for a presentation. The presentation must include but not limited to the following:

Presentations	Maximum points
Interpretation of the ToR	2%
Proposed Methodology	7%
Bidder's relevant experience	6%
Experience, Skills and Qualifications of the proposed team	5%

Project Plan	3%
Skill Transfer	2%

#### 16.4 Practical Evaluation: Presentations

All shortlisted bidders will be invited for presentations to the DTI Proposal Evaluation Panel. The bidders might be given two days' notice for the presentations.

#### Bidders will be required to present on, but not limited to, the following:

- Interpretation of the ToR
- Proposed research methodology.
- Bidder's Relevant Experience
- Experience, Skills and Qualifications of the key personnel
- Skills Transfer

# .<u>NB.PLEASE SUBMIT FIVE (5) COPIES AND ONE (1) ORIGINAL OF THE TECHNICAL</u> PROPOSAL ONLY

#### 17. CONTRACTUAL PERIOD

The project should be completed within twelve (12) months from the date of signing the service level agreement.

#### Activities are as follows:

Activity	Timeline
Inception and Situation Analysis	3 month
Identification of possible options	3 months
Strategy and Implementation plan	4 months
Monitoring and Evaluation Plan &	2 months
Industry Consultation	

#### 18. Steering Committee

The Steering Committee will comprise of the following institution:

- The Department of Trade and Industry (Sector Desk, and Local Content Desk, SEZ)
- South African Furniture Initiative (SAFI)
- South African Bureau of Standards (SABS)
- National Regulator of Compulsory Specifications (NRCS)

- FP&M SETA
- Furntech

#### 19. PROPOSALS

19.1 Closing Date: WEDNESDAY 15TH JULY 2020 at 17H00.

Proposals to be sent to mira.blumbergpahad@uct.ac.za using subject line:

"IGP RFP 05 - Public Sector Furniture"

**19.2** Direct all technical questions to:

Ms Tsholofelo Motaung OR Ms Tafadzwa Nyanzunda

Department of Trade and Industry

Department of Trade and Industry

77 Meintjies Street, Sunnyside, 0002 77 Meintjies Street, Sunnyside, 0002

Tel: 012 394 **1260** Tel: **012 394 1954** Fax: 012 394 2260 Fax: 012 394 2954

<u>TPMotaung@thedti.gov.za</u> <u>TNyanzunda@thedti.gov.za</u>

19.3 If the questions cannot be answered immediately, they will be responded to within 24 hours of enquiry of a working day.

# **Annexure 1: Response Format for Section 2**

Bidder's Experience and the proposed Project Team			
Request for Proposal No:			
Name of Bidder:			
Authorised signatory:	· · · · · · · · · · · · · · · · · · ·		

[Note to the Bidder: The bidder must complete the information set out below in response to the requirements stated in Section 2 of this bid document. If the bidder requires more space than is provided below it must prepare a document in substantially the same format setting out all the information referred to below and return it with this Returnable Schedule 3.]

The bidder must provide the following information:

Table (a) Details of the bidder's current and experience in the development or review of a sector specific strategy or policy. (please refer to par 10.1.1 of Section 2 of this RFP document):

Client'	Project	Project	Project	Description of service	Name, title
Name	description	Cost	period	performed and extent	and telephone

	(Start and End Dates)	of Bidder's responsibilities	contact of client

# Table (b) Details of the team leader:

	Position	Role / Duties in this Project	Relevant Project Experience		
Name			Project description, Client, Project period	Project Cost	

# Table (c) Details of the key personnel of the bidders' proposed team:

	Position	Role / Duties in this Project	Relevant Project Experience		
Name			Project description, Client, Project period	Project Cost	