



TERMS OF REFERENCE

**ORGANISATIONAL CULTURE TRANSFORMATION/CHANGE MANAGEMENT FOR
KOMATI BASIN WATER AUTHORITY (KOBWA)**

TENDER NO. KOB/MD/05/2026

CLOSING DATE OF SUBMISSIONS: 02 NOVEMBER 2026, 12:00 NOON

TENDERS MUST BE HAND DEPOSITED AS FOLLOWS:

Komati Basin Water Authority

Maguga Dam

Pigg's Peak

ESWATINI

Telephone +27 13 591 2644 or (+268) 2437 1463/4

Komati Basin Water Authority

R570 Driekoppies Dam Offices

Schoemansdal

Republic of South Africa

Telephone +27 13 591 2633

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SECTION 1: REQUEST FOR PROPOSALS

ORGANISATIONAL CULTURE TRANSFORMATION/CHANGE MANAGEMENT FOR KOMATI BASIN WATER AUTHORITY (KOBWA)

1. Interested experienced Professional Service Providers (PSPs) are invited to submit a **technical proposal (Marked A) and, in another separately sealed envelope, a financial proposal (Marked B)** for the Organisational Culture Transformation/Change Management services. The successful proposal will form the basis of an agreement between the successful bidder and the client (KOBWA). **Non-compliance of this clause will result in automatic disqualification.**
2. The purpose of the services requested is to provide a comprehensive Organisational Culture Transformation/Change Management services for KOBWA.
3. **Mandatory Bid Requirements** - The following are ALL mandatory requirements for the bid to qualify for evaluation:

Republic of South Africa	Kingdom of Eswatini
Proof of company registration CIPC (Companies and Intellectual Property Commission) Certificate	Valid form J or C registration (Certificate of Incorporation) or equivalent company registration documents.
Proof of valid registration on the Central Supplier Database (CSD)	Proof of Valid Trading License
Original Bid and a Copy – (both hard copies clearly marked as either original and copy and one ELECTRONIC COPY – USB).	Original Bid and a Copy – (both hard copies clearly marked as either original and copy and one ELECTRONIC COPY – USB).
Proof of valid Tax Clearance Status Pin or Tax Compliance Status (TCS) issued by SARS	Proof of valid Tax Clearance Certificate issued by the Eswatini Revenue Service (ERS).

Any contract awarded on false information furnished by the bidder, may, without derogating from other remedies available to Komati Basin Water Authority, be cancelled at the sole discretion of Komati Basin Water Authority.

4. Proposal Evaluation

Proposal Evaluation – the services proposal will be evaluated using the two-stages bidding process as shown in the table below: functionality is evaluated first (minimum 70 out of 100 points to qualify), and qualifying bids are then evaluated on the 80/20 preference point system;

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Item	Proposal Weighting	Points (Sub)	Points
Phase 1 :	Technical/Functionality		Qualifying threshold: minimum 70 out of 100
Phase 2 :	Financial		80/20 preference point system (80 price + 20 specific goals) – qualifying bids only
Total			

Technical Proposal Evaluation

Technical Proposal evaluation: Technical proposals will be evaluated first. A minimum score of 70 points must be achieved. Proposals with a score below 70 points will not be considered further.

Phase 1 – Technical/Functionality Evaluation

The functionality criteria together with the maximum points to be awarded are set out below:

CRITERIA FOR FUNCTIONALITY	RATINGS	WEIGHT
Company Experience in the industry.	Verifiable experience in providing culture transformation professional services. Strong analytical, communication, and leadership skills are essential. Consultants must be able to diagnose organizational problems and design practical interventions that improve effectiveness. 1–10 years: 1 point per year (maximum 10 points). - More than 10 years: 10 points (maximum). Max (10)	10

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CRITERIA FOR FUNCTIONALITY	RATINGS	WEIGHT
Key Personnel Qualifications & Experience. Attach organogram and CVs with certified copies not older than 3 months.	Team leader: Minimum: - A bachelor's degree in Business, Psychology, Organisational Development or related qualifications such as Industrial Psychology (MBA/MBL). (5) - Minimum of 5 years' experience in culture/organizational transformation management services including recent experience within the last 36 months (5) Certifications: Certifications in change management methodologies, such as Prosci's ADKAR or the ACMP's Certified Change Management Professional (CCMP), to demonstrate a commitment to the profession and specialized knowledge. (5) Practical Experience: Experience in change management, HR transformation, or management consulting is crucial. Hands-on experience in leading cross-functional transformation programs with measurable business results is preferred. Information to be reflected in CV. (5) Max (20)	40
	Support Staff (2) A bachelor's degree in business, Psychology, Organisational Development or related qualifications such as Industrial Psychology (5 points per person). (10) Team members to have at least three (3) year's verifiable practical experience in culture/organizational transformation	

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CRITERIA FOR FUNCTIONALITY	RATINGS	WEIGHT
	management services (5 points per person). (10) Max (20)	
Track record of Clientele: -Provide Company Profile and list of clients serviced and managed with contract values	Between 5 – 10 Clients = 5 Greater than 10 Clients = 10	10
References / Testimonials	Provide a minimum of 5 company references or brief testimonials (not limited to current running contracts, may include past contracts). Each company reference is 2 points.	10
Scope of service: Understanding of the scope of service as per the specifications.	Technical Aspect -Produce a detailed culture transformation/change management plan 15 -Produce a process flow with timelines for procedures to be involved 05	20
Safety, Health, Environment and Quality Compliance.	Provide policy statement and manual signed by top management – 5 • Statement: (2) • Manual: 3 Max (5)	5
Audited / Signed Financial Statements	Provide an audited financial statements or financial statements signed by Registered Accountant • Unqualified financial standing (5) • Good financial standing (3) • Poor or not attached financial standing (0) (Max 5)	5
TOTAL		100

Should a rating of less than 70 points be achieved, the Technical Proposal will not be acceptable, and the financial proposal will not be opened. The financial proposal will only be considered and evaluated should a rating of 70 points or higher be achieved for the services proposal.

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5. Financial Evaluation

The financial proposal must clearly show all components of the technical services, inclusive of all associated costs.

The financial proposal will be evaluated as follows:

The 80/20 preference point system will apply as follows:

A maximum of 80 points representing price and 20 points for specific goals as set out in SBD 6.1, Table 1 (applicable to both South African and Eswatini bidders). **Only bidders who meet the minimum requirements of the functionality criteria will be considered in this phase.** The following formula will be used for the preference point system:

$$P_s = 80 \left[1 - \frac{P_t - P_{min}}{P_{min}} \right]$$

Where:

P_s = Points scored for comparative price of offer under consideration.

P_t = R value of offer under consideration.

P_{min} = R value of lowest acceptable offer.

The following points will be allocated for preferential procurement:

Specific goals points as set out in SBD 6.1, Table 1 (clause 4.2)

6. Costs for preparing the proposal and for any negotiations are for the bidder's account and not reimbursable.
7. Proposals including pricing should be valid for a period of at least 150 days from the closing date of submissions.
 - i) If tender is awarded only the bid price will be applicable.
8. VAT registered companies must clearly state the VAT amount in their financial proposal.
9. Proposals should be submitted in duplicates of two separate sealed envelopes as follows:

Technical Proposal – Ref: **KOB/MD/05/2026a**; and

Financial Proposal – Ref: **KOB/MD/05/2026b**

Any request for more information or clarifications should be made in writing no later than five (5) days before the tender closing date at the following contact details:

Mr Nicholas Mkhathshwa: nicholas.mkhathshwa@kobwa.co.za

Copy to: siyanda.zembe@kobwa.co.za

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CLOSE CORPORATION ACT (CCA) AND NAME THE APPLICABLE IN THE TICK BOX	☐	A VERIFICATION AGENCY ACCREDITED BY THE SOUTH AFRICAN ACCREDITATION SYSTEM (SANAS)		
	☐	A REGISTERED AUDITOR		
	NAME:			
[A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE/SWORN AFFIDAVIT(FOR EMEs& QSEs) MUST BE SUBMITTED IN ORDER TO QUALIFY FOR PREFERENCE POINTS FOR B-BBEE]				
ARE YOU THE ACCREDITED REPRESENTATIVE IN FOR THE GOODS /SERVICES /WORKS OFFERED?	☐ Yes ☐ No [IF YES ENCLOSE PROOF]		ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED?	☐ Yes ☐ No [IF YES ANSWER PART B:3 BELOW]
SIGNATURE OF BIDDER			DATE	
CAPACITY UNDER WHICH THIS BID IS SIGNED (Attach proof of authority to sign this bid; e.g. resolution of directors, etc.)				
TOTAL NUMBER OF ITEMS OFFERED			TOTAL BID PRICE (ALL INCLUSIVE)	
BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO:			TECHNICAL INFORMATION MAY BE DIRECTED TO:	
DEPARTMENT/ PUBLIC ENTITY			CONTACT PERSON	
CONTACT PERSON			TELEPHONE NUMBER	
TELEPHONE NUMBER			FACSIMILE NUMBER	
FACSIMILE NUMBER			E-MAIL ADDRESS	
E-MAIL ADDRESS				

NB: FAILURE TO PROVIDE ANY OF THE ABOVE PARTICULARS MAY RENDER THE BID INVALID. FOR THE KINGDOM OF ESWATINI SERVICE PROVIDERS, PROVIDE PROOF OF 51% OR MORE SWAZI OWNERSHIP AS PER THE PROCUREMENT ACT 7 OF 2011 AS AN EQUIVALENT OF THE ATTACHED SBD1 DOCUMENT.

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SBD 1- PART B

TERMS AND CONDITIONS FOR BIDDING

1. BID SUBMISSION:	
1.1. BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION. 1.2. ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED–(NOT TO BE RE-TYPED) 1.3. BIDDERS MUST REGISTER ON THE CENTRAL SUPPLIER DATABASE (CSD) TO UPLOAD MANDATORY INFORMATION NAMELY: (BUSINESS REGISTRATION/ DIRECTORSHIP/ MEMBERSHIP/IDENTITY NUMBERS; TAX COMPLIANCE STATUS; AND BANKING INFORMATION FOR VERIFICATION PURPOSES). B-BBEE CERTIFICATE OR SWORN AFFIDAVIT FOR B-BBEE MUST BE SUBMITTED TO BIDDING INSTITUTION. 1.4. WHERE A BIDDER IS NOT REGISTERED ON THE CSD, MANDATORY INFORMATION NAMELY: (BUSINESS REGISTRATION/ DIRECTORSHIP/ MEMBERSHIP/IDENTITY NUMBERS; TAX COMPLIANCE STATUS MAY NOT BE SUBMITTED WITH THE BID DOCUMENTATION. B-BBEE CERTIFICATE OR SWORN AFFIDAVIT FOR B-BBEE MUST BE SUBMITTED TO BIDDING INSTITUTION. 1.5. THIS BID IS SUBJECT TO KOBWA'S SUPPLY CHAIN MANAGEMENT POLICY, WHICH ADOPTS, MUTATIS MUTANDIS, THE PRINCIPLES OF THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT 2000 AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2022, THE GENERAL CONDITIONS OF CONTRACT (GCC 2015, OR SUCH OTHER EDITION AS KOBWA MAY SPECIFY) AND, IF APPLICABLE, ANY OTHER LEGISLATION OR SPECIAL CONDITIONS OF CONTRACT OF THE REPUBLIC OF SOUTH AFRICA OR THE KINGDOM OF ESWATINI, AS RELEVANT TO THE BIDDER'S JURISDICTION OF REGISTRATION.	
2. TAX COMPLIANCE REQUIREMENTS	
2.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS. 2.2 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VIEW THE TAXPAYER'S PROFILE AND TAX STATUS. 2.3 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) OR PIN MAY ALSO BE MADE VIA E-FILING. IN ORDER TO USE THIS PROVISION, TAXPAYERS WILL NEED TO REGISTER WITH SARS AS E-FILERS THROUGH THE WEBSITE WWW.SARS.GOV.ZA. 2.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS TOGETHER WITH THE BID. 2.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE PROOF OF TCS / PIN / CSD NUMBER. 2.6 WHERE NO TCS IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.	
3. QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS	
3.1. IS THE BIDDER A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)? ☐ YES ☐ NO 3.2. DOES THE BIDDER HAVE A BRANCH IN THE RSA? ☐ YES ☐ NO 3.3. DOES THE BIDDER HAVE A PERMANENT ESTABLISHMENT IN THE RSA? ☐ YES ☐ NO 3.4. DOES THE BIDDER HAVE ANY SOURCE OF INCOME IN THE RSA? ☐ YES ☐ NO IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN, IT IS NOT A REQUIREMENT TO OBTAIN A TAX COMPLIANCE STATUS / TAX COMPLIANCE SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 ABOVE.	

NB: FAILURE TO PROVIDE ANY OF THE ABOVE PARTICULARS MAY RENDER THE BID INVALID. FOR THE KINGDOM OF ESWATINI SERVICE PROVIDERS, PROVIDE PROOF OF 51% OR MORE SWAZI OWNERSHIP AS PER THE PROCUREMENT ACT 7 OF 2011 AS AN EQUIVALENT OF THE ATTACHED SBD1 DOCUMENT.

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SBD 3.3
PRICING SCHEDULE
(Professional Services)

NAME OF BIDDER..... BID NUMBER.....

CLOSING TIME CLOSING DATE.....

OFFER TO BE VALID FOR 150 DAYS FROM THE CLOSING DATE OF BID.

ITEM NO	DESCRIPTION	BID PRICE IN RSA CURRENCY **(ALL APPLICABLE TAXES INCLUDED)	
1	The accompanying information must be used for the formulation of proposals.		
2	Bidders are required to indicate a ceiling price based on the total estimated time for completion of all phases and including all expenses inclusive of all applicable taxes for the project.	R	
3	PERSONS WHO WILL BE INVOLVED IN THE PROJECT AND RATES APPLICABLE (CERTIFIED INVOICES MUST BE RENDERED IN TERMS HEREOF).		
4	PERSON AND POSITION	HOURLY RATE	DAILY RATE
		R	
		R	
		R	
		R	
5	PHASES ACCORDING TO WHICH THE PROJECT WILL BE COMPLETED, COST PER PHASE AND MAN-DAYS TO BE SPENT PERSON AND POSITION	HOURLY RATE	
		R	days
		R	days
		R	days
		R	days
5.1	Travel expenses (specify, for example rate/km and total km, class of air travel, etc). Only actual costs are recoverable. Proof of the expenses incurred must accompany certified invoices.		
	DESCRIPTION OF EXPENSE TO BE INCURRED	RATE	QUANTITY
			R.....
			R.....
			R.....

TOTAL: R.....

"all applicable taxes" includes value-added tax, pay as you earn, income tax, unemployment insurance fund contributions and skills development levies.

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- 5.2 Other expenses, for example accommodation (specify, eg. Three star hotel, bed and breakfast, telephone cost, reproduction cost, etc.). On basis of these particulars, certified invoices will be checked for correctness. Proof of the expenses must accompany invoices.

DESCRIPTION OF EXPENSE TO BE INCURRED	RATE	QUANTITY	AMOUNT
-----	-----	-----	R -----
-----	-----	-----	R -----
-----	-----	-----	R -----
-----	-----	-----	R -----
TOTAL		R -----	

6. Period required for commencement with project after Acceptance of bid -----

7. Estimated man-days for completion of project -----

8. Are the rates quoted firm for the full period of contract? *YES/NO

9. If not firm for the full period, provide details of the basis on which adjustments will be applied for, for example consumer price index.

DELETE IF NOT APPLICABLE

Any enquiries regarding bidding procedures may be directed to the –

Name: Siyanda Zembe

Contact: (+27) 13 591 2644 or (+268) 2437 1463/4

Email: siyanda.zembe@kobwa.co.za

Or for technical information –

Name: Nicholas Mkhathshwa

Contact: (+27) 13 591 2644 or (+268) 2437 1463/4

Email: nicholas.mkhathshwa@kobwa.co.za

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SBD 4

DECLARATION OF INTEREST

1. Any legal person, including persons employed by the state¹, or persons having a kinship with persons employed by the state, including a blood relationship, may make an offer or offers in terms of this invitation to bid (includes an advertised competitive bid, a limited bid, a proposal or written price quotation). In view of possible allegations of favouritism, should the resulting bid, or part thereof, be awarded to persons employed by the state, or to persons connected with or related to them, it is required that the bidder or his/her authorised representative declare his/her position in relation to the evaluating/adjudicating authority where-

- the bidder is employed by the state; and/or
- the legal person on whose behalf the bidding document is signed, has a relationship with persons/a person who are/is involved in the evaluation and or adjudication of the bid(s), or where it is known that such a relationship exists between the person or persons for or on whose behalf the declarant acts and persons who are involved with the evaluation and or adjudication of the bid.

2. **In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.**

2.1 Full Name of bidder or his or her representative:

.....

2.2 Identity Number:

- Position occupied in the Company (director, trustee, shareholder², member):

.....

- Registration number of company, enterprise, close corporation, partnership agreement or trust:

.....

- Tax Reference Number:

- VAT Registration Number:

- 2.6.1 The names of all directors / trustees / shareholders / members, their individual identity numbers, tax reference numbers and, if applicable, employee / PERSAL numbers must be indicated in paragraph 3 below.

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¹“State” means –

- 2.6.2 any national or provincial department, national or provincial public entity or constitutional institution within the meaning of the Public Finance Management Act, 1999 (Act No. 1 of 1999);
- 2.6.3 any municipality or municipal entity;
- a) provincial legislature;
 - b) national Assembly or the national Council of provinces; or
 - c) Parliament.
 - d) The Government of the Kingdom of Eswatini, including any ministry, department, local authority, state-owned enterprise, statutory body or other public institution.

²“Shareholder” means a person who owns shares in the company and is actively involved in the management of the enterprise or business and exercises control over the enterprise.

2.7 Are you or any person connected with the bidder presently employed by the state? **YES / NO**

2.7.1 If so, furnish the following particulars:

Name of person / director / shareholder/ member:

Name of state institution to which the person is connected:
.....

Position occupied in the state institution:

Any other particulars

.....
.....
.....

2.8 Did you or your spouse, or any of the company’s directors / shareholders / members or their spouses conduct business with the state in the previous twelve months? **YES / NO**

2.8.1 If so, furnish particulars:

.....
.....
.....

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2.9 Do you, or any person connected with the bidder, have any relationship (family, friend, other) with a person employed by the state and who may be involved with the evaluation and or adjudication of this bid? **YES / NO**

2.9.1 If so, furnish particulars.

.....
.....
.....

2.10 Are you, or any person connected with the bidder, **YES/NO**
aware of any relationship (family, friend, other)
between any other bidder and any person
employed by the state who may be involved with
the evaluation and or adjudication of this bid?

2.10.1 If so, furnish particulars.

.....
.....
.....

2.11 Do you or any of the directors / trustees / shareholders / members **YES/NO**
of the company have any interest in any other related
companies whether or not they are bidding for this contract?

2.11.1 If so, furnish particulars:

.....
.....
.....

Full details of directors / trustees / members / shareholders.

Full Name	Identity Number	Personal Income Tax Reference Number	State Employee Number / Persal Number

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Full Name	Identity Number	Personal Income Tax Reference Number	State Employee Number / Persal Number

DECLARATION

I, THE UNDERSIGNED (NAME).....

CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 2 and 3 ABOVE IS CORRECT. I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....
Signature

.....
Date

.....
Position

.....
Name of bidder

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SBD 6.1

PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2022

This preference form must form part of all tenders invited. It contains general information and serves as a claim form for preference points for specific goals.

NB: BEFORE COMPLETING THIS FORM, TENDERERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF THE TENDER AND PREFERENTIAL PROCUREMENT REGULATIONS, 2022

1. GENERAL CONDITIONS

1.1 The following preference point systems are applicable to invitations to tender:

- the 80/20 system for requirements with a Rand value of up to R50 000 000 (all applicable taxes included); and
- the 90/10 system for requirements with a Rand value above R50 000 000 (all applicable taxes included).

1.2 **To be completed by the organ of state**

(delete whichever is not applicable for this tender).

a) The applicable preference point system for this tender is the 80/20 preference point system.

1.3 Points for this tender (even in the case of a tender for income-generating contracts) shall be awarded for:

- (a) Price; and
- (b) Specific Goals.

1.4 **To be completed by the organ of state:**

The maximum points for this tender are allocated as follows:

	POINTS
PRICE	80
SPECIFIC GOALS	20
Total points for Price and SPECIFIC GOALS	100

1.5 Failure on the part of a tenderer to submit proof or documentation required in terms of this tender to claim points for specific goals with the tender, will be interpreted to mean that preference points for specific goals are not claimed.

1.6 The organ of state reserves the right to require of a tenderer, either before a tender is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

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2. DEFINITIONS

- (a) **“tender”** means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation;
- (b) **“price”** means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;
- (c) **“rand value”** means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
- (d) **“tender for income-generating contracts”** means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions; and
- (e) **“the Act”** means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000).

3. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES

3.1. POINTS AWARDED FOR PRICE

3.1.1 The 80/20

A maximum of 80 points is allocated for price on the following basis:

80/20

$$Ps = 80 \left(1 - \frac{Pt - P_{min}}{P_{min}} \right)$$

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmin = Price of lowest acceptable tender

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3.2. FORMULAE FOR DISPOSAL OR LEASING OF STATE ASSETS AND INCOME GENERATING PROCUREMENT

3.2.1. POINTS AWARDED FOR PRICE

A maximum of 80 points is allocated for price on the following basis:

80/20

$$Ps = 80 \left(1 + \frac{Pt - P_{max}}{P_{max}} \right)$$

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmax = Price of highest acceptable tender

4. POINTS AWARDED FOR SPECIFIC GOALS

4.1. In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender. For the purposes of this tender the tenderer will be allocated points based on the goals stated in table 1 below as may be supported by proof/ documentation stated in the conditions of this tender:

4.2. In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the tender documents, stipulate in the case of—

(a) an invitation for tender for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or

(b) any other invitation for tender, that the 80/20 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system, then the organ of state must indicate the points allocated for specific goals for the 80/20 preference point system.

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Table 1: Specific goals for the tender and points claimed are indicated per the table below.
(Note to organs of state: The applicable preference point system for this tender is the 80/20 preference point system.

Note to tenderers: The tenderer must indicate how they claim points for each preference point system.)

The specific goals allocated points in terms of this tender	Number of points allocated (80/20 system) (To be completed by the organ of state)	Number of points claimed (80/20 system) (To be completed by the tenderer)
50% Black Women Owned 0%-49% = 0 points 50% and above = 5 Points	5	
50% Black Youth Owned 0%-49% = 0 points 50% and above = 5 Points	5	
EME or QSE 51% Black Owned or 51% Any business enterprise for Eswatini Companies 0%-50% = 0 points 51% and above = 5 Points	5	
Disability - None = 0 Points - Disability confirmed = 5 Points	5	

DECLARATION WITH REGARD TO COMPANY/FIRM

4.3. Name of company/firm.....

4.4. Company registration number:

4.5. TYPE OF COMPANY/ FIRM

- ☐ Partnership/Joint Venture / Consortium
- ☐ One-person business/sole propriety
- ☐ Close corporation
- ☐ Public Company
- ☐ Personal Liability Company
- ☐ (Pty) Limited
- ☐ Non-Profit Company
- ☐ State Owned Company

[TICK APPLICABLE BOX]

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4.6. I, the undersigned, who is duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the specific goals as advised in the tender, qualifies the company/ firm for the preference(s) shown and I acknowledge that:

- i) The information furnished is true and correct;
- ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;
- iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 4.2, the contractor may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct;
- iv) If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have –
 - (a) disqualify the person from the tendering process;
 - (b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
 - (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
 - (d) recommend that the tenderer or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been applied; and
 - (e) forward the matter for criminal prosecution, if deemed necessary.

.....

SIGNATURE(S) OF TENDERER(S)

SURNAME AND NAME:

DATE:

ADDRESS:

.....

.....

.....

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SBD 8

DECLARATION OF BIDDER'S PAST SUPPLY CHAIN MANAGEMENT PRACTICES

- 1 This Standard Bidding Document must form part of all bids invited.
- 2 It serves as a declaration to be used by institutions in ensuring that when goods and services are being procured, all reasonable steps are taken to combat the abuse of the supply chain management system.
- 3 The bid of any bidder may be disregarded if that bidder, or any of its directors have-
 - a. abused the institution's supply chain management system;
 - b. committed fraud or any other improper conduct in relation to such system; or
 - c. failed to perform on any previous contract.
- 4 **In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.**

Item	Question	Yes	No
4.1	Is the bidder or any of its directors listed on the National Treasury's Database of Restricted Suppliers as companies or persons prohibited from doing business with the public sector? (Companies or persons who are listed on this Database were informed in writing of this restriction by the Accounting Officer/Authority of the institution that imposed the restriction after the <i>audi alteram partem</i> rule was applied). The Database of Restricted Suppliers now resides on the National Treasury's website(www.treasury.gov.za) and can be accessed by clicking on its link at the bottom of the home page.	Yes ☐	No ☐
4.1.1	If so, furnish particulars:		
4.2	Is the bidder or any of its directors listed on the Register for Tender Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004)? The Register for Tender Defaulters can be accessed on the National Treasury's website (www.treasury.gov.za) by clicking on its link at the bottom of the home page.	Yes ☐	No ☐
4.2.1	If so, furnish particulars:		
4.3	Was the bidder or any of its directors convicted by a court of law (including a court outside of the Republic of South Africa) for fraud or corruption during the past five years?	Yes ☐	No ☐
4.3.1	If so, furnish particulars:		
4.4	Was any contract between the bidder and any organ of state terminated during the past five years on account of failure to perform on or comply with the contract?	Yes ☐	No ☐
4.4.1	If so, furnish particulars:		

NB: KOE Suppliers will be vetted against Eswatini Revenue Services for tax related compliance matters.

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CERTIFICATION

I, THE UNDERSIGNED (FULL NAME) CERTIFY THAT THE INFORMATION FURNISHED ON THIS DECLARATION FORM IS TRUE AND CORRECT.

I ACCEPT THAT, IN ADDITION TO CANCELLATION OF A CONTRACT, ACTION MAY BE TAKEN AGAINST ME SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....
Signature

.....
Date

.....
Position

.....
Name of Bidder

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SBD9

CERTIFICATE OF INDEPENDENT BID DETERMINATION

- 1 This Standard Bidding Document (SBD) must form part of all bids¹ invited.

- 2 Section 4 (1) (b) (iii) of the Competition Act No. 89 of 1998, as amended, prohibits an agreement between, or concerted practice by, firms, or a decision by an association of firms, if it is between parties in a horizontal relationship and if it involves collusive bidding (or bid rigging).² Collusive bidding is a *pe se* prohibition meaning that it cannot be justified under any grounds.

- 3 Treasury Regulation 16A9 prescribes that accounting officers and accounting authorities must take all reasonable steps to prevent abuse of the supply chain management system and authorizes accounting officers and accounting authorities to:
 - a. disregard the bid of any bidder if that bidder, or any of its directors have abused the institution's supply chain management system and or committed fraud or any other improper conduct in relation to such system.
 - b. cancel a contract awarded to a supplier of goods and services if the supplier committed any corrupt or fraudulent act during the bidding process or the execution of that contract.

- 4 This SBD serves as a certificate of declaration that would be used by institutions to ensure that, when bids are considered, reasonable steps are taken to prevent any form of bid-rigging.

- 5 In order to give effect to the above, the attached Certificate of Bid Determination (SBD 9) must be completed and submitted with the bid:

¹ Includes price quotations, advertised competitive bids, limited bids and proposals.

² Bid rigging (or collusive bidding) occurs when businesses, that would otherwise be expected to compete, secretly conspire to raise prices or lower the quality of goods and / or services for purchasers who wish to acquire goods and / or services through a bidding process. Bid rigging is, therefore, an agreement between competitors not to compete.

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CERTIFICATE OF INDEPENDENT BID DETERMINATION

I, the undersigned, in submitting the accompanying bid:

(Bid Number and Description)

in response to the invitation for the bid made by:

(Name of Institution)

do hereby make the following statements that I certify to be true and complete in every respect:

I certify, on behalf of: _____ that:
(Name of Bidder)

1. I have read and I understand the contents of this Certificate;
2. I understand that the accompanying bid will be disqualified if this Certificate is found not to be true and complete in every respect;
3. I am authorized by the bidder to sign this Certificate, and to submit the accompanying bid, on behalf of the bidder;
4. Each person whose signature appears on the accompanying bid has been authorized by the bidder to determine the terms of, and to sign the bid, on behalf of the bidder;
5. For the purposes of this Certificate and the accompanying bid, I understand that the word "competitor" shall include any individual or organization, other than the bidder, whether or not affiliated with the bidder, who:
 - (a) has been requested to submit a bid in response to this bid invitation;
 - (b) could potentially submit a bid in response to this bid invitation, based on their qualifications, abilities or experience; and
 - (c) provides the same goods and services as the bidder and/or is in the same line of business as the bidder.

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6. The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However communication between partners in a joint venture or consortium³ will not be construed as collusive bidding.
7. In particular, without limiting the generality of paragraphs 6 above, there has been no consultation, communication, agreement or arrangement with any competitor regarding:
 - a) prices;
 - b) geographical area where product or service will be rendered (market allocation)
 - c) methods, factors or formulas used to calculate prices;
 - d) the intention or decision to submit or not to submit, a bid;
 - e) the submission of a bid which does not meet the specifications and conditions of the bid; or
 - f) bidding with the intention not to win the bid.
8. In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications and conditions or delivery particulars of the products or services to which this bid invitation relates.
9. The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
10. I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting

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business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation. Corresponding conduct occurring in, or by a bidder registered in, the Kingdom of Eswatini may equally be reported to the Eswatini Competition Commission under the Competition Act, 2016, and/or to the Eswatini Public Procurement Regulatory Agency (ESPPRA) under the Public Procurement Act No. 7 of 2011, and/or prosecuted under Eswatini's Prevention of Corruption Act.

.....
Signature

.....
Date

.....
Position

.....
Name of Bidder

³ **Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.**

Proposals including costs should be valid for a period of at least 150 days from the closing date for submissions. Proposals must be physically submitted and signed for on the register on or before 12:00 Noon on the 02 NOVEMBER 2026 into a tender box at the following address.

Komati Basin Water Authority

Komati Basin Water Authority

Maguga Dam Offices

Driekoppies Dam Offices

P. O. Box 678

P. O. Box 518

Pigg's peak

Malelane

H108

1320

11. Proposals should be submitted in two separate, sealed envelopes as follows:

Technical Proposal – Ref: **KOB/MD/05/2026a**; and

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Financial Proposal – Ref: **KOB/MD/05/2026b**

Any request for more information or clarifications should be made in writing, no later than five (5) days before the tender closing date at the following contact details:

Mr. Nicholas Mkhathshwa – Corporate Services Director: technical enquiries

Mr. Siyanda Zembe – Procurement and Asset Management Accountant: procurement enquiries

Tel: (+27) 13 591 2633/44

Email: nicholas.mkhathshwa@kobwa.co.za copy to: maguga.office@kobwa.co.za

siyanda.zembe@kobwa.co.za

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SECTION 2: SUPPLEMENTARY INFORMATION

Supplementary Information to include, but not limited to the following:

1. General

1.1 Preparation and submission of proposal

1.1.1. Submission of Qualifications: Proposers should submit abridged Curriculum Vitae's (CV's) of the proposed personnel with certified certificates not older than 3 months in the evaluation criteria.

1.1.2. Compliance with Laws: In connection with the furnishing of supplies or performance of work under the contract, the Consultant agrees to comply with the relevant state laws applicable.

1.2 Proposed schedule for submission and commencement of services:

- Closing Date: **02 NOVEMBER 2026, 12:00 Noon**
- Commencement of services: **11 January 2027**

1.3 Negotiations

Winning bids may be subjected to negotiation in line with KOBWA SCM policy, limited to securing a market-related price, and shall not change the ranking of bidders. This TOR along with the bidder's application forms part of the Service Level Agreement.

1.4 Specialist support

You may propose the use of specialist support from outside your institution or to form a consortium with other bidders. If your proposal is accepted, you will be expected to contract with that support directly, and to be fully responsible for the services provided by that specialist support.

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SECTION 3: SCOPE OF SERVICES

1. OBJECTIVES:

The objective is to assist with the future expansion and commercial focus of KOBWA, and achieving the new trajectory, the business requires organizational change in culture, values, business model, structures, methods and ways of working, and the creation of an employee value proposition statement. A comprehensive and holistic Change/Transformation Management approach is required to implement the new trajectory through new ways of working within a harmonized environment. The key aims of this exercise are (but not exhaustive):

1.1 Organisational Assessment & Design

- Analyze the existing KOBWA Culture Transformation Survey Report (StratAlign, 2024) and review all relevant strategic documents, policies, and performance data.
- Analyse the 21st Century Pay Solutions Group report of 2015 in line with the current assignment to feed into a revised organisational structure and proposed pay scales.
- Assess the current organisational structure and identify gaps, inefficiencies, and misalignments with strategic intent.
- Design a future-fit organisational structure with clearly defined roles, reporting lines, and accountability frameworks.
- Develop role descriptions and job profiles aligned to the new structure and future KOBWA s per the revised Treaty.
- Provide workforce planning recommendations, including staffing, recruitment, and succession planning.
- Conduct an organisation-wide skills audit and identify KOBWA's 2027 and future skills requirements; draft a comprehensive skills development plan.

1.2 Culture Transformation & Change Management

- Develop a comprehensive organisational culture transformation and change management implementation plan to guide KOBWA through the transition period.

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- Ensure effective employee communication and engagement throughout the change process to build acceptance and ownership at all levels.
- Develop a dedicated organisational culture transformation and change management communication plan.
- Provide a detailed roadmap, project management plan, and identify the resources, processes, policies, systems, and forums that will serve as enablers of transformation.
- Develop change metrics to monitor and measure the effectiveness of the change process.
- Facilitate stakeholder engagement, including co-design sessions for future structure and change strategy.
- Support the Board, EXCO, and staff in developing a roll-out schedule defining milestones, critical actions, and performance benchmarks.
- Develop tools and templates for implementation.
- Apply suitable and cost-effective tools, techniques, and technology to support the transformation plan.
- Design a change/transformation campaign plan inclusive of organisational structure and strategy review outcomes.
- Provide coaching and structured support to transformation champions and change agents.
- Conduct a change readiness assessment prior to each major phase transition.

1.3 Compensation & Reward Review

The items below represent newly integrated requirements. Proposals must demonstrate specific and dedicated capability in compensation and reward.

- Review current salary structures, grading systems, and the compensation framework against market benchmarks and KOBWA's strategic objectives, with specific reference to both South African and Eswatini labour market contexts.

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- Recommend adjustments to the compensation framework to support the current structure and the proposed organisational culture, structure, and Employee Value Proposition.
- Develop a salary review implementation roadmap inclusive of cost implications, phasing recommendations, and a transition plan.
- Design a reward and recognition strategy to reinforce the desired culture, drive performance, and support staff retention across both jurisdictions.
- Provide remuneration benchmarking against comparable public entities and bi-national organisations in the SADC region.

2. KEY DELIVERABLES

All deliverables must be provided in professional, editable formats (e.g., MS Word, Excel, PowerPoint) as well as PDF. Draft versions will be submitted for review with a minimum of **two review cycles** before final approval. Final deliverables will be presented to EXCO, staff, the Board and JWC. All materials produced under this contract become the sole intellectual property of KOBWA upon acceptance.

Key Deliverables	Performance Standards	Phase	Format	Approver
Organisational Structure Deliverables				
D1 – Current State Assessment Report against organizational mandate	Org chart, roles, reporting lines, quarterly reports, cultural baseline, skills audit summary	1-2	Report + Org. Chart	EXCO
D2 – Proposed Organisational Structure	Future-fit structure with roles, reporting lines, accountability maps	3-5	Full document	Board / EXCO
D3 – Role Descriptions & Job Profiles	Position descriptions for all new/revised roles	3-5	MS Word	EXCO
D4 – Workforce Planning Recommendations	Staffing, recruitment, and succession planning recommendations	3-5	Report	EXCO
D5 – Skills Gap Report & Development Plan	2027+ skills requirements, gap analysis, and development roadmap	3-5	Report	EXCO
D6 – Compensation & Reward Review Report*	Job grading, benchmarking (SA & Eswatini/SADC), proposed salary structure	3-5	Report	Board / EXCO
D7 – Salary Review Implementation Roadmap*	Phased plan with cost implications and transition guidance	5-6	Report-Excel	Board
Transformational Strategy Deliverables				
D8 – Change Readiness Assessment	Diagnostic report, stakeholder mapping, readiness gaps	1-2	Report	EXCO

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Key Deliverables	Performance Standards	Phase	Format	Approver
	Develop a Stakeholder Engagement Plan to effectively and efficiently manage expectations			
D9 – Change Management Strategy	Roadmap, phases, timelines, and milestones Develop an Organisational Culture Transformation /Change Management Framework and road map which follows the agreed best practice	3-5	Strategy Doc	EXCO
D10 – Stakeholder Engagement Plan	Mapping, engagement matrix, feedback mechanisms	3-5	MS Word	EXCO
D11 – Communication Plan	Internal communication strategy, channels, and tools Develop a plan for communicating the Organisational Culture Transformation/Change Management to KOBWA stakeholders, including the messages, channels and timing of communications	4-6	MS Word	EXCO
D12 – Training & Capacity-Building Plan	Targeted training interventions per phase Develop a plan for training and development of KOBWA BOARD, EXCO and staff to support the Organisational Culture Transformation/Change Management, including the contents, methods, and timing of training	4-6	Report	EXCO
D13 – Risk Management Plan	Risk register with assessment and mitigation strategies Develop a Risk Management Plan to identify potential risks and issues to the Organisational Culture Transformation/Change Management initiative and develop strategies to mitigate or manage them to ensure the success of the change/transformation effort	4-6	Report	EXCO
D14 – Reward System Strategy*	Strategy to reinforce culture, performance, and retention	5-6	Strategy Doc	Board /EXCO
D15 – Final Implementation Report	Consolidated report, tools, templates, and full handover pack	8-9	Report + Tools	Board /EXCO

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Key Deliverables	Performance Standards	Phase	Format	Approver
	Organisational Culture Transformation/Change Management Implementation Plan completed as per agreed timeframe			

3. METHODOLOGY AND APPROACH

The consultant is expected to propose a robust, evidence-based methodology that demonstrates a clear approach to achieving the deliverables in Section The following activities are expected as a minimum. Consultants are encouraged to propose innovative approaches where they will deliver better outcomes:

- Conduct structured interviews, focus groups, workshops, co-design sessions and validation engagements with the Board, EXCO, management, staff, transformation champions and change agents across both countries.
- Administer appropriate diagnostic tools, including culture surveys, change readiness instruments and skills assessment tools, to inform organisational design, culture transformation, workforce capability and change management interventions.
- Conduct remuneration benchmarking using credible market data relevant to South Africa, Eswatini, the public sector and comparable SADC bi-national entities.
- Develop bespoke implementation tools, templates, governance arrangements, communication mechanisms, progress-tracking measures and project management support tailored to KOBWA's bi-national context.
- Provide coaching and structured support to transformation champions and change agents to strengthen internal change management capability.
- Present findings and draft deliverable to EXCO, and the Board at key milestones, supported by measurable outputs, reporting arrangements and quality assurance checkpoints.

4. TIMELINE OF THE PROJECT

The duration of the contract will be three (3) years from date of awarding of the contract, subject to a performance annual review. KOBWA reserves the right to extend the period of the contract.

The project will commence on 11 January 2027. The assignment is estimated at nine (9) months, with an optional three-month implementation support extension (Phase

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5, Months 10–12) at KOBWA's discretion and priced as an optional item in the financial proposal (see the separate Phase 5 cost schedule).

Phase	Months	Key Activities	Linked Deliverables
Phase 1: Discovery and Assessment	1–2	Interviews, document review, diagnostic tools, salary benchmarking scoping, change readiness assessment	D1, D8
Phase 2: Design and Development	3–5	Organisation structure design, job grading, salary benchmarking, strategy development, co-design sessions	D2-D7, D9, D10
Phase 3: Validation and Finalisation	6–8	EXCO/Board presentations, review cycles, stakeholder workshops, refinements	D11-D14
Phase 4: Handover and Closure	9	Final report, tools handover, knowledge transfer to internal champions	D15
Optional Phase 5: Implementation Support	10–12	Coaching, monitoring, post-implementation review, lessons learned updates.	Progress reports

Note: Phase 5 is optional and must be quoted separately in the financial proposal. KOBWA reserves the right to exercise or waive this option.

5. QUALITY AND REPORTING REQUIREMENTS

The service provider will report directly to the CSD (Corporate Services Director) to be advised or to any delegated representative, as and when required. Qualitative management of the service and performance must be overseen by the CSD.

- Monthly written progress reports submitted to the designated Contract Manager by the last working day of each month, including a summary of activities, milestones achieved, risks, and planned next steps.
- Draft deliverables submitted to the Contract Manager for review, with a maximum of two review cycles before finalization.
- Formal presentations to EXCO at the end of each phase (minimum) and to the Board at key decision points (Deliverables D2, D6, D7, D15).
- Ad hoc written updates or presentations as reasonably requested by the Contract Manager.
- A comprehensive handover pack at project close, including all tools, templates, reports, and a transition brief for internal custodians.
- All communications and documents to comply with KOBWA's document management standards, submitted in both hard copy and electronic format.

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6. GOVERNANCE, INTELLECTUAL PROPERTY & CONFIDENTIALITY

6.1 Contract Management

The appointed consultant will report to Nicholas Mkhathshwa, Corporate Services Director at KOBWA. A Steering Committee comprising EXCO representatives will provide strategic oversight of the engagement. The consultant is expected to attend Steering Committee meetings as required and agreed in the project plan.

6.2 Intellectual Property

All reports, data, tools, templates, methodologies, and other materials produced under this contract shall become the sole intellectual property of KOBWA upon delivery and final acceptance. The consultant shall not use, reproduce, or share any such materials without prior written consent from KOBWA.

6.3 Confidentiality

The consultant and all personnel involved in this engagement shall maintain strict confidentiality with respect to all KOBWA information accessed, including but not limited to organisational data, salary information, staff personal data, and strategic documents. A Non-Disclosure Agreement (NDA) will be required from the appointed consultant and all key personnel prior to commencement. Obligations of confidentiality survive the termination or conclusion of the contract.

6.4 Data Protection

The consultant shall comply with applicable data protection legislation in both South Africa (POPIA) and Eswatini (Data Protection Act No. 5 of 2022), including the lawful processing of any personal information of KOBWA employees accessed during the engagement.

7. FINANCIAL PROPOSAL REQUIREMENTS

The financial proposal must be submitted in a **separate sealed envelope** clearly marked '*Financial Proposal – KOBWA Organisational Culture Transformation, Marked "B"*

The following must be included:

- A detailed cost breakdown per deliverable (as listed in Section 3), clearly indicating professional fees, disbursements, travel, and any other associated costs.

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- Daily/hourly rates for each key personnel member proposed.
- A separate cost schedule for the optional Phase 5 (Implementation Support, Months 10–12).
- Indication of applicable VAT/taxes in both South Africa and Eswatini.
- Currency in which fees are quoted (ZAR and/or SZL); where both apply, a split must be indicated.
- Validity period of the financial proposal (minimum 150 days from submission date).
- All costs must be inclusive of VAT and disbursements unless explicitly stated otherwise.

Note: KOBWA does not guarantee a minimum value of work. KOBWA reserves the right to accept or reject any proposal and is not obliged to accept the lowest-priced submission.

8. PROPOSAL SUBMISSION REQUIREMENTS.

Proposals must include the following:

- A cover letter confirming the bidder's understanding of the scope and commitment to deliver within the stated timelines.
- A detailed technical proposal including the proposed methodology, work plan, team structure, and approach to bi-national complexity.
- CVs of all key personnel proposed for the engagement, clearly demonstrating relevant qualifications and experience.
- A minimum of three (3) contactable references for similar assignments, with bi-national or cross-jurisdictional experience clearly described where applicable.
- All administrative and compliance documents as listed in Section 9C.
- A separate sealed financial proposal.
- A signed declaration confirming willingness to execute a Non-Disclosure Agreement (NDA) upon appointment.