



**edtea**

**Department :**

Economic Development, Tourism and  
Environmental Affairs

**PROVINCE OF KWAZULU-NATAL**



**Moses Kotane Institute**

INNOVATION. THE FUTURE

## **TERMS OF REFERENCE**

**PROGRAMME: ENTERPRISE DEVELOPMENT**

**PROJECT: KWAZULU-NATAL SMME MASTERPLAN**

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## **1 BACKGROUND INFORMATION**

### **1.1 Abbreviations, Acronyms and Definitions**

<b>ASGISA</b>	Accelerated Shared Growth Initiative for South Africa
<b>EDTEA</b>	KwaZulu-Natal Department of Economic Development, Tourism, and Environmental Affairs
<b>GEAR</b>	Growth, Employment and Redistribution
<b>KZN</b>	KwaZulu-Natal
<b>NDP</b>	National Development Plan
<b>NSDP</b>	National Spatial Development Perspective
<b>PDGS</b>	Provincial Growth and Development Strategy
<b>PGDP</b>	Provincial Growth and Development Plan
<b>PIDS</b>	KwaZulu-Natal Provincial Industrial Development Strategy
<b>PSEDS</b>	Provincial Spatial Economic Development Strategy
<b>SLA</b>	Service Level Agreement
<b>SMME</b>	Small, Medium and Micro Enterprises
<b>TIA</b>	Technology Innovation Agency

## **1.2 Programme Overview**

The purpose of the Sub-programme is to support the development of sustainable SMMEs and Co-operatives/social enterprises that contributes to wealth and job creation.

The Enterprise Development Sub-programme comprises of two components, i.e. the Small Business Development and the Co-operative Development. The sub-programme provides an appropriate environment for the establishment and promotion of self-sustaining enterprises. This is achieved through the provision of integrated business support services to emerging enterprises. The provision of integrated business support services is intended to enhance the capacity of the small and social enterprises to improve their socio-economic conditions and thereby contributing to the economic growth of the province.

The strategic objective of the Enterprise Development Sub-Programme is to promote small enterprises and entrepreneurial development of SMMEs and Co-operatives /Social enterprises. In pursuit of the strategic objective, the sub-programme prioritizes the following key areas:

- Skills development and capacity building for small enterprises;
- Facilitation of access to finance and markets for small enterprises;
- Creation of competitive SMME and Co-operative sectors in the province;
- Support and promotion of entrepreneurship.

The sub – programme seeks to add value, contribute and give effect to the implementation and achievement of the EDTEA strategic objectives, which include promoting small enterprises (SMMEs) and entrepreneurial development of informal and social enterprises in KZN.

### **1.3 Project Background**

The development and promotion of small enterprises is one of the key priorities of the Provincial Government of KwaZulu – Natal in its endeavour to facilitate the economic growth in the Province. Small enterprises have a critical role to play in contributing to job creation and the reduction of poverty. The KZN Small Enterprise Development Strategy of 2010 is a framework designed for the development and promotion of the Small, Medium and Micro Enterprises (SMMEs) in the Province of KwaZulu - Natal. This strategy is meant to address the major concerns and issues critical to programmes and services provided by government and non-government organizations for the SMMEs in the Province.

The National Small Business Act, No. 102 of 1996 and its amendments define small business as “a separate and distinct business entity, including cooperative enterprises and non-governmental organisations, managed by one owner or a number of owners which, including its branches or subsidiaries, if any, is predominantly carried on in any sector or sub-sector of the economy and which can be classified as a micro-, a very small, a small or a medium enterprise”.

This study must therefore assess the full landscape of the small enterprise sector in the province of KwaZulu –Natal (i.e. comprehensive database) but it must also address the challenges that restrict the development and growth for such enterprises. Some of these challenges include but not limited to the following:

- Legislation and red tape;
- Restricted and costly access to information and advice;
- Restricted access to procurement and market opportunities;
- Limited access to finance;
- Difficulties in accessing affordable trading facilities and infrastructure;
- Limited and constrained business skills and capacity;
- Limited access to appropriate technology and technology transfer;

- Restricted industrial relations and the labour environment;
- Lack of joint ventures;
- Taxation and other financial burdens;
- Lack of coordinated business support and;
- Lack of coordination amongst small enterprises.

Through this strategic framework, the Provincial Government of KwaZulu – Natal can be in a position to declare an active and sustainable partnership with aspirant, emerging and existing small enterprises and other civil formations that share the same strategic vision aimed at transforming the role of SMMEs in the economy of the Province. This approach is not different from the national position, which acknowledges the importance of small enterprises in developing our country's economy. Different government departments and other statutory agencies are expected to embrace complementary roles in supporting and developing small enterprises in partnership with the private sector. This is the reason why it is important that a strategic framework must be developed to guide and direct the activities aimed at SMME promotion and development; and foster the spirit of co-operation amongst all role players in the economy.

Some of the key themes and programmatic areas of the KZN Small Enterprise Development Strategy include the following:

- Integrated Institutional Framework.
- Research and development Programme.
- Human capital and capacity building programme.
- Marketing support programme.
- Financial support programme.
- Infrastructural and technological support programme.

The SMME Masterplan 2015 should be seen as a strategic framework with a detailed implementation plan of the above-mentioned themes and programmes. The level of

success for such a masterplan is dependent on the support, participation and involvement of all stakeholders, including the small, medium and micro enterprises in the Province of KwaZulu – Natal. Therefore a call to all small enterprises and other allied individuals and organizations is made to join hands with the Provincial Government of KwaZulu - Natal, especially the Department of Economic Development, Tourism and Environmental Affairs in developing this masterplan.

#### **1.4 Purpose of the Terms of reference**

The purpose of the SMME Masterplan like the Small Enterprise Development Strategy of 2010 is to formulate a provincial wide framework that will assist in coordinating, orientating and guiding all small enterprise development programmes and related activities in the province of KwaZulu-Natal. This plan will harness and align all stakeholders' programmes and actions in order to support and add value to the development of emerging small enterprises.

## **2 CONTRACT OBJECTIVES**

### **2.1 Introduction**

The key objective of the masterplan is not only the implementation of a comprehensive and integrated programme for the development and growth of small enterprises in the province but also:

- i) Developing entrepreneurship skills;
- ii) Facilitating easy access to local and international markets;
- iii) Facilitating access to finance;
- iv) Providing relevant and effective training to small enterprise operators, and
- v) Facilitating a mentoring and incubation programme for all small enterprises in KZN;
- vi) Revival of Township and Rural economies.

## **2.2 Objective of the Contract**

The SMME Masterplan is to be formulated through an extensive participatory process whereby all key stakeholders and interested parties must be afforded an opportunity to engage in the process. One of the most important prerequisite activities includes the scanning of the current reality, read together with analysis of policy environment across the province. This would shed light and allows for fresh perspectives of this rapidly changing situation. It is therefore through such a holistic approach that a provincial wide framework and or blue print to co-ordinate, orientate and guide all small enterprise development programmes and related activities in the province of KwaZulu-Natal can be developed.

## **2.3 Specific objectives**

In line with KwaZulu-Natal's vision for the development of the small enterprise sector is for the province to be the leader in small enterprise development in South Africa by 2030, the following deliverables are expected from the study:

### **2.3.1 KZN Masterplan Integrated Framework**

An integrated masterplan implementation framework is essential to guide the development of the of a 2030 vision. This framework must be well-balanced, flexible and dynamic to allow and accommodate fast changing SMME environment. This plan must outline the programmatic and phases in which this masterplan would developed and implemented during a period between of 2015-2030 as follows:

- **Short-Term Quick Wins (2015-2019)**
- **Medium-Term Achievable Targets (2019-2025)**
- **Long-Term Forecast of SMME Landscape (2025-2030 and beyond)**

In order to achieve this, it is expected that the service provider would conduct the following activities:

- Conduct a baseline Study of the province on socio economic clusters, human capacity, and the institutional capacity base to support SMME;
- Assessment of the provincial SMME environment status quo;
- Conduct national/provincial Policy/Strategy reviews and alignment;

- Conduct a SWOT Analysis for KZN business environment as it relates to SMMEs;
- Conduct a stakeholder analysis of the public and private role players in the provincial SMME environment including their mandate, objectives and investment outlays;
- Facilitate the formation of the Strategic Regional or District Forums to help drive the SMME initiatives in the province in collaboration with Small Business Growth Enterprise (SBGE);
- Define specific vision, goals and strategic objectives of the KZN SMME Masterplan.

### **2.3.2 On-going Dynamic Research and Development**

Through benchmarking studies conducted previously, it has been realized that in order to successfully make a meaningful contribution in the SMME space, there is a need for reliable information that is constantly collected and updated. Some of the key deliverables include but not limited to the following:

- Establish a constant profiling exercise for KZN small enterprise sector (Data Base, Small Enterprise Portal and Status Quo Assessment);
- Regular International Benchmarking and Study Tours on Best Practice;
- Regular policy briefs and position papers to support SMMEs;
- Scanning and identifying viable local business opportunities and promote those as success stories; and
- Monitoring small enterprise development trends.

### **2.3.3 Human Capital and Capacity Building Programme**

A human capital and capacity building programme which will focus on capacity building interventions for small enterprises as the study unfolds. Education and training play a

crucial role in enabling small enterprises to cross the threshold to mature businesses. The following are the key interventions required in terms of this programme:

- Small enterprise practitioner's capacity building initiative (e.g. RLED qualifications);
- Small enterprise basic and advanced training (e.g. training academy) and
- Mentorship and incubation project.

#### **2.3.4 Market Access Plans and Programmes**

Markets access plans that concentrate on mobilising all small enterprise stakeholders to expose market opportunities to the small enterprise sector. This would address the perceived market constraints and the inability to sell their products and services as one of the most serious obstacles to establishing a business and growing it beyond the mere subsistence level. In addressing this challenge the key interventions include:

- Creating a platform for marketing KZN small enterprises;
- Mainstreaming small enterprises through government tenders and procurement policy;
- Encouraging small to big business linkages; and
- Improving the quality of goods and services supplied by small enterprises.

#### **2.3.5 Access to Finance Plans and Programmes**

Access to finance has proved to be one of the main factors that undermine the prosperity of small enterprises. In this context key interventions are:

- To conduct small enterprises pre-financing training workshops;
- To establish a small enterprise mentorship programme;
- To hold financial practitioners' workshops;
- To encourage collaboration among financial stakeholders;
- To encourage collaboration among financial stakeholders and non-financial stakeholders as they support small enterprises.

### **2.3.6 Infrastructure and Technology Transfer Programmes**

An infrastructural and technological transfer programme is important to the small enterprise sector. Key interventions include:

- The provision of business incubation centres;
- The provision of business trading centres and related facilities;
- The provision of provincial and district operational infrastructure such as the business one stop shops;
- Establishment of partnerships with Tertiary Institutions to help facilitate technology transfer and commercialisation;
- The establishment of district wide networking, communication and any other technology centres.

## **3 SCOPE OF WORK**

### **3.1 Specific Activities and Outputs**

**The contract deliverables will include but not limited to:**

- An Inception report;
- An SMME Status Quo report
- An Framework Plan including Implementation Plan and Monitoring and Evaluation Framework
- Monthly progress reports to be accepted by the Project Steering Committee;
- Stakeholder consultative meeting records;
- Stakeholder workshops;
- Comprehensive final integrated SMME Masterplan Report based on all research findings with recommendations;
- Electronic copies, preferably on CD;
- Abridged version of the final report;
- A generic PowerPoint presentation of the key findings and recommendations on CD.

Minutes and other documents emanating from all meetings are general deliverables throughout the duration of the project.

## **3.2 Specific Activities**

### **Stage 1: Project Set-Up and Inception Report**

Project set-up and preparation of the inception report

- Service provider is required to commence by drafting the inception report detailing the overall research approach and methodologies to be applied, details of the project team that will be responsible for execution of each stage of the project, and expected timeframes 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 upon 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 date the service provider is appointed.

### **Stage 2: Baseline study of KZN SMME Masterplan**

- Prepare background material as per specific objectives above;
- Prepare background research on the state of SMME in the province including an assessment of the entrepreneurship status quo in the province;
- Needs analysis based on socio economic challenges in the province;
- Augment and analyse the existing SMME databases report for KZN;
- The service provider, in collaboration with SBGE and Ithala will be expected to facilitate the establishment of the District or regional SMME forums.

### **Stage 3: KZN SMME Master Plan Blue Print**

- The development of short-term, medium-term and long-term programmatic plans (2015-2030)
- Define specific vision, goals and strategic objectives of the KZN SMME Masterplan;
- Define the institutional model to help drive the SMME Masterplan initiatives in the province in collaboration with Small Business Unit of EDTEA.
- Set in motion a constant profiling exercise for KZN small enterprise sector (Data Base, Small Enterprise Portal and Status Quo Assessment).

#### **Stage 4: Implementation Plan/ Roadmap**

- ***KZN Masterplan Integrated Framework***
  - Develop a comprehensive implementation plan linked to budgets and time frames for the masterplan
  - The Implementation Plan should be broken down into initiatives that can be implemented in the short (2 years), medium (5 years), and long term (10 years); taking into consideration any initiatives that currently exist and the alignment with other national and provincial strategies
- ***On-going Dynamic Research and Development***
  - Regular policy briefs and position papers to support SMMEs;
  - Scanning and identifying viable local business opportunities and promote those as success stories; and
  - Monitoring small enterprise development trends.
- ***Human Capital and Capacity Building Programme***
  - Small enterprise practitioner's capacity building initiative (e.g. RLED qualifications);
  - Small enterprise basic and advanced training (e.g. training academy) and
  - Mentorship and incubation project.
- ***Market Access Plans and Programmes***
  - Creating a platform for marketing KZN small enterprises;
  - Mainstreaming small enterprises through government tenders and procurement policy;
  - Encouraging small to big business linkages; and
  - Improving the quality of goods and services supplied by small enterprises.
- ***Access to Finance Plans and Programmes***
  - To conduct small enterprises pre-financing training workshops;
  - To establish a small enterprise mentorship programme;
  - To hold financial practitioners' workshops;
  - To encourage collaboration among financial stakeholders;
  - To encourage collaboration among financial stakeholders and non-financial stakeholders as they support small enterprises.

➤ ***Infrastructure and Technology Transfer Programmes***

- The provision of business incubation centres
- The provision of business trading centres and related facilities
- The provision of provincial and district operational infrastructure such as the business one stop shops.
- The establishment of district wide networking, communication and any other technology transfer centres.

**Stage 5: Monitoring and Evaluation Plan**

- Provision of a Monitoring and Evaluation framework for the masterplan implementation

**4 ANTICIPATED TIME FRAMES**

**4.1** The project must be completed in **6 months** after signing the SLA.

**5 REQUIREMENTS**

**5.1 Skills and Competencies**

For the purpose of this project, a service provider should have the following competencies:

- Strong background and understanding of entrepreneurship, innovation, policy/strategy formulation, preferably in the public and private sector environment will be an added advantage.
- Sound knowledge of economics especially SMME development and business economics;
- Adequate understanding of the concept of a local and global view of innovation
- Sufficient knowledge, understanding and practical application of public policy and strategy analysis, development, and review
- Monitoring and Evaluation of government programs and policies;
- Prior experience of local economic development and economic strategy development;
- Design, facilitation, and coordination skills

- Strategic planning skills;
- Knowledge and understanding of roles of various role players in the national, provincial and local government;
- Ability to identify and liaise with key role players and stakeholders;
- Project management skills;
- Report writing and presentation skills, and
- Can demonstrate a proven track record of undertaking similar projects.
- The service provider will be required to provide capacity building (internship) to nominated officials from Ithala, SBGE and EDTEA who will be expected to form an integral part of a project team as means to ensure skills transfer.

## **5.2 Key Experts**

All experts who have a crucial role in implementing the contract are referred to as **Key Experts**. The appointment of the Service Provider will be based on the strength of key experts' curriculum vitae that will contribute to the successful execution of the project. It is therefore imperative on the Service Provider to ensure that the Project Team comprises of individuals that will contribute to the successful execution of the project. All team members should have a proven track record of involvement in similar projects. The proposal should provide a detailed description of the Team composition and CVs of all Project Team members should be submitted in the attached format (Annexure 1). A Company Profile detailing previous work history and experience must be attached to the proposal.

The profiles of the key experts for this contract are as follows:

### **5.2.1 Project Manager/Team Leader**

A seasoned Senior Public Policy / Development Expert/ Development Planner/ Development Economist with the following key qualification and experience:

- Post graduate qualification in Business Studies or Public Policy/ Development Planning/Development Economics/ Policy Analysis/ Development studies;
- Over 7 years of experience in economic research, business modelling and research
- Over 7 years of experience in entrepreneurship, innovation oriented research, policy analysis/ monitoring and evaluation/ development planning field within government and private sector environment in South Africa;
- Good knowledge of business plan and strategy development
- Good knowledge of the South African and Global entrepreneurship / Innovation fraternity
- A list of similar work done within the government area in South Africa;
- Solid research and policy analysis experience (Accredited journal articles would be an added advantage);
- Good stakeholder engagement skills;
- Thorough Knowledge of national, provincial and local government policies/frameworks;
- Excellent communication skills;
- Proven management and leadership abilities;
- Strong networking experience; and
- Available for the duration of the project.

### **5.2.2 Senior Entrepreneurship / Innovation Strategist**

A seasoned Senior Innovation Strategist / Public Policy / Development Expert/ Development Planner/ Development Economist with a solid background as an innovation strategist operating in the innovation space within KZN as well as extensive knowledge of the KZN economy with the following key qualification and experience:

- Post graduate qualification in Business Studies or Public Policy/ Development Planning/Development Economics/ Policy Analysis/ Development studies;
- Over 7 years of experience in economic research, business modelling and research
- Over 7 years of experience in innovation oriented research, policy analysis/ monitoring and evaluation/ development planning field within government and private sector environment in South Africa;
- Good knowledge of business plan and strategy development
- Thorough Knowledge of national, provincial and local government policies/frameworks;
- Experience of similar work done within Government in South Africa;
- Solid research and policy analysis experience;
- Experience in drafting economic related policy strategies;
- Good knowledge of the South African and Global Entrepreneurship / Innovation fraternity;
- Solid research and policy analysis experience (Accredited journal articles would be an added advantage);

### **5.2.3 Senior Researcher**

- Post graduate qualification with specialisation in business studies, Public Policy/ Development Planning/ Policy Analysis/ Development Studies/ Development Economics or other related field;
- Over 5 years research experience, business plan development, and strategy development
- Over 5 years of experience in entrepreneurship / innovation oriented research, policy analysis/ monitoring and evaluation field within government environment in South Africa;
- Experience of similar work done within Government in South Africa;
- Solid research and policy analysis experience;
- Experience in drafting economic related policy strategies;

- Good knowledge of the South African economic environment and entrepreneurship / innovation;
- Good stakeholder engagement skills;
- Thorough Knowledge of national, provincial and local government policies/frameworks;
- Skills and experience in project management
- Excellent communication skills;
- Proven management and leadership abilities;
- Strong networking experience; and
- Available for the duration of the project.

### **5.2.3 Small Enterprise Finance Expert**

- Post graduate qualification with specialisation in Business studies, Business Finance, Public Policy/ Development Planning/ Policy Analysis/ Development Studies/ Development Economics or other related field;
- Over 5 years research experience, business plan development, and strategy development
- Over 5 years of experience in entrepreneurship / innovation oriented research, policy analysis/ monitoring and evaluation field within government environment in South Africa;
- Experience of similar work done within Government in South Africa;
- Solid research and policy analysis experience;
- Experience in drafting economic related policy strategies;
- Good knowledge of the South African economic environment and entrepreneurship / innovation

### **5.2.4 Junior Researcher x 1**

- University degree or extensive experience in Business studies Public Policy/ Development Economics/ Policy Analysis/ Development studies;
- Over 2 years of experience in policy analysis/ monitoring and evaluation field within government environment in South Africa;
- Excellent research skills;
- Good knowledge of the South African economic environment
- A list of similar work done within the government area in South Africa.
- Good stakeholder engagement skills
- Good understanding of national, provincial and local government policies/frameworks and how they interact
- Good communication skills
- Available for the duration of the project.

The service provider based on the methodology and approach suggested may recommend additional key experts. In this regard the service provider should justify and motivate the inclusion of any additional experts with their curriculum vitae.

The proposal should provide a detailed description of the CV to be submitted in the attached format (Annexure 1).

## **6 REPORTING**

The Service Provider is required to submit all progress reports to the **Project Manager: Dr Simphiwe Buthelezi; MKI Head of Research.**

On project initiation, the Service Provider must prepare and submit a project plan outlining methodology, implementation process and timeframes. Upon completion of each stage, Service Providers will be required to prepare reports. The **Project Steering Committee** will evaluate each phase before any payment is approved.

All meetings are to be arranged by the Service Provider who is **expected to keep the record of such meetings and to deliver the record of a meeting within 5 working days of it having taken place**. These meetings will be held at the offices of MKI unless indicated otherwise. Failure to comply with these conditions may result in termination of the contract. Unscheduled meetings may be held while the project is in progress and on conclusion of the project with key stakeholders who will be identified by MKI's Project Manager.

## **Submission of proposals**

All Administrative queries may be directed by email to Ms. Sinenhlanhla Ngqulunga: [tenders@moseskotane.com](mailto:tenders@moseskotane.com) or by Tel: 031 266 1777. **Hand delivered submissions will NOT be accepted**. The closing date for submissions is **11 January 2019 AT 16H30PM**.

## **7 TENDER REQUIREMENTS**

### **7.1 Project Proposal**

Bidders are required to submit **separate technical and financial** proposal.

#### **7.1.1 Technical Proposal**

The Technical proposal will comprise the following elements:

- Understanding of the Program Context and the Assignment
- Organisation and methodology
- Proposed Team Composition and Key Experts Profile

The bidder must set out their **Understanding** of the project context and their understanding of the overall assignment.

The **Organization and Methodology** section should set out the approach, methodology and organisation for achieving each of the output areas. This should include the

Organisational structure, vision (ideas about the project, feasibility of their ideas) and methodology (including rationale, strategy and timetable). The section should also set out the variables and risks associated with the assignment.

The technical proposal must set out the proposed **Team composition and Key Experts Profile**. The key experts are those whose involvement is considered to be instrumental in the achievement of the contract objectives.

The CV's of the key experts must be provided in the required format (see attached example Annex 1). The key experts must also sign statements of availability (Annex 2).

### **7.1.2 Financial Proposal**

The Financial offer must contain two separate elements:

- Budget Breakdown
- Cash flow forecast

The budget breakdown will include:

- The estimated number of days per expert and other personnel and fee rate per expert/personnel and output.
- The incidental and disbursement costs (including travel, stationery etc)(including outsourced or in sourced costs not covered by key expert fee days) per output.
- Any additional costs.

## GENERAL CONDITIONS OF CONTRACT

Annexure 1: CV Format

**CURRICULUM VITAE** (max 3 pages)

**Proposed Role in the Project:**

- 1. Family name:**
- 2. First names:**
- 3. Date of birth:**
- 4. Nationality:**

5. **Civil status:**

6. **Education:**

Institution [Date from - Date to]	Degree(s) or Diploma(s) obtained:

7. **Language skills: Indicate competence on a scale of 1 to 5 (1 - excellent; 5 basic)**

Language	Reading	Speaking	Writing

8. **Membership of professional bodies: -**

9. **Other skills: (e.g. Computer literacy, etc.)**

10. **Present position:**

11. **Years within the firm:**

12. **Key qualifications: (Relevant to the project)**

13. **Professional Experience**

Date from - Date to	Location	Company	Position	Description of projects/responsibilities etc.

14. **Other relevant information (e.g., Publications)**

ANNEXURE 2: Statement of exclusivity and availability

Tender ref: \_\_\_\_\_

I, the undersigned, hereby declare that I agree to participate exclusively with the tenderer \_\_\_\_\_ (*tenderer name*) in the above-mentioned service tender procedure. I further declare that I am able and willing to work for the period(s) foreseen for the position for which my CV has been included.

<b>From</b>	<b>To</b>
< <i>start of period 1</i> >	< <i>end of period 1</i> >
< <i>start of period 2</i> >	< <i>end of period 2</i> >
< <i>etc</i> >	

By making this declaration, I understand that I am not allowed to present myself as a candidate to any other tenderer submitting a tender to this tender procedure. I am fully aware that if I do so, I will be excluded from this tender procedure, the tenders may be rejected, and I may also be subject to exclusion from other tender procedures and contracts funded by the KZN Department of Economic Development, Tourism and Environmental Affairs.

Furthermore, should this tender be successful, I am fully aware that if I am not available at the expected start date of my services for reasons other than ill-health or *force majeure*, I may be subject to exclusion from other tender procedures and contracts funded by the KZN Department of Economic Development and that the notification of award of contract to the tenderer may be rendered null and void.

<b>Name</b>	
<b>Signature</b>	
<b>Date</b>	

### ANNEXURE 3: Evaluation grid

(To be completed for each Tender by each Evaluator) – ZNT 12 DEDT 10/11 – Spatial Economic

NAME OF COMPANY	MAXIMUM	Initial assessment	Revised assessment (before interviews*)	REVISED ASSESSMENT (AFTER INTERVIEWS*)
<b>Understanding of assignment</b>	<b>10</b>			
<b>Organisation and approach</b>	<b>10</b>			
Organisational Structure	4			
Experience in similar projects	6			
<b>Methodology</b>	<b>10</b>			
• Entrepreneurship / Innovation	4			
• Research, Strategy and Approach	4			
• Timetable of Activities and Gantt Chart	2			
<b>Total score for Organisation and approach</b>	<b>30</b>			
<b>Key experts</b>				
KE1 Project Manager	20			
Qualifications and general professional experience	10			
Specific professional experience	10			
KE2 Senior Entrepreneurship / Innovation Strategist	20			
Qualifications and general professional experience (5 each)	10			
Specific professional experience (5 each)	10			
KE3 Senior Entrepreneurship / Innovation Strategist				
Qualifications and general professional experience (5 each)	10			
Specific professional experience (5 each)	10			
KE4 Senior Researcher	20			

Qualifications and general professional experience (5 each)	10			
Specific professional experience (5 each)	10			
<b>KE5 Junior Researcher</b>	<b>16</b>			
Qualifications and general professional experience (2 each)	4			
Specific professional experience (6 each)	12			
<b>Total score for key experts</b>				
<b>Overall total score</b>				

\* In the case that interviews are held

<b>Strengths</b>	
<b>Weaknesses</b>	

**Evaluation performed by:**

<b>Name</b>	
<b>Signature</b>	
<b>Date</b>	