



**BID NO: PICPROP013/09/2019: PRE-QUALIFICATION OF CONTRACTORS FOR THE PROPOSED SUNNYSIDE OFFICE DEVELOPMENT PROJECT, CNR STEVE BIKO AND PARK STREET SUNNYSIDE PRETORIA**

The Public Investment Corporation (PIC) acting on behalf of the Unemployment Insurance Fund hereby extends an invitation to construction companies with a CIDB Level Grading 9GB and proven experience in the construction of complex high rise commercial offices to pre-qualify for the above project.

Bidders are to meet the following minimum requirements to qualify for supplier database approval:

- Bidder must be at least 51% Black Owned
- Bidder must have minimum B-BBEE Level 1 up to 4
- Bidders must submit a Generic Construction SANAS Certificate and failure to submit will lead to automatic disqualification.
- SARS Pin upon appointment must be submitted.

The PIC is open to consider bidders that form or already have an existing Joint Venture/Consortium agreement in place to achieve a Broad-Based Black Economic Empowerment Status Level. For Joint Venture/Consortium the following additional information will be required:

- Ownership and Executive Management information
- A formal signed JV Agreement, indicating the leading company as well as the other company's role and responsibilities.
- Skills transfer plan between the parties must be submitted
- Consolidated generic Construction SANAS B-BBEE Certificate.

**CLOSING DATE FOR SUBMISSIONS OF TENDERS: 30<sup>th</sup> October 2019 at exactly 11h00.**

**LATE SUBMISSIONS OR SUBMISSIONS HANDED IN AT ANY OTHER OFFICE THAN IS LISTED BELOW, WILL NOT BE ACCEPTED.**

**The completed tender document must be submitted in a sealed envelope in the Tender Box at the following address:**

Public Investment Corporation  
No 1 Central Square  
Menlyn Maine  
Corner Aramist Avenue & Corobay Avenue  
Waterkloof Glen Extension 2,  
0181

Tender documentation will be available for download from **30<sup>th</sup> September 2019** at the following website address: **www.pic.gov.za**

### **COMPULSORY TENDER BRIEFING SESSION**

A compulsory tender briefing session will be held on **Monday, 7<sup>th</sup> October 2019 at 12:00** on-site corner of Steve Biko and Trevenna streets in Sunnyside, Pretoria

#### **Note:**

- Bidders are to familiarize themselves with the coordinates and be on time since gates will be strictly locked at 12:01.
- An attendance register will be signed during the compulsory tender briefing session;
- Respondents need to ensure that they are in possession of a full set of bid documents when attending the briefing session; and
- Respondents are requested to ensure that the person who would be authorised to complete the bid documents attend the briefing session.
- Bidders will not be allowed to sign for other contractors who could not attend. This will lead to immediate disqualification.

**ENQUIRIES TO BE SUBMITTED TO THE TENDER MANAGER:** [enquiries4@pic.gov.za](mailto:enquiries4@pic.gov.za)

# PRE-QUALIFICATION QUESTIONNAIRE

for the procurement of a  
PRINCIPAL BUILDING CONTRACTOR

to construct the proposed  
SUNNYSIDE OFFICE DEVELOPMENT

for  
PUBLIC INVESTMENT CORPORATION

at  
SUNNYSIDE, PRETORIA



Date of Issue: 30 September 2019

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# PART A

Date: **29 September 2019**

Dear Sir/Madam,

Public Investment Corporation would like to invite you to pre-qualify for the proposed Sunnyside Office Development Project in Sunnyside, Pretoria. The project consist of 51000m<sup>2</sup> super basement parking, 44000m<sup>2</sup> above ground parking, 7800 m<sup>2</sup> podium level and three office towers total area of 46500m<sup>2</sup>.

Potential contractors are required to undergo a pre-qualification process that is designed to provide PIC with information to assist in the selection of potential contractors to tender for the works. After this pre-qualification process a full Tender Document will be issued to the shortlisted companies.

As such, please find attached the Pre-Qualification Questionnaire (PQQ) for completion and return in accordance with the instructions within the document, no later than **Wednesday 30 October 2019** at **11:00am**.

The process involves the evaluation of the following:

- General Company Information and Organisation Governance
- Financial Information
- Experience and Capability
- Community Development and Management
- Proposed Team, Human Resources and
- B-BBEE

A document checklist has been provided below with all the requirements to be included along with your PQQ response. Please ensure that you pay close attention to this list and provide all required documents, as failure to do so will disqualify you from the process.

Checklist:

- 1** Pre-Qualification Questionnaire (PQQ)
- 2** Company Registration Certificate - *Section 2.2 (Appendix A)*
- 3** Company Profile (Brochures, etc.) - *Section 2.10 (Appendix B)*
- 4** Joint Venture Agreement (if applicable) - *Section 2.15 (Appendix C)*
- 5** Quality Management Policy / ISO Accreditation (and certificate where applicable) - *Section 2.16 (Appendix D)*
- 6** Health, Safety and Environment Policy - *Section 2.17 (Appendix E)*
- 7** Sustainability Policy - *Section 2.17 (Appendix F)*
- 8** Latest VAT Certificate - *Section 3.2 (Appendix G)*
- 9** Company or Group Structure Chart - *Section 3.4 (Appendix H)*
- 10** Audited Financial Records (last 3 years) - *Section 3.6 (Appendix I)*
- 11** SARS PIN - *Section 3.8 (Appendix J)*
- 12** CSD registration report - *Section 3.9 (Appendix K)*
- 13** CIDB registration report or certificate - *Section 3.10 (Appendix L)*

- 14** Applicable insurances and Workmen's Compensation Certificate - *Section 3.12 (Appendix M)*
- 15** Bank Confirmation Letter - *Section 3.13 (Appendix N)*
- 16** Experience and Capability - *Section 4.2 (Appendix O)*
- 17** Proposed team structure and CV's of proposed team members - *Section 4.3 (Appendix P)*
- 18** Preliminary Construction Programme - *Section 4.6 (Appendix Q)*
- 19** Site Establishment Methodology - *Section 4.7 (Appendix R)*
- 20** Works Execution Methodology - *Section 4.8 (Appendix S)*
- 21** South African National Accreditation System (SANAS) approved Generic construction B-BBEE Certificate - *Section 5.3 (Appendix T)*
- 22** Community development and management methodology *Section 6.1 (Appendix U)*
- 23** Green Building Experience and Capability *Section 7 (Appendix V)*

Please complete and respond to the questions as this will assist us in evaluating the information.

Should you have any queries or require any clarifications, please email these to the following address; [enquiries4@pic.gov.za](mailto:enquiries4@pic.gov.za)

We look forward to receiving your pre-qualification responses.

Kind regards,

Public Investment Corporation  
Procurement

## 1. INTRODUCTION TO PIC

Please refer to the following web address for a full introduction to PIC.

[www.pic.gov.za](http://www.pic.gov.za)



# PART B

## 1. PRE-QUALIFICATION INFORMATION AND INSTRUCTIONS

The purpose of the pre-qualification process is to invite you to pre-qualify for the proposed Sunnyside Office Development project in Sunnyside, Pretoria. The project consist of 51000m<sup>2</sup> super basement parking, 44000m<sup>2</sup> above ground parking, 7800 m<sup>2</sup> podium level and three office towers total area of 46500m<sup>2</sup>.

Potential contractors are required to undergo a pre-qualification process that is designed to provide PIC with information to assist in the selection of potential contractors to tender for the works. The pre-qualification questionnaire (PQQ) responses will be evaluated in accordance with PIC's governance procedures. PIC intends that those who have adequately demonstrated that they have sufficient financial, economic, technical capacity, experience and ability to execute the project, be included in the tender process. The information requested will assist PIC in assessing each Contractor's capabilities and the more accurate the answers the better PIC will be able to match the Contractor's capabilities and PIC's needs to deliver this project.

The project is anticipated to start April 2020 and Practical Completion is anticipated to be April 2023.

To assist PIC in evaluating the extent the submittals meet the pre-qualification requirements, all are required to duly complete the PQQ to ensure equitable consideration of all Questionnaires.

Responses to the PQQ will be used to inform decisions thus by responding fully to this questionnaire the Contractor warrants that:

- Their responses to the questionnaire are true and accurate.
- If requested by PIC, the Contractor will provide further evidence and / or examples to support the responses given.
- They will advise PIC on any material changes that occur during the vetting process or thereafter.
- Where evidence is required to be submitted with a response, Contractor's must ensure the same question reference is noted at the header of the document.
- All information submitted will be considered confidential and will be treated accordingly.
- Completion of this questionnaire does not guarantee that PIC will shortlist a Contractor for the tender stage.

We kindly request that you complete the PQQ provided, in addition attach all relevant supporting documents in the specific sections (See Appendices A-N). Each page is to have a company stamp and the account manager's initials; if you do not have a company stamp all pages are to be signed in full.

Also provide the responses as follows:

- 1 x Original and 1 x Copy (bound/filed in A4, Part B – each page to be stamped with official company stamp and initialled by an accountable Director) to be delivered at the PIC; the address is provided below;
- 1 x soft copy in USB (not a CD).
- The document must be fully index with a cover letter
- All returnables to be clearly separated according to the marked appendices

Applicants are advised that they may be required to attend presentation, clarification and/or submit further information as and when requested.

### **Compulsory Tender Briefing Session**

A compulsory briefing session will be held on **Monday, 7 October 2019 at 12:00 noon** on site corner of Steve Biko and Trevenna streets in Sunnyside, Pretoria. (Bidders are to familiarize themselves with the coordinates and be on time, gates will be strictly locked at 12:01.).

Bidders will be required to sign the attendance register on site. Bidders will not be allowed to sign for other contractors who could not make it.

### **Submission**

As part of the pre-qualification stage for potential Contractors, this document is to be duly filled out and all supporting documents included in submission by **Wednesday 30 October at 11:00am**.

Each submission is to be marked **“SUNNYSIDE OFFICE DEVELOPMENT - CONTRACTOR'S RESPONSE TO PQQ”**

Submission Address: **Public Investment Corporation (SOC)**  
Menlyn Maine Central Square  
Corner Aramist Avenue and Corobay Avenue,  
Waterkloof Glen Extension 2  
Pretoria, South Africa  
0181

Note that the soft copy is IN ADDITION to the hard copy and as such both hard and soft copies are to be provided.

## 2. GENERAL COMPANY INFORMATION AND ORGANISATION GOVERNANCE

This section aims to obtain your Company's general information to ensure we have the correct company information with regards to contact details and will ensure we have an understanding of your core business. Please complete this section in full and provide us with the necessary supporting documentation and certificates required.

Your Company profile will allow us to get a general idea of the Company's products and/or services, your target market and your values and corporate culture which will enable us to ascertain whether these aligned with PIC's values.

|       |   |                              |
|-------|---|------------------------------|
| 2.1   | Registered Company Name / Trading as:           |                              |
| 2.2   | Company Registration Certificate:               | <b>Include as Appendix A</b> |
| 2.3   | Address of Registered Office:                   |                              |
| 2.4   | Name of person dealing with this questionnaire: |                              |
| 2.5   | Position within Company:                        |                              |
| 2.6.1 | Telephone:                                      |                              |
| 2.6.2 | Mobile:   |                              |

## 2. GENERAL COMPANY INFORMATION AND ORGANISATION GOVERNANCE (Cont.)

|      |   |                              |                          |                          |
|------|---|------------------------------|--------------------------|--------------------------|
| 2.7  | Email address:  |                              |                          |                          |
| 2.8  | Company website:  |                              |                          |                          |
| 2.9  | Main Activities / Discipline of Company (Provide Company Profile)   | <b>Include as Appendix B</b> |                          |                          |
| 2.10 | State Additional Range of Products / Services Your Company Offers?  |                              |                          |                          |
| 2.11 | In which of the following Provinces do you have regional offices and in which Provinces do you provide your services? |                              | Regional Office:         | Service:                 |
|      |   | Eastern Cape                 | <input type="checkbox"/> | <input type="checkbox"/> |
|      |   | Free State                   | <input type="checkbox"/> | <input type="checkbox"/> |
|      |   | Gauteng                      | <input type="checkbox"/> | <input type="checkbox"/> |
|      |   | Kwa-Zulu Natal               | <input type="checkbox"/> | <input type="checkbox"/> |
|      |   | Limpopo                      | <input type="checkbox"/> | <input type="checkbox"/> |
|      |   | Mpumalanga                   | <input type="checkbox"/> | <input type="checkbox"/> |
|      |   | Northern Cape                | <input type="checkbox"/> | <input type="checkbox"/> |
|      |   | North-West                   | <input type="checkbox"/> | <input type="checkbox"/> |
|      |   | Western Cape                 | <input type="checkbox"/> | <input type="checkbox"/> |

## 2. GENERAL COMPANY INFORMATION AND ORGANISATION GOVERNANCE (Cont.)

| COMPANY STRUCTURE  |   |                                      |
|--------------------|---|--------------------------------------|
| 2.12               | List any Affiliates or former Affiliates that any of the Directors have a vested interest in. Please include the following information: relationship of the Affiliate to the Company, principal address of the Affiliate, type of business engaged in, name of the Principals of the Affiliate. |                                      |
| 2.13               | List the names, addresses and type of business or organisations for which any of the Principals of the Company are Principals.  |                                      |
| 2.14               | Joint Venture Agreement (if applicable):<br><br>The contractor to provide a draft Joint Venture Agreement including proposed personnel CV's and Organogram.   | <b>Include as Appendix C</b>         |
| MANAGEMENT SYSTEMS |   |                                      |
| 2.15               | Quality Assurance – please provide a copy of Company quality certification/statement accredited to ISO 9000, ISO 9001:2015 , ISO 9002 or other relevant accreditation.  | <b>Include as Appendix D</b>         |
| 2.16               | Health, Safety and the Environment – Provide your Company's Health and Safety Information as per the requirements set out in "Annexure A" attached.<br>Please provide Health, Safety and Environmental Plan   | <b>Include as Appendix E &amp; F</b> |

### 3. FINANCIAL INFORMATION

This section requires that Your Company provide us with financial information to enable us to ascertain your financial performance, condition and capability to undertake works of the scale and nature we aim to deliver and also through forecasting enable us to understand your future capability and performance.

Please fill in the table below and attach all returnable as listed on the Document Checklist.

|      |   |           |                    |  |
|------|---|-----------|--------------------|--|
| 3.1  | Who is the Director responsible for financial matters?  |           |                    |  |
| 3.2  | Provide a VAT Registration Certificate and VAT number in box provided.  |           | <b>VAT number:</b> | <b>Include as Appendix G</b>                             |
| 3.3  | Turnover  | 2016      | (currency)         | (value)  |
|      |   | 2017      |                    |  |
|      |   | 2018      |                    |  |
|      | Net Profit Before Tax   | 2016      |                    |  |
|      |   | 2017      |                    |  |
|      |   | 2018      |                    |  |
|      | Pipeline Forecast   | 2019/2020 |                    |  |
| 3.4  | Are you a member of a group of companies? If so, who is the Parent Company? Provide a Group structure chart.  |           |                    | <b>Include as Appendix H</b>                             |
| 3.5  | Will the Group or Parent Company provide a Parent Company Guarantee?  |           |                    | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 3.6  | Provide your audited financial records for the last 3 years for us to ascertain financial health of your organization.                                      |           |                    | <b>Include as Appendix I</b>                             |
| 3.7  | Indicate whether your Company has been or is the subject of a bankruptcy or insolvency proceeding or a subject to assignment for the benefits of creditors. |           |                    | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 3.8  | Please provide Company SARS PIN.  |           |                    | <b>Include as Appendix J</b>                             |
| 3.9  | Please provide CSD registration report  |           |                    | <b>Include as Appendix K</b>                             |
| 3.10 | Please provide CIDB registration report or certificate (Min Grade 9 GB)   |           |                    | <b>Include as Appendix L</b>                             |
| 3.11 | Please state, if any, historical or pending judgements against you.   |           |                    |  |

### 3. FINANCIAL INFORMATION (Cont.)

|      |   |                              |
|------|---|------------------------------|
| 3.12 | Please provide a copy of the following insurances or letter of intent and documents, if applicable, including details of the cover. |                              |
|      | Professional Indemnity  | <b>Include as Appendix M</b> |
|      | Employer's Liability  |                              |
|      | Public Liability  |                              |
|      | Product Liability   |                              |
|      | Performance Bond Capability   |                              |
|      | Workmen's Compensation Certificate  |                              |
| 3.13 | <u>Banking Details:</u>   |                              |
|      | Name of Bank  |                              |
|      | Name of Branch  |                              |
|      | Branch Code   |                              |
|      | Account Holder Name   |                              |
|      | Account Number  |                              |
|      | Account Type  |                              |
|      | Bank Confirmation Letter  | <b>Include as Appendix N</b> |



## 4. EXPERIENCE AND CAPABILITY

This section requires that your Company provides the most recent and relevant project experience to highlight your Company's competence, capacity and capabilities through its personnel and sub-contractors or consultants. This will allow us to determine whether your Company is suited to be a delivery partner. Please complete this section and provide the required supporting documents.

|     |   |                                     |
|-----|---|-------------------------------------|
| 4.1 | Have you worked with PIC before on previous projects? If so, please provide contact and list of projects completed.   |                                     |
| 4.2 | <p>Provide evidence of your Company's capability of carrying out works or services, by way of reference to completed or live projects not older than 5 years and R350 million and above, demonstrating the skills, efficiency, experience and reliability of your organisation. Specific reference to high rise multi-storey buildings projects with super basement are preferred. Provide the information against the items below:</p> <ul style="list-style-type: none"> <li>· Client</li> <li>· Project location</li> <li>· Project value</li> <li>· Size (m<sup>2</sup>)</li> <li>· Project duration</li> <li>· Contract type</li> <li>· Procurement route</li> </ul> | <p><b>Include as Appendix O</b></p> |

#### 4. EXPERIENCE AND CAPABILITY (Cont.)

|                    |  |                                     |  |                  |  |
|--------------------|--|-------------------------------------|--|------------------|--|
| 4.3                | <p>Please provide your proposed team or joint venture structure and CV's of the following project key personnel as per the Project Organogram:</p> <ul style="list-style-type: none"> <li>· Project Director</li> <li>· Contracts Manager</li> <li>· Site Agent/Manager</li> <li>· General Foreman</li> <li>· Site Quantity Surveyor</li> <li>· Health and Safety Officer</li> </ul> <p><b>The tenderer is expected to demonstrate transformation on the resources allocated to the above key personnel.</b></p> | <p><b>Include as Appendix P</b></p> |  |                  |  |
| 4.4                | State minimum three (3) contactable references available with contact details:   |                                     |  |                  |  |
| <b>Reference 1</b> |  |                                     |  |                  |  |
| Name:              |  | Company:                            |  | Contact details: |  |
| <b>Reference 2</b> |  |                                     |  |                  |  |
| Name:              |  | Company:                            |  | Contact details: |  |
| <b>Reference 3</b> |  |                                     |  |                  |  |
| Name:              |  | Company:                            |  | Contact details: |  |
| <b>Reference 4</b> |  |                                     |  |                  |  |
| Name:              |  | Company:                            |  | Contact details: |  |
| <b>Reference 5</b> |  |                                     |  |                  |  |
| Name:              |  | Company:                            |  | Contact details: |  |

#### 4. EXPERIENCE AND CAPABILITY (Cont.)

|     |  |  |
|-----|--|--|
| 4.5 | The Contractor will be required to have knowledge of working with Autodesk BIM 360 Document Management Software. |  |
| 4.5 | Will the contractor commit to send his project resources for BIM 360 Document Management Training?               | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 4.6 | Provide a Preliminary Construction Programme:  | <b>Include as Appendix Q</b>                             |
| 4.7 | Provide a Site Establishment Methodology:  | <b>Include as Appendix R</b>                             |
| 4.8 | Provide Works Execution Methodology:   | <b>Include as Appendix S</b>                             |

## 5. HUMAN RESOURCES AND B-BBEE

This section will enable us to understand your Company's staffing or resourcing capabilities and also determine adherence to the legislation that governs human resourcing and supports B-BBEE. This section is very important as contractually PIC and its Supply Chain is required to meet the minimum standards and requirements.

All potential Contractors for any package are to fill in this section in full and submit all relevant supporting documents. Please note that the information provided will be audited during the vetting process.

|     |   |                |  |
|-----|---|----------------|--|
| 5.1 | Number of directly employed employees:      | PAYE (Direct): |  |
|     |   | Contract:      |  |
|     |   | Temporary:     |  |
|     |   | Total:         |  |
| 5.2 | % turnover spent on training:               |                |  |
|     | Please state staff development initiatives: |                |  |

## 5. HUMAN RESOURCES AND B-BBEE(Cont.)

|     |  |  |
|-----|--|--|
| 5.3 | Please provide your company's B-BBEE certificate | <b>Include as Appendix T</b>   |
| 5.4 | Is the Company an Empowering supplier?           | Yes <input type="checkbox"/> No <input type="checkbox"/>                                   |
|     | Is the Company an EME / QSE / Generic?           | Generic <input type="checkbox"/> EME <input type="checkbox"/> QSE <input type="checkbox"/> |
|     | Is the Company >51% Black-owned?                 | Yes <input type="checkbox"/> No <input type="checkbox"/>                                   |
|     | Is the Company >30% Black Women-owned?           | Yes <input type="checkbox"/> No <input type="checkbox"/>                                   |
|     | What is your B-BBEE Management Control %?        |  |
|     | What is your B-BBEE Score/Level?                 |  |
|     | Certification Expiry Date                        |  |

## 6. COMMUNITY DEVELOPMENT AND MANAGEMENT

|  |  |                                     |
|--|--|-------------------------------------|
| 6.1  | <p>The Contractor to submit a plan on how they will manage the Development and Management of the Local Community</p> | <p><b>Include as Appendix U</b></p> |
| <p>The Contractor to demonstrate the understanding of Community liaison and requirements.</p>  |  |                                     |
| <p>The successful tenderer will be required to reserve a minimum of 30% of the tender sum exclusive of value added tax for the work to be executed by Local Enterprises, Labour and local Unemployment Insurance Fund (UIF) clients in the performance of the contract. The Unemployment Insurance Fund (UIF) client's data base will be provided by the employer.</p> <p>The contractor will be required to make use of local labour. It is a requirement by the employer that all unskilled labour be recruited from the local areas of the vicinity of the works.</p> <p>The contractor will demonstrate his effort to fulfil compliance with this requirement by providing a list of trades that will be subcontracted as part of the local participation under "Appendix U".</p> <p>Please note local enterprises should have a Broad-Based Black Economic Empowerment (B-BBEE) Level 1-4. Preferably, the local enterprise should be a minimum of 51% Black Owned and Controlled.</p> <p>The tendered will be required to provide monthly reports for spent against the 30% Local participation.</p> |  |                                     |

## 7. GREEN BUILDING EXPERIENCE AND CAPABILITY.

The Building will be aiming to achieve a 4 star Green Star Design rating, which will require that the appointed contractor have sufficient capacity to implement an environmental waste management plan as set out by the clients consultants, as well as Waste management plan that entails the recording of all waste records, issuing of quarterly reports and re-use / re-cycling of percentage of the construction waste.

|     |   |                              |
|-----|---|------------------------------|
| 7.1 | Provide evidence of your Company's capability of carrying out a certified Green Building project including the methodology for : <ul style="list-style-type: none"> <li>• Waste Management Plan</li> <li>• Environmental Management Plan</li> </ul> | <b>Include as Appendix V</b> |
|-----|---|------------------------------|

## **8. EVALUATION CRITERIA**

- a. Phase I: Compliance with the minimum and administrative requirements
- b. Phase II: Functionality (Only companies who achieved the minimum qualifying 70% score will be shortlisted and asked to price at a later stage and evaluated in terms of the third phase).
- c. Phase III: Evaluation in terms of Price and B-BBEE. **(Only applicable to shortlisted tenderers)**  
(B-BBEE status level of contribution) preference point system will be utilised.

### **Minimum and Administrative Requirements**

Submissions are to comprise a comprehensive report that must provide the PIC with sufficient information to make a sound and fair evaluation of the tender, as well as the experience and capability of the firm to undertake this type of project successfully.

### **Failure to meet the following minimum criteria will result in automatic disqualification.**

- Bidder must be at least 51% Black Owned
- Bidder must have Generic Construction B-BBEE Level 1-4.
- A valid Grade 9 GB CIBD Grading Report or Certificate. In case of a joint venture where all companies grading is not 9 GB, a consolidated 9 GB CIBD certificate is required.
- A valid Generic construction B-BBEE certificate from a SANAS accredited verification agency.
- Signed and completed declaration of interest.
- Completed and signed Company Information document and submission of all the required documentation as stipulated in the company profile document.
- Letter of Intent from a Financial Institution to provide a Construction Guarantee.
- Letter of Intent from a registered insurance company to provide **ALL** insurances in term of this tender.
- One (1) original tender document, one (1) copy (true reflection of the original) and one (1) soft copy in USB (Not CD).
- Three years audited financial statements.



**The following documents must be included in the proposal:**

- A joint venture formal signed agreement (if applicable) indicating the leading company as well as both companies' roles and responsibilities.
- Bidders are encouraged to register on the National Treasury's Central Supplier Database.
- Organogram and CV's of all personnel who will be working on the project.
- Bidder to provide a SARS PIN in order for PIC to verify Tax Compliance or a CSD Report from the National Treasury supplier database.
- Name minimum of Three (3) contact numbers and Three (3) reference letters from clients for similar projects undertaken in the past Five (5) years.

**Joint Ventures/ Consortiums**

The following information and documentation must be submitted:

- Joint Ventures will score as the Joint Venture throughout the tender as bids cannot be split between the Joint Venture and individual bids.
- A consolidated Generic construction B-BBEE certificate in case of joint venture.
- All information stipulated under minimum and administrative requirements in the bid must be submitted by all parties involved in the Joint Ventures/Consortiums, including ownership and executive management information.
- A percentage breakdown of the work allocation between the parties must be clearly indicated.
- A formal signed agreement indicating the leading company as well as the other company roles and responsibilities must be submitted.
- A skills transfer plan between the parties must be submitted.

***(The PIC Acting on behalf of the Unemployment Insurance Fund (UIF) reserves the right to disqualify any submissions should they be incomplete or inadequate.)***

**System to be followed for the evaluation of this PQQ.**

**Selection Criteria**

Selection of the proposals shall be based on the following pass/fail criteria for compliance and standing of the company. Proposals which do not comply with the requirements or fail to meet the administrative requirements will be disqualified:

- a) First Phase: Compliance with Administrative Requirements;
- b) Second Phase: Technical Competency Evaluation.
- c) Third Phase: B-BBEE

(Only companies who achieved the minimum qualifying 70% score will be shortlisted and asked to price at a later stage and evaluated in terms of the third phase).

**FUNCTIONALITY**

| Criteria                               | Requirements from service providers  | Weighting  |
|--|--|------------|
| 1. Company Experience                  | 1.1 Track record, comprising experience of successfully completing at least Three (3) high rise multi-storey buildings projects exceeding R350m in value with Three (3) relevant contactable references for each in the past Five (5) years. | 15         |
|  | 1.2 Current similar or other contracts in place exceeding R200m in value including details of contract value and references.   | 10         |
| 2. Technical & Project Management Team | 2.1 The organogram of the proposed project team and the CV's of the key personnel involved namely; Project Director, Contracts Manager; Site Agent; QS, Health and Safety Officer; General Foremen.  | 10         |
| 3. Methodology                         | 3.1 Methodology relevant to the development detailing how the contractor plans to manage works onsite which includes the process of completing all works i.e. high rise building including super basement.                                   | 15         |
|  | 3.2 How the contractor will deal with protection of the public, surrounding properties and risk mitigation of damage to surrounding properties and the public.   | 15         |
|  | 3.3 Environmental management and Health and Safety Plan.   | 10         |
| 4. Programme of works                  | 4.1 The Contractor must demonstrate superior knowledge of high rise building project sequencing of activities, linkages etc.   | 10         |
| 5. Local Participation                 | 5.1 The Contractor must demonstrate how they plan to implement the 30% local procurement spend requirement. This can be done through the usage of local subcontractors; suppliers; labourers; equipment, etc.                                | 15         |
| <b>Total</b>                           |  | <b>100</b> |
| Minimum Threshold                      |  | 70         |

**B-BBEE Level (Only applicable to shortlisted tenderers)**

Preference Procurement points system (B-BBEE status level of contribution) where the services required total more than R1million.

**Broad Based Black Economic Empowerment Status Level Certificates**

Bidders with annual total revenue of R10 million or less qualify as Exempted Micro Enterprises (EMEs) in terms of the Broad Based Black Economic Empowerment Act, and must submit a certificate issued by a registered auditor, accounting officer (as contemplated in section (60 (4) of the Close Corporation Act, 1984 or an accredited verification agency.

Bidders other than the Exempted Micro-Enterprises (EMEs) must submit their original and valid B-BBEE status level verification certificate or a certified copy thereof issued by a SANAS accredited agency, substantiating their B-BBEE rating.

Points will also be awarded based to a bidder for attaining their B-BBEE status level of contributor in accordance with the table below:

| <b>B-BBEE Status Level of contributor</b> | <b>Number of 80/20</b> |
|---|------------------------|
| 1   | 10                     |
| 2   | 9                      |
| 3   | 8                      |
| 4   | 7                      |
| Non - compliant                           | 0                      |

### Points to be allocated for Black Ownership

The following point system will be utilised to allocate an additional 10 or 5 points, in accordance with 80/20 preference point system, respectively for 51% or more Black Ownership:

| Percentage              | Black Ownership    |
|-------------------------|--------------------|
| Preference point system | 80/20              |
| Percentage %            | 5 Points Allocated |
| 0-50                    | 0                  |
| 51-59                   | 1                  |
| 60-69                   | 2                  |
| 70-79                   | 3                  |
| 80-89                   | 4                  |
| 90-100                  | 5                  |

### Points to be allocated for Black Executive Management and Women & Disabled Ownership

The following point system will be utilised to allocate the additional 5 points in accordance with the 80/20 preference point system, respectively for Black Executive Management and Women & Disabled Ownership:

| Percentage   | Women & Disabled Ownership |
|--------------|----------------------------|
| Percentage % | 2.5 Points                 |
| 10-25        | 0.5                        |
| 26-45        | 1                          |
| 46-65        | 1.5                        |
| 66-85        | 2                          |
| 86-100       | 2.5                        |

| Percentage   |  | Black Executive Management |  |
|--------------|--|----------------------------|--|
| Percentage % |  | 2.5 Points                 |  |
| 10-25        |  | 0.5                        |  |
| 26-45        |  | 1                          |  |
| 46-65        |  | 1.5                        |  |
| 66-85        |  | 2                          |  |
| 86-100       |  | 2.5                        |  |

**Ownership:**

Indicate percentage of Black Ownership \_\_\_\_\_%

**List of Shareholders**

| Name | ID No | SA Citizen | Race | Gender | Share Holding % |
|------|-------|------------|------|--------|-----------------|
|      |       |            |      |        |                 |
|      |       |            |      |        |                 |
|      |       |            |      |        |                 |
|      |       |            |      |        |                 |
|      |       |            |      |        |                 |
|      |       |            |      |        |                 |
|      |       |            |      |        |                 |
|      |       |            |      |        |                 |
|      |       |            |      |        |                 |
|      |       |            |      |        |                 |
|      |       |            |      |        |                 |
|      |       |            |      |        |                 |
|      |       |            |      |        |                 |
|      |       |            |      |        |                 |
|      |       |            |      |        |                 |
|      |       |            |      |        |                 |

**List of Executive Management \_\_\_\_\_%**

Indicate percentage Black Executive Management \_\_\_\_\_%

| Name | ID No | SA Citizen | Race | Gender | Share Holding % |
|------|-------|------------|------|--------|-----------------|
|      |       |            |      |        |                 |
|      |       |            |      |        |                 |
|      |       |            |      |        |                 |
|      |       |            |      |        |                 |
|      |       |            |      |        |                 |

Points scored in terms of the 80/20 preference system will be added to the points scored for % black ownership and % of black Executive Management.

## 9. CONDITIONS

### a) Shortlisting

PIC reserves the right to shortlist more than one service provider.

### b) Non Commitment

Public Investment Corporation (PIC) reserves the right to withdraw or amend these terms of reference by notice in writing to all parties who have received the terms of reference prior to the closing date.

### c) Reasons for Rejection

- i. PIC reserves the right to reject bids that are not according to specification/Terms of Reference. Bidders must clearly indicate compliance or non-compliance with specification/Terms of Reference.
- ii. Bidders shall not contact PIC on any matter pertaining to their bid from the time the bids are closed to the time the bid has been adjudicated. Any effort by a bidder to influence the bid evaluation, bid comparisons or bid award decisions in any matter, may result in rejection of the bid concerned.
- iii. PIC shall reject a submission if the bidder has committed a proven corrupt or fraudulent act in competing for a particular contract.
- iv. PIC may disregard any submission if that bidder, or any of its directors:
  - Have abused the Supply Chain Management (SCM) system of any Government Department/ institution.
  - Have committed proven fraud or any other improper conduct in relation to such system.
  - Have failed to perform on any previous contract and the proof thereof exists.
  - Is restricted from doing business with the public sector if such a supplier obtained preferences fraudulently or if such supplier failed to perform on a contract based on the specific goals.

### d) Cancellation of Bid

PIC may prior to the shortlisting of a bid, cancel a bid if:

- i. Due to changed circumstances, there is no longer a need for the goods or services requested;
- ii. Funds are no longer available to cover the total envisaged expenditure
- iii. No acceptable bids are received.

### e) Receipt of Bids

Each bid shall be in writing using non -erasable ink and shall be submitted on the official document of Bid issued with the bid documents. The bid shall be submitted in a separate sealed envelope with the name and address of the bidder, the bid number and title, the bid box number (where applicable), and the closing date indicated on the envelope. The envelope shall not contain documents relating to any bid other than that shown on the envelope.



The onus shall be on the bidder to place the sealed envelope in the official marked locked bid box provided for this purpose, at the designated venue, not later than the closing date and time specified in the bid notice.

Where bids are submitted via courier services is the responsibility of the tenderer to ensure the courier service signs the submission register on the name of tenderer.

Documents submitted on time by bidders shall not be returned and shall remain the property of the Public Investment Corporation (PIC).

**f) Late Bids**

Bids received late shall not be considered. A bid will be considered late if arrived only one minute after 11:00am or any time thereafter. The tender box shall be locked at exactly 11:01am.

Bids received late shall be returned unopened. Bidders are therefore strongly advised to ensure that bids be despatched allowing enough time for any unforeseen events that may delay the delivery of the bid.

**g) Presentations**

PIC may require presentations from short-listed bidders as part of the bid process.

**h) JBCC 5.0**

JBCC 5.0 will set out the administration processes, service levels and timelines.

**i) The cost of preparing of bids will not be reimbursed.**

**j) Companies that are under litigation with PIC will not be considered to participate in this bid.**

**k) There will be NO public opening of tenders.**

**10. DECLARATION OF INTEREST**

Please complete the following questionnaire:

1. Any legal person, including persons employed by the state<sup>1</sup>, 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 a price quotation, advertised competitive bid, limited bid or proposal). 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 authorized representative declare his/her position in relation to the evaluating/adjudicating authority where-
  - 1.1. the bidder is employed by the state; and/or
  - 1.2. 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:

.....

I acknowledge that the inclusion of a Company on a list of pre-qualified Contractors is at the sole discretion of PIC.

---

<sup>1</sup> “State” means –

- a. 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);
- b. any municipality or municipal entity;
- c. provincial legislature;
- d. national Assembly or the national Council of provinces; or
- e. Parliament.

2.3. Position occupied in the Company (director, trustee, shareholder<sup>2</sup>):

.....

2.4. Company Registration Number:

.....

2.5. Tax Reference Number:

.....

2.6. VAT Registration Number:

.....

2.7. 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.

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

2.8. Are you or any person connected with the bidder

**YES / NO**

presently employed by the state?

2.8.1. If so, furnish the following particulars:

Name of person / director / trustee / shareholder/  
member:.....

Name of state institution at which you or the person connected to the bidder is  
employed : .....

Position occupied in the state institution: .....

Any other particulars:

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

2.8.2. If you are presently employed by the state, did you obtain  
the appropriate authority to undertake remunerative  
work outside employment in the public sector?

**YES / NO**

---

<sup>2</sup> 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.

2.8.2.1. If yes, did you attached proof of such authority to the  
bid document?

**YES / NO**

*Note: Failure to submit proof of such authority, where applicable, may result in the disqualification of the bid.*

2.8.2.2. If no, furnish reasons for non-submission of such proof:

.....  
.....

2.8.3. Did you or your spouse, or any of the company's directors /  
trustees / shareholders / members or their spouses conduct  
business with the state in the previous twelve months?

**YES / NO**

2.8.3.1. If so, furnish particulars:

.....  
.....

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/PIC  
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  
of the company have any interest in any other related companies  
whether or not they are bidding for this contract?

**YES/NO**

2.11.1. If so, furnish particulars:

.....  
.....

3. Full details of directors / trustees / members / shareholders.

| Full Name | Identity Number | Personal Tax Reference Number | State Employee Number / Personnel Number |
|-----------|-----------------|-------------------------------|--|
|           |                 |                               |  |
|           |                 |                               |  |

**DECLARATION**

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

CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 2 and 3 ABOVE IS CORRECT.

I ACCEPT THAT THE PIC MAY REJECT THE BID OR ACT AGAINST ME SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....  
Signature Date

.....  
Position Name of bidder

## 11. COMPANY INFORMATION

Please complete the following questionnaire:

**1. COMPANY NAME:**

|  |
|--|
|  |
|--|

**2. OTHER TRADING NAMES:**

|  |
|--|
|  |
|--|

**3. TYPE OF ORGANIZATION: (PUBLIC COMPANY ('LIMITED'), PRIVATE COMPANY ('PTY LTD'), CLOSE CORPORATIONS ('CC'))**

|  |
|--|
|  |
|--|

**4. PHYSICAL AND POSTAL ADDRESS OF THE COMPANY:**

|                     |                     |
|---------------------|---------------------|
|                     |                     |
|                     |                     |
|                     |                     |
|                     |                     |
|                     |                     |
| <b>Postal Code:</b> | <b>Postal Code:</b> |

**5. CONTACT DETAILS**

|                            |  |
|----------------------------|--|
| <b>Contact Name</b>        |  |
| <b>Contact Number</b>      |  |
| <b>Cell Number</b>         |  |
| <b>Email Address</b>       |  |
| <b>Alternative Contact</b> |  |
| <b>Email Address</b>       |  |
| <b>Contact Number</b>      |  |

**6. COMPANY INFORMATION**

|  |  |
|--|--|
| Average no. of employees:  |  |
| Average annual turnover:   |  |
| Type of Enterprise: (e.g. Generic, Qualifying small enterprise, Exempted Micro Enterprise) |  |
| Industry in which the entity operates:   |  |

**7. BANKING DETAILS**

|                                |  |
|--------------------------------|--|
| Banker:                        |  |
| Auditor:                       |  |
| Year of Establishment:         |  |
| Registration number of entity: |  |
| Sector:                        |  |

\*A letter from your bank with a bank stamp or cancelled cheque must be submitted.

**8. TAX REGISTRATION DETAILS:**

|                              |  |
|------------------------------|--|
| Income Tax Reference Number: |  |
| VAT Registration Number:     |  |
| PAYE Registration Number:    |  |

**9. LIST OF SHAREHOLDERS:**

\*ID Documents of board of directors/members, owners, shareholders or executive committee must be submitted.

\* CIPC Documents must be attached.

**B-BBEE (Broad-based Black Economic Empowerment) Status Details:**

*Please tick the relevant box(es):*

| STATUS   | INDICATION               |
|--|--------------------------|
| The company has been independently verified (assessed / rated / certified)<br><br><i>Please submit the B-BBEE verification certificate.</i>                                | <input type="checkbox"/> |
| The company is in the process of being verified. Please submit letter from verification agency.<br><i>(i.e. verification to be completed within a maximum of 2 months)</i> | <input type="checkbox"/> |

## 12. DECLARATION

Bidder Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Designation: \_\_\_\_\_

I declare that:

- All information provided is true and correct
- The signatory of the bid document is duly authorised
- Documentary proof regarding any bid issue, will, when required be submitted to the satisfaction of the PIC

PIC will upon detecting that:

- The BBBEE status level of contribution has been claimed or obtained on a fraudulent basis;
- Any of the conditions have not been fulfilled act against the bidder.

I understand that:

PIC may:

- Disqualify the bidder from the bidding process;
- Recover all costs, losses or damages it has incurred or suffered as a result of the bidder's conduct
- Cancel the contract and claim any damages which has suffered as a result of having less favourable arrangements due to cancellation
- Restrict the bidder, its shareholders and directors or only shareholders and directors who acted on fraudulent basis, from obtaining business from any organ or state for a period not exceeding 10 years after audit alteram partem (hear the other side) rule has been applied; and
- Forward the matter for criminal prosecution

**Thus signed and accepted on this** \_\_\_\_\_ <sup>st / nd / rd / th</sup> **day of** \_\_\_\_\_ ,  
**20**\_\_\_\_\_ **at** \_\_\_\_\_:

Who warrants his / her authority hereto

For and on behalf of:

\_\_\_\_\_



## **Annexure A**

### **(Health and Safety Requirement and Returnable)**

#### **A. OHS PROJECT RETURNABLES**

The Principal Contractor is to ensure compliance with the provisions of the Occupational Health and Safety Act & all relevant Regulations, by all employees, other contractors and any person/s who may have access to the site.

The Principal Contractor, when making his submission must do the following:

- i. make provision for the planning and cost of health and safety measures during the construction process;
- ii. submit a project-specific organogram with key personnel and responsibilities;
- iii. submit a company OHS Policy;
- iv. submit a project specific Health and Safety Plan;
- v. submit a project method statement/methodology;
- vi. Plan for environmental considerations; and
- vii. Contractor previous project schedule

#### **B. CONSTRUCTION WORK PERMITS**

As per Construction Regulations 2014, CR 3 with regards to Construction Work Permits (CWP), legislation makes reference to tender value limits and CIDB grading as part of the application requirements.

Triviron Project Management (Pty) Ltd is the Client's Occupational Health and Safety (OHS) Agent and is responsible for ensuring that a Construction Work Permit is secured for the project, ahead of commencement of works on site, but following the appointment of the successful Principal Contractor. Project and site specific OHS documentation is required from the appointed Principal Contractor as part of the Construction Works Permit application submission.

The appointed Principal Contractor would have to have met the requirements required by CIDB, as well as the OHS Act.

**C. MANAGEMENT AND SUPERVISION OF WORKS ON CONSTRUCTION SITES (INCLUDING COMPETENCY)**

The following is a list of key project personnel identified for the project, and prepared in line with legislation:

| No. | Principal Contractor Team Member       | Time on site      | Competency                | Reference         |
|-----|--|-------------------|---------------------------|-------------------|
| 1.  | CEO of company (OHS Act 16(1))         | -                 | -                         | OHS Act           |
| 2.  | Project Director/Manager               | Project oversight | -                         |                   |
| 3.  | Construction Manager                   | Full-time         | SACPCMP/ECSA Registered   |                   |
| 4.  | Construction Health and Safety Officer | Full-time         | SACPCMP Registered        |                   |
| 5.  | Construction Health and Safety Manager | Project oversight | SACPCMP Registered        |                   |
| 6.  | Incident Investigator                  | Full-time         | Certificate of competency | GAR 9(2)          |
| 7.  | First Aiders                           | Full-time         | Certificate of competency | GSR               |
| 8.  | Fire Fighters                          | Full-time         | Certificate of competency | CR 27(h) and ER 9 |
| 9.  | Risk Assessor                          | Full-time         | Certificate of competency | CR 9 and HCS Reg  |

**D. CONTRACTOR COMPETENCY TO CARRY OUT WORKS**

Occupational Health and Safety (OHS) Legislation is quite clear in terms of what is required from Principal Contractors as Employers, and also as Mandatary's.

The CIDB has standards specified for guidance for its registered contractors, members of project professional teams and for employers contracting with contractors to allow for registration of projects, employers and for tracking of contractor performance.

CIDB Competence Standard for Contractors

According to the CIDB Competence Standard for Contractors the following is stipulated as minimum requirements for the management and supervision of construction works for contractors in Grades 7 to 9:

***"4. Competence Standards***

***4.1 Open Category***

*This Standard recognises SACPCMP registration of Construction Managers or ECSA registration of Professional Engineers, Professional Engineering Technologists or Professional Certificated Engineers with the relevant experience as appropriate as a minimum requirement for the management and supervision of construction works for contractors in Grades 7 to 9. "*

**- As per the CIDB Competence Standard for Contractors**

*The SACPCMP has issued recommendations for competencies for Construction Managers, together with the necessary minimum qualifications and experience which are summarized as follows:*

| <b>CATEGORY</b>             | <b>GRADE</b> | <b>Minimum Qualifications for Building and Construction Works Management</b>             | <b>Minimum Experience</b> |
|-----------------------------|--------------|--|---------------------------|
| <i>GB: General Building</i> | 9            | <i>Accredited <b>honours degree in the built environment</b> field of study</i>          | 4 years                   |
|                             |              | <i>Accredited <b>B-Tech qualification in the built environment</b> field of study</i>    | 5 years                   |
|                             |              | <i>Accredited <b>National Higher Diploma in the built environment</b> field of study</i> | 6 years                   |
|                             |              | <i>Accredited <b>National Diploma in the built environment</b> field of study</i>        | 7 years                   |

**E. ENVIRONMENTAL CONSIDERATIONS**

Any impacts on the environment must be minimized, environmental pollution prevented, efficient use of natural resources ensured and conservation of any biodiversity during the duration of the contract adhered to.

Environmental concerns that need to be addressed include:

- Removing & disposing of hazardous waste from site;
- Removing & disposing of rubble from site;
- Dust caused by construction activities;
- Noise caused by construction activities;
- Effect on adjacent buildings, roads, services, etc.;

Consideration must also be taken for the following;

- Waste minimization
- Energy and water efficiency
- Prevention of water and soil contamination
- Managing air emissions

## **Annexure B**

### **(Drawings - For Information Only)**



PERSPECTIVE















## APPENDICES

# **Appendix A**

## **Company Registration Certificate**

## **Appendix B**

### **Company Profile (Brochures, etc.)**

## **Appendix C**

# **Joint Venture Agreement**

## **Appendix D**

# **Quality Assurance Policy and Certification**

## **Appendix E**

# **Health and Safety Policy**



## **Appendix F**

# **Environmental and Sustainability Policy**

## **Appendix G**

### **VAT Certificate**

## **Appendix H**

### **Company or Group Structure Chart**

# Appendix I

## Financial Records

## **Appendix J**

# **Company Tax Clearance Certificate**

## **Appendix K**

### **CSD registration report**

## **Appendix L**

### **CIDB registration report or certificate**

## **Appendix M**

# **Applicable insurances and Workmen's Compensation Certificate**



## **Appendix N**

### **Bank Confirmation Letter**

## Appendix 0

### Experience and Capability

| No.  | Client | Project Value | Location     | Size (m <sup>2</sup> ) | Duration | Form of Contract | Contract Type |
|------|--------|---------------|--------------|------------------------|----------|------------------|---------------|
| e.g. | PIC    | R100 000      | Johannesburg | 300                    | 3 months | JBCC             | Re-measurable |
| 1    |        |               |              |                        |          |                  |               |
| 2    |        |               |              |                        |          |                  |               |
| 3    |        |               |              |                        |          |                  |               |
| 4    |        |               |              |                        |          |                  |               |
| 5    |        |               |              |                        |          |                  |               |

## **Appendix P**

### **Proposed team structure and CV's of proposed team members**

## **Appendix Q**

# **Preliminary Construction Programme**

## **Appendix R**

# **Site Establishment Methodology**

## **Appendix S**

# **Works Execution Methodology**

## **Appendix T**

### **B-BBEE Certificate**

## **Appendix U**

# **Community Development and Management Methodology**



## **Appendix V**

# **Green Building Experience and Capability**

