



INVITATION TO BID

**APPOINTMENT OF A SUITABLY QUALIFIED
AND EXPERIENCED CONSULTANT TO
DEVELOP A BUILT ENVIRONMENT
TURNAROUND STRATEGY AND
IMPLEMENTATION PLAN FOR SEFAKO
MAKGATHO HEALTH SCIENCES UNIVERSITY**

RFQ NO: BED/001/2026

APPOINTMENT OF A SUITABLY QUALIFIED AND EXPERIENCED CONSULTANT TO DEVELOP A BUILT ENVIRONMENT TURNAROUND STRATEGY AND IMPLEMENTATION PLAN FOR SEFAKO MAKGATHO HEALTH SCIENCES UNIVERSITY

SEFAKO MAKGATHO HEALTH SCIENCES UNIVERSITY

INVITATION TO BID

RFQ NUMBER	BED/001/2026
CLOSING	DATE: 27 MAY 2026 TIME: 10:00
BRIEFING SESSION	DATE: 13 MAY 2026 TIME: 10:00 Microsoft Teams meeting Join: https://teams.microsoft.com/meet/328146670691801?p=jKDGSL6tfnDGePICrz Meeting ID: 328 146 670 691 801 Passcode: xN38Fz7y
DESCRIPTION	Appointment of a suitably qualified and experienced consultant to develop a Built Environment turnaround strategy and implementation plan for Sefako Makgatho Health Sciences University

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1. INVITATION TO BID

- 1.1 **BID VALIDITY:** 90 days from the date of closure of this bid.
- 1.2 **BID DOCUMENTS MUST BE PLACED IN THE BID BOX AT THE ADDRESS INDICATED BELOW:**
Bidders should ensure that bids are delivered timeously to the correct address. If the bids are late, it will not be accepted for consideration.
- 1.3 **ANY ENQUIRIES REGARDING THE BID PROCEDURE MAY BE DIRECTED TO:**

Department: Supply Chain Management
Contact Person: Ms. Senamile Zulu
Tel: (012) 521-5780; e-mail address: Senamile.Zulu@smu.ac.za

- 1.4 **ANY TECHNICAL ENQUIRIES RELATING TO THIS BID, MAY BE DIRECTED TO:**

Department: Built Environment
Contact Person: Mr. Matlhasedi Makgato
E-mail address: matlhasedi.makgato@smu.ac.za

2. DEFINITION OF TERMS

- 2.1 **“All applicable taxes”** includes value-added tax, pay as you earn, income tax, unemployment insurance fund contributions and skills development levies;
- 2.2 **“B-BBEE”** means broad-based black economic empowerment as defined in section 1 of the Broad-Based Black Economic Empowerment Act;
- 2.3 **“B-BBEE status level of contributor”** means enterprises whose B-BBEE score, in terms of a sector scorecard which has been issued as a sector code of good practice or in terms of the DTI’s Generic Scorecard, has been verified by an accredited B-BBEE verification agency or in the case of Exempt Micro Enterprises or Qualifying Small Enterprise that are at least 51% Black Owned, produced an affidavit verifying their status;
- 2.4 **“BID”** means a written bid in a prescribed or stipulated form in response to an invitation by an organ of state for the provision of services, works or goods, through price quotations, advertised competitive bid processes or proposals;
- 2.5 **“BID rigging (or collusive bidding)”** occurs when businesses, that would otherwise be expected to compete, secretly conspire to raise prices or lower the quality of goods and / or services for purchasers who wish to acquire goods and / or services through a bid process. Bid rigging is, therefore, an agreement between competitors not to compete.
- 2.6 **“Broad-Based Black Economic Empowerment Act”** means the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003);
- 2.7 **“Comparative price”** means the price after the factors of a non-firm price and all unconditional discounts that can be utilized have been taken into consideration;

- 2.8 **“Contract”** means the agreement that results from the acceptance of a bid by an organ of state;
- 2.9 **“EME”** means any enterprise with annual total revenue of R10 million or less.
- 2.10 **“Firm price”** means the price that is only subject to adjustments in accordance with the actual increase or decrease resulting from the change, imposition, or abolition of customs or excise duty and any other duty, levy, or tax, which, in terms of the law or resignation, is binding on the contractor and demonstrably has an influence on the price of any supplies, or the rendering costs of any service, for the execution of the contract;
- 2.11 **“Functionality”** means the measurement according to predetermined norms, as set out in the bid documents, of a service or commodity that is designed to be practical and useful, working or operating, taking into account, among other factors, the quality, reliability, viability and durability of a service and the technical capacity and ability of a bidder;
- 2.12 **“Joint venture or Consortium”** means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.
- 2.13 **“Non-firm prices”** means all prices other than “firm” prices;
- 2.14 **“Person”** includes a juristic person;
- 2.15 **“Rand value”** means the total estimated value of a contract in South African currency, calculated at the time of bid invitations, and includes all applicable taxes and excise duties;
- 2.16 **“Sub-contract”** means the primary contractor’s assigning, leasing, making out work to, or employing, another person to support such primary contractor in the execution of part of a project in terms of the contract;
- 2.17 **“Total revenue”** bears the same meaning assigned to this expression in the Codes of Good Practice on Black Economic Empowerment, issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act and promulgated in the *Government Gazette* on 9 February 2007;
- 2.18 **“Trust”** means the arrangement through which the property of one person is made over or bequeathed to a trustee to administer such property for the benefit of another person; and
- 2.19 **“Trustee”** means any person, including the founder of a trust, to whom property is bequeathed in order for such property to be administered for the benefit of another person.
- 2.20 **“PURCO SA”** means Purchasing Consortium Southern Africa

3. GENERAL CONDITIONS OF THE BID

- 3.1 Bids must be delivered to the correct address location which is indicated in the bid document, which must be delivered timeously as late bids submissions will **NOT** be accepted for consideration.
- 3.2 Late submissions will not be accepted. A submission will be considered late if it arrives only a second after **10:00** or any time thereafter. The bid shall be closed at exactly **10:00** and

bids arriving late **will not** be accepted under any circumstances. Bidders are therefore strongly advised to ensure that their bids be dispatched, allowing enough time for any unforeseen events that may delay the delivery of the bid.

3.3 The bid including the returnable address must be submitted in a sealed envelope in the Bid Box, Clinical Pathology Building, Fifth Floor, marked with:

- 3.3.1 RFQ Number: BED/001/2026
- 3.3.2 Closing Date and Time: 27 May 2026 @ 10:00
- 3.3.3 The Name and Address of the Bidder.
- 3.3.4 Submit two (2) copies of the bid document. One (1) Original and One (1) Copy.

PLEASE NOTE: The bid is subject to the Sefako Makgatho Health Sciences University Procurement Policy, the Preferential Procurement Policy Framework Act, the Higher Education Act of 1997 and, if applicable, any other special conditions of contract.

- 3.4 The successful bidder will be required to sign a written contract or agreement with the University.
- 3.5 It is an absolute condition of the bid that the taxes of the bidder **to be in order**, or that proof is submitted that suitable and satisfying arrangements have been made with the South African Receiver of Revenue (SARS).
- 3.6 **A Valid, Tax Compliance Status Certificate / proof of tax compliance must be submitted** with the bid proposal on or before the closing date and time of the bid. Failure to submit will invalidate the bid.
- 3.7 Failure to submit a valid B-BBEE Certificate will result in zero preference points being awarded for B-BBEE.
- 3.8 Bid forms contained within the bid document requesting information have been drawn up so that certain essential information is to be furnished in a specific manner and format. Any additional particulars should be furnished on this document where appropriate, or in a separate Annexure.
- 3.9 Should the bidder desire to make any departures from, or modifications to this bid or to qualify its proposal in any way, it shall clearly set out its bid departure/modification as an Annexure, or alternatively state them in a covering letter attached to the bid proposal referred to herein, failing which, the bid shall be deemed to be unqualified unless it conforms **exactly** with the requirements of this bid. Unless otherwise specified and stipulated in writing, any part of the Bidder's bid, which deviates from any terms and conditions stated within the bid document, shall be of no force or effect.
- 3.10 This bid document, together with associated forms and annexures, may NOT be retyped or redrafted, but photocopies or reprints may be prepared and used.
- 3.11 This bid document, together with associated forms and annexures, may NOT be filled in by means of mechanical devices. A black ink pen should be used to fill in this bid document.
- 3.12 Bidder shall check the numbers of the pages and satisfy themselves that none are missing or duplicated. No liability shall be accepted in regard to claims arising from the fact that pages are missing or duplicated.

- 3.13 The bid price/ bid shall be open for **acceptance for a period of at least 90 days after the closing date of the bid and the bid price quoted must be fixed for a period of 1 year after the bid has been awarded.** It should be noted that Bidders may bid a shorter validity period, but their bid may in that event, be disregarded for this reason. Bidders shall clearly state the period of validity of their bid.
- 3.14 All prices shall be quoted in South African currency; **all prices quoted must include VAT (where applicable).**
- 3.15 Sefako Makgatho Health Sciences University reserves the right to only accept part of the submitted bid by a service provider or reserve the right not to accept lowest bid or any other bid
- 3.16 Sefako Makgatho Health Sciences University reserves the right to withdraw or cancel this bid.
- 3.17 Unless specifically provided for in the bid document, no bids will be considered if submitted or transmitted by telegram, telex, facsimile, e-mail or similar apparatus.
- 3.18 It should be noted that Sefako Makgatho Health Sciences University reserves the right to accept or reject any bid proposal without being obliged to give any reasons in this respect.
- 3.19 Unsuccessful service providers will **not be notified** whether their bid/bid was accepted or not, but will be advised of the outcome if telephonically requested.
- 3.20 The service provider's **company letterhead** must be used in the bid's cover letter and reflect **the company's name, address and contact details.**
- 3.21 The correct Bid Reference Number (See the front page of this bid for the bid Number) **and service provider's company name must appear on all pages of the proposal.**
- 3.22 All pages of the proposal must be **initialled** by the responsible person.
- 3.23 These conditions form part of the bid general conditions and failure to comply therewith will invalidate your bid.

4. SERVICE PROVIDER DETAILS

Registered Name of the Company:		
Trading Name of the Company:		
Company / Close Corporation registration Number:	VAT Registration Number:	Income Tax Reference Number:
Telephone Number:	Fax Number:	
Web Address:	E-mail Address:	
Name of Contact Person:	Contact Numbers Cell:	

Business Physical Address:	Postal Address:
Web Address:	E-mail Address:
TYPE OF FIRM (Please tick the relevant box or boxes)	
<input type="checkbox"/> Public Company (Ltd)	
<input type="checkbox"/> Private Company (Pty) Ltd	
<input type="checkbox"/> Closed Corporation (CC)	
<input type="checkbox"/> Sole Proprietor	
<input type="checkbox"/> Partnership	
<input type="checkbox"/> Other, (Specify)	
PARTICIPATION CAPACITY (Please tick the relevant box or boxes)	
<input type="checkbox"/> Director	
<input type="checkbox"/> Partner	
<input type="checkbox"/> Associate	
<input type="checkbox"/> Senior Associate	
<input type="checkbox"/> Junior Associate	
<input type="checkbox"/> Owner	
BUSINESS SECTOR (Please tick the relevant box or boxes)	
<input type="checkbox"/> Agriculture	
<input type="checkbox"/> Accounting services	
<input type="checkbox"/> Manufacturing	
<input type="checkbox"/> Electricity, Gas and Water	
<input type="checkbox"/> Construction	
<input type="checkbox"/> Auditing	
<input type="checkbox"/> Consulting	

- Professional services
- Retail and Motor trade
- Wholesale trade, commercial and other trade
- Catering, accommodation and other
- Transport, storage and other trade
- Communications
- Finance and Business Services
- Repair/Allied Services
- Commercial Agents
- Community and Social Services
- Personal Services
- Other, (Specify)

SMALL, MEDIUM, MICRO ENTERPRISE (SMME) STATUS (Please tick the relevant box)

- Micro
- Very Small
- Small
- Medium
- Large

TOTAL NUMBER OF EMPLOYEES (Please tick the relevant box and state the number)

- Full Time Number: _____
- Part Time Number: _____

LIST ALL PARTNERS, PROPRIETORS & SHAREHOLDERS AS INDICATED BELOW

NAME AND SURNAME	IDENTITY NUMBER	CITIZENSHIP	DATE OF OWNERSHIP	% OF OWNERSHIP	SPECIFY STATUS IF HDI, WOMEN, OR DISABLED	% VOTING

LIST AND IDENTIFY ANY OWNER OR MANAGEMENT OFFICE BEARER WHO HAS AN OWNERSHIP INTEREST IN ANOTHER FIRM

NAME AND SURNAME	IDENTITY NUMBER	CITIZENSHIP	DATE OF OWNERSHIP	% OF OWNERSHIP	SPECIFY STATUS IF HDI, WOMEN OR DISABLED	% VOTING

IDENTIFY ANY OWNER OR MANAGEMENT OFFICER WHO IS AN EMPLOYEE OR HAS DUTIES IN ANOTHER BUSINESS ENTERPRISE

NAME AND SURNAME	IDENTITY NUMBER	CITIZENSHIP	DATE OF OCCUPATION	DESIGNATION	SPECIFY STATUS IF HDI, WOMEN OR DISABLED	% TIME DEVOTED

LIST THE MAJOR ITEMS OF PROPERTIES, LAND, EQUIPMENT, PLANT AND VEHICLES OWNED BY THE FIRM

ITEM DESCRIPTION	QUANTITY	ESTIMATED VALUE

INDICATE BY NAME AND STATUS, THOSE INDIVIDUALS IN THE FIRM (INCLUDING OWNERS AND NON-OWNERS) RESPONSIBLE FOR THE DAY TO DAY MANAGEMENT AND BUSINESS DECISIONS

ACTIVITY	NAME AND SURNAME	RACE	GENDER (MALE/FEMA)	DISABLED (YES/ NO)

CLIENT DETAILS WHERE SIMILAR PROJECTS TO THIS BID HAVE BEEN UNDERTAKEN, ATTACH PROOF

Company/ Institution Name	
Address	
Contact Person	Telephone:
Value of contract	R Date:
Description of Work	

Company/ Institution Name	
Address	
Contact Person	Telephone:
Value of contract	R Date:
Description of Work	

Company/ Institution Name			
Address			
Contact Person	Telephone:		
Value of contract	R	Date:	
Description of Work			
Company/ Institution Name			
Address			
Contact Person	Telephone:		
Value of contract	R	Date:	
Description of Work			
LIST YOUR CURRENT MAIN CLIENTS BELOW			
Client			
Rand Value P.A.	R	% Turnover	
Contact Person		Telephone	
Client			
Rand Value P.A.	R	% Turnover	
Contact Person		Telephone	
Client			
Rand Value P.A.	R	% Turnover	
Contact Person		Telephone	

Client			
Rand Value P.A.	R	% Turnover	
Contact Person		Telephone	
GENERAL			
i.	Did the firm exist under a previous name?		YES/ NO
	If YES , what was its previous name?		
ii.	Does your company/any of its employees have a vested interest in Sefako Makgatho Health Sciences University? If YES , state which Department / Unit within Sefako Makgatho Health Sciences University the said employee(s) have such vested interest		
iii.	Indicate as to whether any of the Partners, Proprietors & Shareholders is in the service of Sefako Makgatho Health Sciences University , or has been in the service of Sefako Makgatho Health Sciences University in the previous twelve months?		
iv.	At what % of full capacity is your firm / company currently operating?		
v.	What percentage of work, directly/indirectly, is for Sefako Makgatho Health Sciences University ?		
vi.	What was your firm's / company's average turnover (excluding VAT) during the previous three financial years?		

vii. Has your firm / company previously been on an approved supplier list with Sefako Makgatho Health Sciences University ? If YES , specify
viii. Does your company have an after-hours service policy? (If YES , specify)

5. BANKING DETAILS

I/We hereby request and authorize you to pay any amounts which accrue to me/us to the credit of my/our bank account with the below-mentioned bank. I/we understand that the credit transfer hereby authorized will be processed by computer through a system known as Electronic Funds Transfer and I/we also understand that no additional advice of payment will be provided by my/our bank, but details of each payment will be printed on my/our bank statement or any accompanying voucher. (This does not apply where it is not customary for banks to issue bank statements.) I/we understand that a payment will be applied by Sefako Makgatho Health Sciences University in a normal way, and that it will indicate the date on which funds will be available in my/our account. Bank account confirmation in the form of an electronic bank confirmation or a bank-stamped letter.

Bank Account Name: _____

Name of Bank: _____

Branch Name & Code: _____

Account Number: _____

Type of Account: Cheque Savings Transmission

6. TAX CLEARANCE REQUIREMENTS

- 6.1 It is a bid condition that the taxes of the Bidder must be in order, or that satisfactory arrangements have been made with the South African Revenue Services (SARS) to meet the bidder tax obligations.
- 6.2 In order to meet this requirement, Bidders are required to obtain from SARS and complete in full the “Application for a Tax Compliance Status Certificate” and submit it to any SARS branch office nationally.
- 6.3 The original, valid Tax Compliance Status Certificate / proof of tax compliance must be submitted together with the bid/ bid proposal. Failure to submit the original, valid Tax Compliance Status Certificate / proof of tax compliance will result in the bid/ bid proposal being invalidated. **Certified copies of the Tax Compliance Status Certificate will not be accepted.**

7. PREFERENCE POINTS CLAIM

The preference point system will be applied in the adjudication of all qualifying Bids.

NB: BIDDER SHOULD STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIONS IN RESPECT OF THE PREFERENCE POINT SYSTEM APPLICABLE TO B-BBEE AND PRICE.

7.1 BID EVALUATION POINTS

7.1.1 The following formula will be used to calculate the total points awarded

$$TP = \text{Price} + \text{Functionality} + \text{B-BBEE}$$

Where, TP = Total points scored

7.1.2 **Functionality Points:** The Bid Specifications Committee have set minimum **70** points on functionality requirements to be met by Bidder before their bid qualify for price and BBBEE evaluation. Functionality requirements will include technical capacity to deliver, expertise, knowledge and understanding of the service to be provided, relevant track record in the industry and other such requirements.

7.1.2.1 In this instance, the Bid Specifications Committee have decided and stipulated the functionality requirement of 70 points will be required before the price and BBBEE evaluation and before awarding of the bids.

7.1.2.2 The total points awarded for price will not exceed **80**.

7.2 SCORING METRICS

In summary the scoring matrix is as follows:

Functionality	100 Points
Price	80 Points
B-BBEE	20 Points

- ❖ The bidder obtaining the highest number of points will be awarded the bid.
- ❖ Preference points shall be calculated after prices have been brought to a comparative basis taking into account all factors of non-firm prices and all unconditional discounts.
- ❖ Points scored will be rounded off to two decimal places.

- ❖ In the event that two or more bids have scored equal total points or provides same bid, the successful bid must be the one scoring the highest number of preference points for B-BBEE, in the event the B-BBEE points are equal, the bidder scoring the highest points on functionality will be the preferred bidder.
- ❖ Should two or more bids be equal in all respects, the award shall be decided by the drawing of lots.
- ❖ A trust, consortium or joint venture, will qualify for points for their B-BBEE status level as a legal entity, provided that the entity submits their B-BBEE status level certificate.
- ❖ A trust, consortium or joint venture will qualify for points for their B-BBEE status level as an unincorporated entity, provided that the entity submits their consolidated B-BBEE scorecard as if they were a group structure and that such a consolidated B-BBEE scorecard is prepared for every separate bid.

B-BBEE Status Level of Contributor	Number of Points
1	20
2	18
3	14
4	12
5	8
6	6
7	4
8	2
Non-compliant contributor	0

- ❖ The SMU may request additional information, clarification or verification in respect of any information contained in or omitted from a bidder submission. This information will be requested in writing;
- ❖ The SMU may conduct a due diligence on any bidder, which may include interviewing customer references or other activities to verify a bidder track record or other information and capabilities(Including visiting the bidder various premises and/or sites to verify certain stated information or assumptions) and in this instances the bidder will be obliged to provide the SMU with all necessary access, assistance and/or information which the SMU may reasonably request and to respond within the given time frame set by the SMU.
- ❖ The SMU may enforce whatever measures it considers necessary to ensure the confidentiality and integrity of the contents of the proposal;
- ❖ The SMU may call shortlisted bidders for presentations and interviewing of the projects managers;
- ❖ The SMU reserves the right to withdraw, accept or rejects any bid below the reserved property price from the bidders.

8. PRICE DECLARATION BY THE BIDDER

I/ We have examined the information provided in your bid document and bid to undertake the work prescribed in accordance with the requirements as set out in the bid document. The bid price quoted in this bid is valid for the stipulated period. I/We confirm the availability of the proposed team members. I/We confirm that this bid will remain binding upon us and may be accepted by you at any time before the expiry date.

8.1 Pricing Schedule for this bid

All prices in SA Rand and VAT inclusive

All other additional information must be detailed separately.

Name and Surname: _____

Signature: _____

Date: _____

Are you duly authorized? To commit this bid: Yes or No

Capacity under which this bid is signed _____

TOTAL BID PRICE R

THE AMOUNT IN WORDS.....

8.2 VALIDITY OF THE BID FOR THE PERIOD OF ACCEPTANCE

The bidder is required to complete the following information on the duration for acceptance of the bid, as follows:

The bid holds price fixed until _____

(State alternative period if less than 90 days after Bid closure, and 1 year After the bid bid)

Print Name: _____

Signature of bidder: _____

Name of Company: _____

Date: _____

9. DECLARATION OF INTEREST

9.1 Any legal person, including persons employed by the Sefako Makgatho Health Sciences University, or persons having a kinship with persons employed by the Sefako Makgatho Health Sciences University, including a blood relationship, may make a bid or bids in terms of this invitation to submit bid (includes a price quotation, advertised 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 Sefako Makgatho Health Sciences University, or to persons connected with or related to them, it is required that the bidder or his/her authorised representative declare his/her position in relation to the evaluating/adjudicating authority where:

9.1.1 the bidder is employed by the Sefako Makgatho Health Sciences University; and/or

9.1.2 the legal person on whose behalf the bid 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.

9.2 In order to give effect to the above, the following questionnaire must be completed.

Full Name of bidder or his or her representative: _____

Identity Number: _____

Position occupied in the Company (director, shareholder):

Company Registration Number: _____

Tax Reference Number: _____

VAT Registration Number: _____

9.3 The names of all directors /shareholders / members, their individual identity numbers, tax reference numbers and, if applicable, employee numbers must be indicated in below.

9.4 "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.

9.5 Are you or any person connected with the bidder presently employed by the state? **YES / NO** If so, furnish the following particulars:

Name of person (s) / director(s) / trustee(s) / shareholder(s)/ member _____

Name of the division(s) at which you or the person connected to the bidder is employed:

Position occupied at Sefako Makgatho Health Sciences University:

Any other particulars: _____

9.6 If you are presently employed by the Sefako Makgatho Health Sciences University, did you obtain the appropriate authority to undertake remunerative work outside employment in the Sefako Makgatho Health Sciences University? **YES / NO**

9.7 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)

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

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

If so, furnish particulars:

9.9 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**

If so, furnish particulars:

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

If so, furnish particulars:

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

If so, furnish particulars:

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

Full Name	Identity Number	Personal Tax Reference Number	University employee personnel number

9.13 Declaration

I, THE UNDERSIGNED (NAME) _____

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

Name and Surname of the bidder

Date

Position

Signature

10. PREFERENCE POINTS CLAIM FORM

This preference claim form must form part of all BIDs submitted. Before completing this form, Bidders must study the General Conditions and Definitions in respect of B-BBEE. This form serves as a claim form for preference points for Broad-Based Black Economic Empowerment (B-BBEE) Status Level of Contribution and it must be completed by Bidders claiming points in respect of B-BBEE Status Level of Contribution.

10.1 Claim Declaration

Bidders who claim points in respect of B-BEE Status Level Contribution must complete and provide the following information:

10.2 B-BBEE Status Level of Contribution: _____(Maximum of 20 points (see above))

(Points claimed must be substantiated by means of a B-BBEE certificate issued by a Verification Agency accredited by SANAS or a sworn affidavit).

11. DECLARATION WITH REGARD TO COMPANY/ FIRM

11.1 Name of company/ firm _____

11.2 VAT registration number (if applicable): _____

11.3 Company registration number: _____

11.4 TYPE OF COMPANY/ FIRM [Tick Applicable Box]

- One-person business/sole propriety
- Close corporation
- Company
- (Pty) Limited
- Partnership

11.5 DESCRIBE PRINCIPAL BUSINESS ACTIVITIES

11.6 COMPANY CLASSIFICATION [TICK APPLICABLE BOX]

- Manufacturer
- Supplier
- Professional service provider
- Bus transport company
- Other Transport Service Provider etc.

11.7 Total number of years the company/firm has been in business? _____

11.8 I/we, the undersigned, who is / are duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the B-BBE status level of contribution indicated in paragraph 9 of the foregoing certificate, qualifies the company/ firm for the preference(s) shown and I / we acknowledge that:

11.8.1 The information furnished is true and correct;

11.8.2 The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form.

11.8.3 In the event of a contract being awarded as a result of points claimed as shown in paragraph 7, the contractor may be required to furnish documentary proof to the satisfaction of the Sefako Makgatho Health Sciences University that the claims are correct;

11.8.4 If the B-BBEE status Level of contribution has been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the Sefako Makgatho Health Sciences University may, in addition to any other remedy it may have to:

11.8.4.1 disqualify the person from the bid process;

11.8.4.2 recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;

11.8.4.3 cancel the contract and claim any damages which it has suffered as a result of having to make less favorable arrangements due to such cancellation;

11.8.4.4 restrict the bidder or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, from obtaining business from the Sefako Makgatho Health Sciences University for a period not less than 10 years, after the *Audi alteram partem* (hear the other side) rule has been applied; and

11.8.4.5 Forward the matter for criminal prosecution.

WITNESSES:

Name and Surname of witness 1

Date

Position

Signature

Name and Surname of witness 2

Date

Position

Signature

12. DECLARATION OF BIDDER'S PAST SUPPLY CHAIN MANAGEMENT PRACTICES

12.1 This document serves as a declaration to be used by institutions in ensuring that when goods and services are being procured, all reasonable steps are taken to combat the abuse of the supply chain management system.

12.2 The Bid of any bidder may be disregarded if that bidder, or any of its directors have:

12.2.1 Abused the Sefako Makgatho Health Sciences University's supply chain management system;

12.2.2 Committed fraud and or bribery or any other improper conduct in relation to such system; or

12.2.3 Failed to perform on any previous contract.

12.3 In order to give effect to the above, the following questionnaire must be completed and submitted with the Bid.

Item	Question	Yes	No
i.	Is the bidder or any of its directors listed on the National Treasury's Database of Restricted Suppliers as companies or persons prohibited from doing business with the public sector? (Companies or persons who are listed on this database were informed in writing of this restriction by the Accounting Officer/Authority of the institution that imposed the restriction after the <i>audi alteram partem</i> rule was applied). The Database of Restricted Suppliers now resides on the National Treasury's website www.treasury.gov.za		
	If so, furnish particulars		

ii	Is the bidder or any of its Directors listed on the Register for BID Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004)? The Register for bidder Defaulters can be accessed on the National Treasury's website www.treasury.gov.za		
	If so, furnish particulars		
lii	Is the bidder or any of its directors convicted by a court of Law (including a court outside of the Republic of South Africa) for fraud or corruption during the past five years?		
	If so, furnish particulars		
iv	Is any contract between the bidder and any organ of state terminated during the past five years on account of failure to perform on or comply with the contract?		
	If so, furnish particulars		

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

Name and Surname of the bidder

Date

Position

Signature

13. CERTIFICATE OF INDEPENDENT BID DETERMINATION

- 13.1** Section 4 (1) (b) (iii) of the Competition Act No. 89 of 1998, as amended, prohibits an agreement between, or concerted practice by, firms, or a decision by an association of firms, if it is between parties in a horizontal relationship and if it involves collusive bid (or bid rigging). Collusive bid is a *per se* prohibition meaning that it cannot be justified under any grounds.
- 13.2** Treasury Regulation 16(A)9 prescribes that accounting officers and accounting authorities must take all reasonable steps to prevent abuse of the supply chain management system and authorizes accounting officers and accounting authorities to:
 - 13.2.1** Disregard the bid of any bidder if that bidder or any of its directors have abused the institution’s supply chain management system and or committed fraud or any other improper conduct in relation to such system.
 - 13.2.2** Cancel a contract awarded to a supplier of goods and services if the supplier committed any corrupt or fraudulent act during the bidder process or the execution of that contract.
- 13.3** This form serves as a certificate of declaration that would be used by the Sefako Makgatho Health Sciences University to ensure that, when bids are considered, reasonable steps are taken to prevent any form of bid -rigging.
- 13.4** In order to give effect to the above, the attached Certificate of bid Determination must be completed and submitted with the bid:

CERTIFICATE OF INDEPENDENT BID DETERMINATION

I, the undersigned, in submitting the accompanying bid: _____

(BID Number and Description) in response to the invitation for bid made by: _____ (Name of Institution) do hereby make the following statements that I certify to be true and complete in every respect:

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

- i. I have read and I understand the contents of this Certificate;
- ii. I understand that the accompanying bid will be disqualified if this Certificate is found not to be true and complete in every respect;
- iii. I am authorized by the bidder to sign this Certificate, and to submit the accompanying bid, on behalf of the bidder;
- iv. Each person whose signature appears on the accompanying bid has been authorized by the bidder to determine the terms of, and to sign the bid, on behalf of the bidder;
- v. For the purposes of this Certificate and the accompanying bid, I understand that the word “competitor” shall include any individual or organization, other than the bidder, whether or not affiliated with the bidder, who:
 - a. Has been requested to submit a bid in response to this bid invitation;
 - b. Could potentially submit a bid in response to this bid invitation, based on their



SEFAKO MAKGATHO HEALTH SCIENCES UNIVERSITY

(SMU)

RFQ Reference Number: BE/001/2026

APRIL 2026

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1. INTRODUCTION AND BACKGROUND

- 1.1 The purpose of these Terms of Reference (TOR) is to appoint a suitably qualified and experienced consultant to develop a Built Environment Turnaround Strategy and Implementation Plan for Sefako Makgatho Health Sciences University (SMU).
- 1.2 The appointed consultant will assess the current state of the Built Environment (BE) department, develop a comprehensive turnaround strategy, and support implementation to position the department for optimal performance in line with SMU's Strategic Plan 2024–2028.

2. BACKGROUND

- 2.1 SMU is South Africa's only dedicated health sciences university, established in 2014, serving approximately 7,700 students across five schools. Strategic Objective 6 of the 2024–2028 Strategic Plan specifically addresses Infrastructure and Facilities Management as a critical enabler of the academic project.
- 2.2 The University's BE department currently faces critical challenges, including deferred maintenance, inadequate staffing, unsatisfactory project management processes, procurement inefficiencies, and aged non-compliant infrastructure — all compounded by the legacy of historically disadvantaged institution (HDI) underfunding.
- 2.3 Moreover there has been engagement with sister Universities that have provided valuable insights, however they do not have the resources to consolidate write-ups on the strategy Turnaround Plan,
- 2.4 SMU's 2026 Annual Performance Plan (APP) establishes KPIs under Strategic Objective 6, including the development of a Built Environment Turnaround Strategy approved by Q4 2026 (KPI 6.1.1). These Terms of Reference set out the requirements for appointing an appropriate consultant to fulfil this mandate with sound technical knowledge of the built environment.

3. PROJECT OBJECTIVES

- 3.1 The consultant will be required to undertake the following work:
 - i) Conduct a comprehensive diagnostic assessment of the BE department covering organisational structure, human resources capacity, systems, processes, governance, and compliance, taking into account the diagnosis/observation of the teams from the University of Mpumalanga and University of Pretoria, but also bearing in mind that the problems are known and the University wants to move quickly away from a paralysis around the diagnostics to what needs to be done.
 - ii) Develop a Built Environment Turnaround Strategy aligned with SMU's Strategic Plan 2024–2028, incorporating vision, strategic objectives, an operating model, a governance framework, and a service delivery model.
 - iii) Design a fit-for-purpose organisational structure with clearly defined roles, reporting lines, job descriptions, and grading.

- iv) Develop a phased Implementation Roadmap with timelines, resource requirements, quick wins, risk mitigation, and change management strategies.
- v) Recommend systems and processes, including CMMS, project management information systems, SOPs, and performance management frameworks aligned with ISO 41001, ISO 9001, ISO 45001, and ISO 14001.
- vi) Provide stakeholder engagement and capacity-building support throughout the project.
 - Troubleshooting and problem-solving support

4. SCOPE OF WORK

4.1 Phase 1: Diagnostic Assessment (Weeks 1–4)

- Current state analysis: organisational structure, HR capacity, processes, systems, compliance, and stakeholder relationships.
- Gap analysis identifies structural deficiencies, capacity constraints, process bottlenecks, and governance gaps.
- Benchmarking against a minimum of three South African universities and international best practices (ISO 41001, FIDPM, SACPCMP guidelines).
- Structured stakeholder engagements with Executive Management, BE departmental staff, academic deans, and external stakeholders.

4.2 Phase 2: Strategy Development (Weeks 4–8)

- Built Environment Turnaround Strategy, including vision, mission, strategic objectives, operating model, service delivery model, and risk management framework.
- Fit-for-purpose organisational structure: detailed organogram, job descriptions, job grading, skills matrix, and workload analysis.
- Systems and process recommendations: CMMS specifications, project management systems, SOPs, and a performance management framework.

4.3 Phase 3: Implementation Roadmap (Weeks 9–12)

- Phased implementation plan: short-term (0–6 months), medium-term (6–18 months), and long-term (18–36 months) initiatives.
- Change management and capacity-building plan, including training needs analysis, workshop series, communication strategy, and mentorship support.
- Risk register and mitigation strategies; budget estimates for implementation.

4.4 Phase 4: Finalisation and Close-out (Weeks 13–16)

- Support for recruitment of key positions, policy and procedure development, and system implementation.
- Final presentation to Executive Management Committee and/or Council.
- Close-out report documenting project completion, lessons learned, and recommendations for sustained implementation.

5. DELIVERABLES, MILESTONES AND PAYMENT SCHEDULE

The consultant shall deliver the following outputs according to the specified timeline:

Phase	Deliverable	Timeline	% Payment	Est. Cost (excl. VAT)
1	Inception Report: project plan, methodology, work plan, stakeholder engagement strategy	Week 2	10%	
1	Diagnostic Assessment Report: current state, gap analysis, benchmarking, stakeholder summary	Week 4	20%	
2	Built Environment Turnaround Strategy: vision, objectives, operating model, governance framework	Week 8	25%	
2	Fit-for-Purpose Organisational Structure: organogram, job descriptions, grading, skills matrix	Week 10	10%	
3	Implementation Roadmap: phased plan, schedules, resource requirements, risk register	Week 12	20%	
3	Change Management and Capacity Building Plan: training curriculum, communication plan, workshops	Week 14	5%	
4	Close-out Report: implementation support summary, lessons learned, final presentation to EXCO/Council	Week 16	10%	
	TOTAL (excl. VAT)	16 weeks	100%	

Note: All deliverables to be submitted in electronic format (PDF and editable). Key deliverables require presentation to the Executive Management Committee and/or Council.

6. CONSULTANT REQUIREMENTS AND QUALIFICATIONS

6.1 Mandatory Requirements:

No.	Mandatory Document
1	Correctly completed tender documents, signed by authorised signatories
2	Company Registration Certificate (CIPC)
3	Valid Tax Clearance Certificate / Proof of Tax Compliance
4	Detailed methodology, approach, and project plan
5	Detailed pricing structure inclusive of professional fees, disbursements, escalations, and VAT
6	Certified copies of academic qualifications and professional registrations

Proposals that do not meet mandatory requirements will not advance to the next stage. No points are allocated at this stage.

6.2. Technical / Functional Evaluation (Minimum 70 points required)

Criteria	Legend	Points
Qualifications of Project Lead	<ul style="list-style-type: none"> PhD in Construction Management / Engineering/Business/equivalent and registered with a relevant professional body such as Engineering Council/Institution/Body or Construction Project Management authority — 20 points Master's degree in relevant field and registered with a relevant professional body such as Engineering Council/Institution/Body or Construction Project Management authority and — 10 points Other qualifications — 5 points 	20
Proposed Methodology and Project Plan	<ul style="list-style-type: none"> Project plan with timelines aligned to contract period — 10 points Deliverables defined for each phase/milestone — 10 points Approach demonstrating understanding of SMU context — 10 points 	30
Relevant Experience in Built Environment / FM Turnaround	<ul style="list-style-type: none"> Five or more relevant reference letters on comparable projects — 30 points Three relevant reference letters — 15 points Two relevant reference letters — 10 points Less than two — 0 points 	30
Experience of Technical Personnel	<ul style="list-style-type: none"> 10+ years of relevant experience — 20 points 5 years of relevant experience — 15 points 3 years of relevant experience — 10 points Less than 3 years — 0 points 	20

The 80/20 preference point system (PPPFA) will be applied in the final evaluation stage: Price 80 points; B-BBEE Status 20 points.

7. PROJECT GOVERNANCE AND REPORTING

- 7.1 A Project Steering Committee (PSC) will be chaired by the Deputy Vice-Chancellor: Operations and will include the CFO, Senior Director: Human Resources, and Director: Built Environment. The PSC will meet fortnightly to review progress, approve deliverables, and provide strategic direction.
- 7.2 SMU will designate a Project Manager as the primary day-to-day liaison. The consultant will submit weekly progress reports to the Project Manager and present bi-weekly updates to the PSC. Risks and issues must be escalated immediately as they arise. The consultant will report to the Vice-Chancellor.

8. PROPOSED TIMELINES

Milestone	Target Date
Request for Proposals Issued	End of April 2026

Milestone	Target Date
Compulsory Briefing Session	Mid-May 2026
Tender Closing Date	End May 2026
Contract Award	Early June 2026
Project Commencement	Mid June 2026
Diagnostic Assessment Completion (Phase 1)	End of July 2026
Turnaround Strategy and Structure (Phase 2)	August 2026
Implementation Roadmap (Phase 3)	September 2026
Project Close-out (Phase 4)	End of Sept 2026

Total project duration: 16 weeks (approximately 4 months) from date of contract commencement. SMU reserves the right to extend the contract subject to satisfactory performance and mutual agreement.

END OF TERMS OF REFERENCE