



Terms of Reference for the Development of the Forest Products Research Strategy for South Africa

MAY 2021

1. PURPOSE OF THE STUDY

The purpose of these Terms of reference (ToRs) is to develop a forest product roadmap with a specific focus on:

- (i) addressing the use of timber and engineered timber products in the built environment;
- (ii) identifying and promoting the development of short- and long-term efficient bio-refineries technology innovation opportunities to drive forestry sector competitiveness and productivity improvement in the emerging market sectors of bio-based chemicals, materials and bio-energy
- (iii) Identification, development and commercialization of products
- (iv) Human capacity building on efficient forest products development and utilization technologies.

2. BACKGROUND

2.1 Socio-economic contribution of the forestry sector

International forestry industry has developed extensively in the past ten years and so is the overall economics of forestry. Countries with large forestry industries such as Brazil, China, India, and developed countries have invested in new technologies and transformative bio-refinery technologies to enhance the development. The South African forestry in hindsight has been left behind with regard to growth and development, specifically with regard to new products development. When compared with other BRICS countries, South Africa's forestry plantation area is 1.224 million hectares whereas Brazil is at 4.982 million hectares, Russia is at 17.340 million hectares, Indian is at 32.578 million hectares, and China is at 46.670 million hectares. Tree utilisation rate in the country lags behind that of other BRICS countries.

The forestry sector has not done enough to focus the research targeted at timber processing and can define the priority areas on how the timber products can be improved to meet customer needs and also to be used in construction. A lot of work is also being done in the pulp and paper sector being a significant portion of the industrial

bio-economy and this work also need to be integrated in numerous forest derived products.

Forestry in the country is not well acknowledged despite its growing contribution towards Agriculture GDP. South Africa's Forest Industry is a multi-billion Rand Industry, responsible for 9.8% of the country's agricultural Gross Domestic Product (GDP) and 4.9% of South Africa's manufacturing GDP. With an export value of over R38.4 billion, it is a key contributor to South Africa's economy (Forestry South Africa, 2019). It is critical that perception on forestry is changed and that potentials the country has are well determined.

Though the South African industry is recognised globally for its production of quality raw material, leadership in sustainable forest management and innovation in harvesting, the sector's limited use of wood products has triggered a need for a discussion to promote a wood culture society. A need to have a diverse thriving forestry sector has been identified by both private sector and government.

2.2 Opportunities for improving sector productivity and competitiveness

The forestry industry in South Africa is on a steep decline resulting in mill closures and job losses. To make matters worse, the industry produces limited products and is inefficient in processing trees. The inefficiency results in generation of large amounts of waste. Disposal of the waste is problematic due to shortage of landfill space and massive amounts of the waste. Thus, waste such as sawdust is stock piled on mill sites and becomes a health hazard, fire hazard, and contributes to green-house gas emissions. These issues need to be tackled via new thinking, namely in the form of a Bio-economy Strategy that encompasses the Circular Economy and Bio-refinery Technologies. The idea is for plants and mills to maintain their operations but have their waste processed via bio-refinery technologies by SMEs or new industry operating alongside the mills.

The purpose of the forestry product roadmap is to facilitate consensus and integrate co-ordination in research, development and transfer of technology to the forest products sector in order to extract maximum value from trees thus reducing waste, enhancing national economic growth, increasing poverty alleviation, and creating employment. South Africa has a long tradition of sustainable forestry and the industrial refining of the raw material which forestry can provide. In addition, South Africa's forests have a large national economic value, particularly with regard to employment opportunities especially in the rural areas where there is high poverty and high rate of unemployment.

Research development and Innovation (RDI) on trees and wood products will address a wide range of wood utilization issues across the entire value chain. Currently the industry is at a stage where there are increasing calls for ways to use wood from trees that have traditionally been underutilized—material such as sawdust, or chips left as slash, or was left untouched. In addition, there are calls for industry to tap into new product development and technology that will result in growth and sustainability of the processing sector.

For South Africa to be one of the leading forest industry nations, new products with an increased added value, new efficient processing technologies and new value chains derived from the forest raw material are essential. The value chains for the traditional solid wood products must also be made more effective. The added value of the South African forest raw material in all the products, production and sales stages must be kept high and use green technologies and sustainable materials. The manufacture within the country of solid wood products with a high added value is low. This indicates that there is a great potential for development and an increased production within the sawmilling industry, through a greater domestic refining, efficient production and logistical systems, specialisation, material and production development, etc.

Practically all the chips from the sawmills go to the pulp industry, and this meets about one quarter of the industry's total raw material requirement. The remodelling of the pulp industry can have great consequences for the possibility of the sawmills to sell

their primary by-product, the sawmill chips. New products based on sawmill chip may therefore be an important area of development for the sawmill industry to secure its future income, where wood plastic composite products and self-bonding of fibre or chips are some examples.

Buildings and housing are the largest consumers of structural sawn timber in the form of building materials, furniture and fittings. Globally, these products are now to an increasing extent being produced from non-renewable materials. Wood products should have a good potential for taking market shares from these sectors, but a precondition for achieving this is to increase the degree of refinement of the products (New products) supplied to the building sector. The value of the products going to this sector is currently very low. For the industry to be competitive in spite of the relatively high wage level in South Africa, productivity must be further increased.

An increased upgrading of the sawn timber within the country is desirable from a national economic viewpoint – increased employment opportunities, increased export income, etc. It should then in the first place be for products with a higher added value. This will benefit all the sub-sectors such as sawmilling, board-based manufacturing and packaging, furniture, interior fitting and construction. The reported increased cooperation amongst the sawmilling, building industry, furniture and joinery industries in Sweden can be an opportunity to increase the refinement of South African sawn timber.

2.3 Alignment with the forest sector masterplan imperatives

In November 2020, Cabinet approved the Forestry Sector Masterplan, which forms part of the Re-invigorated Industrial Strategy (RIS) for South Africa (SA) as approved by the Government in June 2019, and supports the Public Private Growth Initiative (PPGI) - (a partnership between the National Government and the private sector to stimulate investment). The forestry sector Masterplan seeks to increase investment, jobs and competitiveness, underpinned by greater inclusivity in the Forestry Sector, the Masterplan identified the following seven focus areas across the four sub-sectors

of the Forestry value chain: 1) Primary sector 2) Pulp and paper 3) Sawn timber 4) Board products 5) Utility poles and treated products:

- Priority focus Area 1: Expanded Forestry Resource and Maintenance/Protection;
- Priority focus Area 2: Transformation;
- Priority focus Area 3: Processing;
- Priority focus Area 4: Illegal timber and crime-related activities;
- Priority focus Area 5: Research, Development, Innovation and Skills Development;
- Priority focus Area 6: Key Inhibitors; and
- Priority focus Area 7: Institutional Development.

Under the priority area 3: Processing

Under this priority, focus should be on the following:

- Development and promotion of efficient technologies for bio-based chemicals, materials and bio-energy processing and utilization
- Identification, development and commercialization of products
- Capacity building on efficient forest products development and utilization technologies.
- Enhancement of entrepreneurial support, development and linkage to industry of SMMEs, women and youth

Under the priority area 5 on Research, Development, Innovation and Skills Development, one of the deliverables is the development of a bio-refinery roadmap to identify short- and long-term opportunities to drive forestry sector competitiveness and productivity improvement particularly in the emerging market sectors of bio-based chemicals and materials.

3. PROBLEM STATEMENT

The forest product research field appears to be lacking the tools for formally assessing the significance and extent of the changing technologies in production and consumption patterns by the end-users (Hetemäki and Hurmekoski, 2016). According to the authors, the global forest product market has gone through many structural changes. The mainstream of quantitative forest product market research has relied to a large extent on forest sector modelling, focusing on questions related to the impacts of policies, sufficiency of wood resources, trends in the production of primary wood products, and international competitiveness. As a result of this, less emphasis was paid on the equally important issues such as value-added development, employment issues, structural changes, the diffusion of new products and services, and the realistic contribution of the forest-based sector to the global sustainability challenges.

Secondly, the current the forestry industry extracts about 47% value from a tree – the majority of the tree is lost as waste. Additionally, the industry is on the decline and this has resulted in significant job losses. Also, South Africa has an extensive number of SMEs that farm and process trees but do not benefit from downstream processing of trees into high value chains. What is the solution to these problems?

Public perception towards wood use remain negative mainly stemming from the fear of deforestation and negative impacts on environments caused by exhaustive exploitation of wood for mass commodity production in the past. The art and joy concept of wood use propose turning the old consumption model around and promotes use of “good wood” for high end uses. The South African forest products industry has lost several hundred jobs in recent years and this loss is due to a significant challenge with respect to maintaining competitiveness. Innovation therefore becomes key and critical for future competitiveness. The industry challenge in terms of lack of innovation calls for focus into three areas of innovation, namely: product, process and business systems. There is not an extensive body of innovation literature in South Africa specific to the forest products industry and researchers must continue to develop new knowledge in this area. Challenges and opportunities faced by industry are very

frequently strongly linked to the public's interests such as jobs/job creation; energy security; sustainable use of forest-based materials. When considering the importance of global forest product markets to the economy, employment and forests, and the changes taking place in the markets, the scale of research on forest product markets is alarmingly low. South Africa has done well in forestry research and improving the quality of trees grown in the country however a lot still needs to be done on the downstream side in terms of processing and defining the research agenda in order to capture opportunities in new product development and increasing changes in customer needs.

The emerging forest-based bio-economy markets are showing signs of great diversification, and many new innovative products are entering the markets in the near future, or over the coming decades. It is therefore very important for the sector to tap into the untapped opportunities through Research, Development and Innovation (RDI). As a country there is therefore a need to develop a research strategy for the forestry sector which will clearly direct the country on specific growth opportunities such as bio-refinery transformative technologies.

4. PROJECT SCOPE

The South African forestry and forestry products value chain comprises of three key stages, the primary stage (focusing mainly on tree improvement and plantation), the secondary stage (which focuses on wood processing, manufacturing and value addition) and the tertiary stage (which focuses more on advanced manufacturing technologies (bio-refineries, advanced wood processing etc. and products (such as bio-based chemicals, Bio-based materials etc.)).

Thus, the overall objectives of the study are to develop a forest product roadmap that focuses on the following two components of the tertiary stage of the forestry value chain, viz:

- outlining the research needs for the promotion of timber in construction as well as further beneficiation of the forest products to promote use of timber in the downstream industry; the utilisation of timber in the built environment; and
- the Research, development and Innovation interventions aimed at revitalisation of the forestry sector through bio-refineries innovation opportunities.

5. SCOPE OF WORK

The Service Provider will be expected to focus on the following specific objectives:

- Review and provide a consolidated documentation of the current research themes that are being carried out by public institutions, research organisations and industries in South Africa.
- Articulate the Bio-economy, Circular Economy, and Bio-refinery Technologies as strategies for transformation of the industry.
- Develop a business case for implementing bio-refinery technologies in the South African forestry sector by assessing the following:
 - the availability of the forestry biomass feedstock in terms of location, volume and specification of both waste residues and actual plantation,
 - Bio-refining RDI capabilities that currently exist and those required to drive competitiveness of the sector;
 - High value, low value chemical and materials intermediates and products that should be targeted to support product diversification;
 - Market, environmental and regulatory constraints to be addressed in order to implement sustainable bio-refining in the forestry sector.
- Human capacity requirement to support the development of a sustainable bio-refining approach in the forestry sector.
- Provision of a detailed plan integrating Forestry and Timber processing value chain co-products and residues with the bio-refining value chain.
- Provision of a business model linking small scale Forestry and Timber and Sawmills across the country with the bio-refining based SMMEs.
- Provide job creation estimates and the multiplier effect of adopting bio-refining across the forestry sector value chain.

- Assess the potential of bio-refining contribution to the forestry sector's productivity improvement and GDP contribution.
- Assess the potential of bio-refining contribution to the circular economy, waste minimisation, the carbon economy.
- Understand the industry needs for successfully promoting the use of timber in construction as well as further beneficiation of forest products to address the customer needs.
- Maximise the appropriate use of wood in public and private projects.
- Strengthen South Africa's capacity to produce competitive wood-based products and building systems that create and respond to market demand.
- Accelerate adoption of existing and emerging wood-based products and building systems.
- Develop a comprehensive strategy that clearly outlines the priority research themes for timber-based products and further beneficiation of forest products.
- Actively maintain, create and diversify demand for SA wood products in key world markets.
- Provide a detailed listing of RDI and economic zones on forestry, timber, pulp and paper operations in the country.

6. METHODOLOGY

6.1 The Service Provider is expected to clearly stipulate the approach and provide a step-by-step explanation of the proposed process to reach the end result of this requirement. It will be imperative for the Service Provider to

outline in the methodology why a particular method was chosen, what pros, cons and risk factors are.

6.2 The use of appropriate research techniques or approaches based on the need to involve and achieve the highest participation rate possible of individual companies/ industry associations into the process.

6.3 The service provider will also identify relevant stakeholders to engage in the process.

6.4 The service provider is required to identify and use appropriate quantitative and qualitative methods as appropriate.

7. DELIVERABLES

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

- Inception report
- Situation Analysis Report
- Stakeholder consultative meeting records with key stakeholders (such as sawmillers, SMMEs in forest products etc.)
- Stakeholder feedback and workshop report - at least two workshops
- The Forest Products Research Strategy
- Implementation plan
- Monitoring and evaluation framework
- A workshop to present final results to the project steering committee and key stakeholders
- Final report: recommendations, actions to undertake, and expected outcomes, impacts and sustainability

7.2 Phase 1: Project Inception

- Upon appointment, the service provider is required to draft an inception report that will detail the overall approach, methodology and expected timeframe and the cost at which each phase of the project activities will be completed.

- The project inception will serve as a discussion document and will be the basis upon which the detailed approach to the project is agreed.
- The inception report is an interim deliverable that is expected to be completed in two weeks from the date of appointment of the service provider. An inception meeting will be held between the service provider and the steering committee on the details of the inception report.

7.3 Phase 2: Situation Analysis

- Undertake literature review on existing projects, research projects, policies and plans. Synthesise information, screen for adequacy and identify gaps. The compatibility and complementarity of these projects with other projects or programmes within the country.
- Based on the existing research, identify the opportunities to benefit both use of timber in the construction industry and bio-refinery processing of wood into high value chains
 - Current forestry strategies in the country: private, municipal, provincial, national
 - Advancement in innovation through research and product development
 - Barriers to wood use for builders, developers, building inspectors and fire officials.
 - Opportunities to utilise and innovate with wood.
 - The promotion of the local wood species and the benefits of building with wood.
 - The competitiveness of value-added wood sector.
 - Identify priority audiences.
 - Implications of increased regulatory changes to energy efficiency standards
 - The broad range of opportunities for increasing wood use (e.g. alternative solutions, hybrid building systems).

- Innovative manufacturing opportunities for using SA wood fibre in mass timber products more effectively.
- Quantitative data on wood supply in the country

7.4 Phase 3: Compiling the Strategy

This phase entails the following:

- additional workshops and consultations to ensure local participation;
- analysis of viable technical solutions;
- consultation meetings with decision makers/stakeholders to identify the preferred technical solutions; and
- alternative solutions for the proposed project.

7.5. Phase 4: Implementation Plan, Action Plan, Monitoring and Project Profiling

- On the basis of the proposed time schedule outlined in the Terms of Reference, the consultants will prepare an implementation work plan for the study and a briefing report summarising the analysis;
- Assignment of responsibilities to beneficiaries, Government, involved agencies and the private sector;
- Identification of key indicators and systems for monitoring project progress, results, activities, assumptions;
- Sustainability and impact and assignment of responsibilities to Government, involved agencies and the private sector; and
- Review/evaluations Schedules of project reviews and post evaluation.
- Monitoring indicators: Identification of key indicators and systems for monitoring project progress, results, activities, assumptions, sustainability and impact.

7.6. Phase 5: Project Close Out

The following are expected outputs in order to meet the objectives of this initiative:

- Project Inception Report

- Situation Analysis Report
- Stakeholder engagement report
- Forest product Strategy
- Implementation Action Plan
- Monitoring and evaluation framework

The reports have to be presented in appropriate electronic as well as printed format, and must be easily accessible and user-friendly. Minutes and other documents emanating from all meetings are general deliverables throughout the duration of the project.

8. TIME FRAMES

Proposals shall include a comprehensive project plan with clearly identified milestones and a firm delivery date for the completion of the total project. The duration of this project is expected to last **eight months**.

9. REQUIREMENTS

The proposal must provide a detailed profile of skills and competencies of the key experts. A Company and or Consortium profile must be provided detailing previous work history and experience.

9.1. Skills and Competencies

For the purpose of this work TIPS requires appointment of a service provider with the following competencies: For each expert proposed, curriculum vitae of no more than four pages, should be submitted. This section specifies the expertise (qualifications, experience) required for each person assigned to the study.

- Experience and knowledge of enterprise development specialist
- Working experience, knowledge and understanding of the forestry and forest products industry
- Strategy development and project experience

- A thorough understanding of regional, national and global economies and relevance in use of timber construction or forest products beneficiation and industrial policy development;
- A thorough understanding of Forestry and Forest Products industry (sawmilling, board manufacturing, furniture industry, pulp and paper and bio-energy, etc.) backward and forward linkages;
- Experience in programme strategy or policy impact assessments;
- Research methodologies and analyses;
- Experience in policy development and strategic planning;
- Experience in project implementation, monitoring and reporting.
- Experience in the building environment and knowledge of alternative building technologies
- Writing and Communication Skills
 - Good report writing, presentation and editing skills
 - A good command of the English language
- All experts who have a crucial role in implementing the contract are referred to as key experts

9.2. Team Composition

The appointment of the Service Provider will be based on the strength of key experts' curriculum vitae that will contribute to the successful execution of the project. The profiles of the key experts for this contract are as follows:

9.2.1. Team Leader

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

- Post graduate qualification in Economics/ Development Economics or relevant disciplines;
- Strong leadership qualities and the ability to communicate effectively;
- Minimum 7 years practical and technical experience in macroeconomic policy development;

- Knowledge of the South African Forest industry and of Forestry Beneficiation including the forestry value chain, local economic development, Industrial Sectors and clusters and Enterprise development issues;
- High attention to detail and ability to prioritise workload, multi-task and work to tight deadlines;
- Strong understanding of provincial macroeconomic policies;
- Knowledge of public sector procurement policies;

9.2.2. Industrial Development/ Resources Beneficiation Specialist

- Graduate degree in Forestry or Wood Science/technology;
- The team should have expertise and extensive experience in processing of wood bio-mass and downstream operations;
- 3-5 years' experience in forestry-based beneficiation, local economic development and macroeconomic policy analysis;
- Policy development, implementation, monitoring and reporting;
- Good analytical, writing and communication skills;
- Knowledge of South Africa macroeconomic policies;
- High attention to detail and ability to work to tight deadlines;
- Good analytical, writing and communication skills;
- Knowledge of forestry-based industries/sectors;
- Knowledge of public sector procurement policies;
- Strong administration skills.

9.2.3 Sector Specialists

- Relevant tertiary qualification;
- 3-5 years' experience in industrial sector analysis specifically saw milling industry, Timber Beneficiation; Timber construction; Timber manufacturing industry and Built Environment;
- Good analytical, writing and communication skills;
- Knowledge of forestry-based resources sector/clusters policies;
- Knowledge of public sector procurement policies;
- Strong administration skills.

The service provider based on the methodology and approach suggested may recommend additional key experts. In this regard, the service provider should justify and motivate the inclusion of any additional experts. The proposal should provide a detailed description of the CV to be submitted in the attached format (Annexure A).

10. REPORTING

TIPS, the DTIC, The Department of Science and Innovation, and the Department of Environment, Forestry and Fisheries will jointly form a Steering Committee to oversee the project with a specified Project Manager and Project team as the contact for the service provider to report on progress of the project within the stipulated timeframes. The reports will be required to be documented in a specific format as provided by the project manager.

The service provider must provide the **Project Manager and Project team** with a project plan indicating time frames, processes of implementation and provide reports, evaluation and statistical data.

The **Steering Committee** will evaluate each phase before any payment is approved. The final report should be presented to the Steering Committee. All meetings are to be arranged by the Service Provider who is expected to keep the record of such meetings and to deliver the record of a meeting within 10 working days of it having taken place.

On conclusion of the project, a meeting will be held between the service provider and the key stakeholders who will be identified by the Steering Committee.

11. PROPOSAL REQUIREMENTS

The proposal will comprise the following elements:

- Understanding of the Programme Context and the Assignment
- Organisation and methodology
- Proposed Team Composition and Key Experts Profile
- Financial proposal with a budget breakdown and a cash flow forecast
- Attachment of the BEE certificate

The **budget breakdown** will include:

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

12. BID EVALUATION CRITERIA

The Service Providers will be evaluated on the following five criteria as elaborated in

Annexure 1 – The Evaluation Grid:

- Team qualifications
- Technical proposal
- B-BBEE status
- Price
- Presentation of the bid to the Steering Committee

13. PROPOSALS

Closing Date: 11 June 2021 at 16h00.

Proposals should be sent to Trade and Industrial Policy Research Strategies (TIPS) for the attention of **Ms. Daphney Mabuza (daphney@tips.org.za)**

ANNEXURE 1: EVALUATION GRID

1. Technical Requirements

The following weightings will be applicable:

ELEMENT	WEIGHT
Bidder's Relevant Experience	15
Experience, Skills and Qualifications of the key personnel	25
Bidder's Proposed Methodology	25
Project Plan	5
Presentations	30
TOTAL	100%

Note:

•The bidder must score a total of at least 49.00 points on experience of the bidder and the team, proposed methodology and project plan in order to qualify for the presentations.

The minimum qualifying score for technical bid is 70%. All bids that fail to achieve the minimum qualifying score on the technical bid shall not be considered for further evaluation on Price and B-BBEE, in Phase 2.

CRITERIA	POINTS
Price	80
B-BBEE	20
TOTAL	100 points

1.1 Technical Evaluation Criteria

1.1.1 Non-Mandatory Technical Requirements

The bidder must indicate its compliance / non-compliance to the requirements and should substantiate its response in the space provided below. If more space is required to justify

compliance, please ensure that the substantiation is clearly cross-referenced to the relevant requirement.

1.1.1.1 BIDDER'S EXPERIENCE	Comply	Partially Comply	Not Comply
<p>The bidder must demonstrate relevant experience working in South African sawmilling or related industry.</p> <p>The bidder must provide three (3) relevant contactable references of similar work done in the past five (5) years.</p> <p>Note: The following scoring will be used to evaluate these criteria.</p> <ul style="list-style-type: none"> • 1 relevant references in Forest Products Research or related Sector = 2 points • 3 relevant references in the Forest Products Research or related sector including one technical area = 3 points • 4 to 5 relevant references in the Forest Products Research or related sector including 2 technical area = 4 points • 6 and more relevant references in the Forest Products Research or related sector including four technical areas = 5 points 			
Substantiate / Comments			

1.1.1.2 QUALIFICATIONS AND SKILLS OF KEY PERSONNEL	Comply	Partially Comply	Not Comply
<p>The bidder's key personnel of the proposed team must have relevant qualifications, skills and experience.</p> <ul style="list-style-type: none"> • Technical competency: <ul style="list-style-type: none"> ➤ knowledge of government incentives and policies relating to the Forest Products Research or related industry; ➤ non-government mechanisms of investment support (private sector, agency, donors); ➤ strategic knowledge of Forest Products Research or related industry technology agreements and structures; ➤ demonstrated experience in negotiating / supporting the negotiation of technology agreements within the Forest Products Research or related industry; ➤ technology investment support mechanisms (public and private); • Forest Products Project relevant skills: <ul style="list-style-type: none"> ➤ project management and reporting, ➤ industry and firm-level strategy, and ➤ data analysis. <p>In addition to the above skills and qualifications, the project team is required to collectively have a minimum of 15 years' experience in the forest product. The project leader is expected to have a minimum of 7 years' experience in the sawmilling or related industry and the minimum of a 4-year tertiary degree qualification. Each team member is expected to have a minimum of a 3-year tertiary qualification (degree or diploma) and minimum of 3 years sawmilling or related industry experience.</p> <p>The bidder must submit, as part of its proposal, the following:</p> <ul style="list-style-type: none"> • The structure and composition of the proposed team, clearly outlining the main disciplines/ specialties of this project and the key personnel responsible for each specialty, reference letters from previous projects/clients. • CVs of the key personnel; and the CVs must clearly highlight qualifications, areas of experience/ competence relevant to the tasks and objectives of this project as outlined above. 			
Substantiate / Comments			

1.1.1.3 BIDDER'S PROPOSED METHODOLOGY	Comply	Partially Comply	Not Comply
<p>The bidder must provide a detailed proposal of the methodology/ approach to be used to carry out the scope of work outlined above and clearly demonstrate how the objectives of the study will be achieved. The proposal must outline, amongst other things, the following:</p> <ul style="list-style-type: none"> • Qualitative and quantitative techniques to be used • Desktop and first-hand research approaches • Stakeholder facilitation and engagement model 			

1.1.1.4 PROJECT PLAN	Comply	Partially Comply	Not Comply
<p>The bidder must provide a detailed project plan to undertake the study; the plan must indicate key activities, timelines, milestones/ deliverables.</p>			
Substantiate / Comments			

1.2 Practical Evaluation: Presentations

All shortlisted bidders will be invited for presentations to the evaluating Panel.

Bidders will be required to present on amongst other things but not limited to the following:

- Interpretation of the ToRs
- Proposed project methodology
- Bidder's relevant experience
- Experience, skills and qualifications of the key personnel