DEVTRACO COURTS RESIDENTS ASSOCIATION (DEVCRAS)
CITY OF HOPE, COMMUNITY 25, TEMA

TERMS OF REFERENCE

For the Solicitation, Evaluation and Acceptance of Proposals from Prospective Estate Management Companies

1. Background

DEVCRAS assumed phased management of Devtraco Community 25 Estates from 1st June 2026, with a target of handing over full estate management to a professional, independent Estate Management Company by **1st September 2026**.In working with our lawyers this has been communicated to residents through our transition maps of 30th May 2026 and July 2026.

DEVCRAS is now ready to begin formally engaging with prospective Estate Management Companies. This Terms of Reference ("ToR") sets out how proposals will be solicited, who will evaluate them, the criteria to be applied, and how a final decision will be reached and communicated. It is being shared with residents for acceptance before the process formally begins, so that the process is transparent, fair, and has the confidence of the Estate.

2. Purpose of this Terms of Reference

This document exists to:

- Set out the scope of services expected from the incoming Estate Management Company.
- Define who is eligible to submit a proposal and what a complete proposal must contain.
- Establish the composition, authority and independence of the Evaluation Committee.
- Set out the criteria and weighting against which proposals will be scored.
- Set out the stages, indicative timeline and decision-making process leading to an award.
- Protect DEVCRAS, the Governing Council and Evaluation Committee members from conflicts of interest, and protect bidding companies from being treated unfairly.

3. Scope of Services Required

Prospective companies will be expected to propose how they will deliver, at minimum, the following services across the Estate:

- Estate security management, including personnel, supervision and access control (e.g. Boom Barrier operations).
- Waste management coordination and oversight of contracted waste collection services.

- Water supply management, including valve maintenance and liaison with Ghana Water Company.
- General repairs, landscaping, fumigation and cleaning of common areas.
- Collection and financial management of the Estate Management Fund (EMF), including transparent monthly reporting to DEVCRAS.
- Stakeholder engagement with utility providers, the District Assembly, Police and Fire Service, and other relevant bodies.
- A resident help-desk / complaints and issue resolution system, with a defined response-time standard.
- Day-to-day on-site presence and management, including a substantive transition plan for taking over from the current Liaison Team arrangement.

4. Eligibility / Minimum Qualification Criteria

To be considered, a prospective Estate Management Company must, at minimum:

1. Be a duly registered and licensed company in Ghana, in good standing with the Registrar of Companies and applicable tax authorities.
2. Demonstrate a minimum of 3 years' experience managing gated residential estates or communities of comparable size.
3. Provide at least three verifiable references from current or recent estate management clients.
4. Demonstrate adequate financial standing and the ability to pre-finance operational costs (e.g. staff salaries) where billing cycles require it.
5. Carry, or be able to procure, appropriate insurance cover (e.g. public liability, and cover for security personnel where applicable).
6. Have no material conflict of interest with the current developer/JSA arrangement, or disclose any such relationship in full.

Proposals from companies that do not meet these minimum criteria will not proceed to technical or financial evaluation.

5. Proposal Submission Requirements

Each proposal must be submitted in two clearly separated parts – a Technical Proposal and a Financial Proposal – and must include:

- Company profile, certificate of incorporation, and evidence of relevant licences/registrations.
- A method statement addressing each service area listed in Section 3.

- Evidence that the Applicant has previously operated using measurable Key Performance Indicators (KPIs) and Service Level Agreements (SLAs), including sample KPIs/SLAs used on comparable contracts and how performance against them was tracked and reported to clients.
- Proposed organisational and staffing structure, including CVs of key personnel (in particular the proposed on-site Estate Manager).
- A transition and implementation plan, with a realistic timeline for taking over from the current arrangement.
- At least three client references with contact details, and evidence of comparable estates currently or previously managed.
- A detailed, itemised financial proposal, including the management fee structure, billing basis, and any additional or contingent costs.
- A signed conflict-of-interest declaration.

Proposals that are incomplete, or that combine technical and financial information in a way that cannot be separated for independent scoring, may be disqualified at the discretion of the Evaluation Committee.

6. Evaluation Committee – Composition & Authority

Proposals will be evaluated by an Evaluation Committee comprising:

- The DEVCRAS Transition Team (as previously constituted and communicated to residents).
- Two (2) Independent Advisers with demonstrable procurement and/or estate management experience.

The Independent Advisers will be appointed by the Governing Council (GC) specifically to bring external, impartial procurement expertise to the process, and to provide residents with confidence.

The Evaluation Committee's role is to score and shortlist proposals and make a reasoned recommendation. Final approval of the recommended company, and authority to sign a management contract, rests with the DEVCRAS Governing Council, subject to the resident communication process set out in Section 11.

7. Conflict of Interest & Confidentiality

- Every member of the Evaluation Committee, including the Independent Advisers, must sign a conflict-of-interest declaration before evaluation begins, disclosing any relationship with any bidding company.

- Any Committee member with a disclosed or discovered conflict in relation to a specific bidder will recuse themselves from scoring that bidder.
- All proposal documents, scoring sheets and Committee deliberations are confidential and will not be shared outside the Committee, the Governing Council, and DEVCRAS's legal advisers, except as summarised for residents under Section 11.
- Bidding companies and their representatives must not directly lobby individual Committee members, Governing Council members, or residents. All communication with bidders during the process must go through a single named point of contact designated by the Transition Team.

8. Evaluation Criteria and Weighting

Proposals that pass the eligibility screen in Section 4 will be scored against the following weighted criteria. Proposed weightings are set out below for residents' acceptance and may be adjusted by the Governing Council before the RFP is issued, with any change communicated to residents.

Evaluation Criterion	Weight	What Is Assessed
Company Profile, Track Record & References	20%	Years in operation, portfolio of comparable gated estates/communities managed, verifiable references, financial stability of the firm
Technical & Operational Proposal	25%	Proposed approach to security, waste management, water/utilities liaison, facilities maintenance, landscaping, and customer service; quality and realism of the method statement; demonstrated track record of operating with measurable KPIs and SLAs
Staffing & Management Structure	15%	Qualifications and experience of proposed on-site Estate Manager and key staff; staffing plan and supervision structure
Financial Proposal & Value for Money	25%	Management fee structure, transparency of cost breakdown,

		competitiveness relative to scope of services, billing/reporting model
Transition & Implementation Plan	10%	Proposed plan for taking over from the current arrangement with minimal disruption, including handover timelines
Governance, Reporting & Compliance	5%	Reporting frequency and format to DEVCRAS, financial controls, insurance, statutory/regulatory compliance

A minimum technical score threshold (e.g. 60%) will apply: proposals falling below this threshold on the Technical & Operational Proposal, Staffing, and Governance criteria combined will not proceed to financial scoring, regardless of price.

9. Evaluation Process (Stages)

7. Eligibility Screening – confirming each proposal meets the minimum qualification criteria in Section 4.
8. Technical Evaluation – scoring of the technical proposal by all Evaluation Committee members independently, followed by a consensus scoring meeting.
9. Shortlisting – top-scoring companies invited to present to the Evaluation Committee and, where useful, to respond to questions.
10. Reference Checks & Site Visits – verification of references and, where practical, visits to estates currently managed by shortlisted companies.
11. Financial Evaluation – opening and scoring of financial proposals only for companies that clear the technical threshold.
12. Consolidated Scoring & Recommendation – combination of technical and financial scores per the weightings in Section 8, and preparation of a written recommendation to the Governing Council.
13. Governing Council Decision – review and approval (or otherwise) of the Evaluation Committee's recommendation.
14. Resident Communication – sharing of the outcome and rationale with residents as set out in Section 11.

15. Contract Negotiation – finalisation of contract terms, including service-level agreements, reporting obligations, fees, and termination provisions, with input from DEVCRAS's legal advisers.

10. Indicative Timeline

The timeline below is indicative and will be confirmed once this Terms of Reference is accepted by residents.

Activity	Indicative Date	Responsible
Residents' acceptance of this Terms of Reference	26th July,2026	Residents / Governing Council
Issue of Request for Proposals (RFP) to shortlisted companies	27th July,2026	Transition Team
Deadline for clarification questions from bidders	31st July,2026	Transition Team
Deadline for proposal submission	5th August,2026	Bidding Companies
Eligibility screening & technical/financial evaluation	8th August,2026	Evaluation Committee
Shortlisted company presentations / interviews	9th August,2026	Evaluation Committee
Reference checks and, where applicable, site visits	10th August,2026	Evaluation Committee
Evaluation Committee recommendation to Governing Council	15th August,2026	Evaluation Committee
Governing Council decision and resident communication	30th August,2026	Governing Council

Contract negotiation and signing	31st August,2026	Governing Council / Legal Advisers
Handover and onboarding of new Estate Manager	1 September 2026	New Estate Management Company

11. Decision-Making & Resident Communication

- The Evaluation Committee's recommendation is advisory; final decision-making authority rests with the DEVCRAS Governing Council.
- Once a decision is made, residents will receive a written summary of the outcome, including the name of the recommended company, a high-level summary of why it was selected, and the proposed handover date.
- Full scoring sheets and commercial details of unsuccessful bidders will not be circulated publicly, in fairness to bidding companies, but will be available for inspection by the Governing Council and, on request, a resident audit representative bound by confidentiality.

12. General Conditions

- DEVCRAS reserves the right to reject any or all proposals, to request revised or clarified proposals, or to cancel or suspend the process at any stage, without liability to any bidding company.
- DEVCRAS is under no obligation to select the lowest-priced proposal; the award will be based on the weighted evaluation in Section 8.
- Bidding companies bear their own costs of preparing and submitting proposals.
- All proposals and supporting materials submitted become the property of DEVCRAS for the purposes of this process and will be treated confidentially.
- This Terms of Reference, and the process it describes, will be conducted in a manner consistent with the legal advice received from our lawyers regarding DEVCRAS's transition.

13. Residents' Acceptance

This Terms of Reference was presented to residents and was accepted on 26th July, 2026.Following this, the Request for Proposals (RFP) is now issued for suitable estate management companies to apply.

Residents' acceptance confirms support for:

- The scope of services in Section 3 as the basis on which companies will be asked to propose.
- The composition of the Evaluation Committee: the Transition Team plus two Independent Advisers with procurement experience: as set out in Section 6.
- The evaluation criteria and weightings in Section 8, and the process in Sections 9–11.

2026 Governing Council