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Request for Quotation

RFQ Number: IDT-HO-COMMS-16-04-2026 – COMMUNICATIONS & REPUTATION TURNAROUND STRATEGY – FOR A PERIOD OF 12 MONTHS

Description: PROCURE A SERVICE FOR THE COMMUNICATIONS & REPUTATION TURNAROUND STRATEGY

Closing Date and Time: 24 APRIL 2026 @12:00PM

All quotations must be physically submitted to the address below:

**INDEPENDENT DEVELOPMENT TRUST
GLENWOOD OFFICE PARK
CNR. OBERON & SPRITE STREETS
FAERIE GLEN
0043**

on or before the closing date and time stipulated above. All quotations received after the closing date and time will not be considered.

Compulsory returnable documents that must be submitted with the response for this quotation are the following:

1. Name of Company
2. National Treasury Central Supplier Database
number MAAA _____
3. Unique SARS Tax Compliance Pin Number (submit valid letter)
4. Duly completed and signed: SDB 4 (**Bidder's Declaration**), attached in this RFQ document.
5. Duly completed and signed: SDB 6.1 (Preference Points Claim Form in Terms of The Preferential Procurement Regulations 2022), attached in this RFQ document.

COMPULSORY DOCUMENTS IN RELATION TO THE PREVIOUS WORK BY THE AGENCY

- 1. Reference letters from the institutions the agency worked with in the last 5 years. (A minimum of 3 letters).**

Note that **due diligence will be conducted** regarding the submitted reference letters.

- Non-submission of the required documentations will lead to disqualification.

DETAILED SPECIFICATIONS/ TERMS OF REFERENCE FOR THIS RFQ

COMMUNICATIONS & REPUTATION TURNAROUND STRATEGY – FOR A PERIOD OF 12 MONTHS

What is required:

1. Communications and reputation audit report
2. Phased communications turnaround strategy: short, medium, long term
3. Messaging framework and spokesperson toolkit
4. Media engagement strategy and press conference plan
5. Stakeholder engagement narrative support
6. Transfer skills and build capacity within the IDT Communications team
7. Media training for Executive Management and Board members
8. Digital and Social Media Support

1. Background and Context

The Independent Development Trust (IDT) is undergoing a structured institutional turnaround following a period of governance instability, operational disruption, and adverse media coverage and stakeholder confidence erosion.

While decisive governance reforms, consequence management processes, leadership stabilisation and stakeholder engagements are underway, the **external narrative has not kept pace with internal reform and delivery progress**. As a result, the IDT continues to experience reputational risk, client dissatisfaction and public scepticism that threatens sustainability, pipeline recovery and delivery confidence.

The IDT now seeks to appoint a **strategic Public Relations and Reputation Management Agency** to support a **communications turnaround strategy** - working alongside the internal Communications team to reposition the institution as a credible, reforming, delivery-focused implementing agent and **tell the “IDT good story” grounded in facts, delivery evidence and institutional reform**.

2. Purpose of the Assignment

The purpose of this assignment is to appoint a PR agency that will:

- Conduct a strategic communications and reputation audit to identify the root causes of reputational damage.
- Design a phased communications turnaround strategy grounded in evidence and institutional realities.
- Support leadership in communicating clearly, credibly and consistently across governance, delivery and reform narratives.
- Strengthen stakeholder confidence, particularly among client departments, oversight bodies and the public.
- Transfer skills and build capacity within the IDT Communications team to ensure sustainability beyond the campaign.

3. Strategic Principles

The strategy must begin with a **Communications & Reputation Audit**, answering:

- Where exactly is the reputational damage?
- Which stakeholder groups are driving or amplifying mistrust?
- What narratives are dominant and which are factual vs perception-driven?
- Where are the disconnects between institutional reality and public narrative?
- What can and cannot be communicated at this stage, given governance and legal constraints?

Solutions must be based on where the problem actually lies, not on volume of media activity.

- PFMA-aligned: Transparent, defensible, and value-for-money, with a rate-card model (not project-based costing).
- Stakeholder-centred: Recognising that IDT's reputation is inseparable from service delivery performance and client relationships.
- Governance-aware: Aligned to public-sector accountability structures and spokesperson protocols.

4. Accountability and Communicators Framework

The strategy must respect and reinforce IDT's three-tier accountability model:

1. Accounting Authority - The Minister of Public Works & Infrastructure
2. Accounting Executive -The Chairperson of the Board (oversight, governance reform, accountability)
3. Accounting Officer - The CEO of the IDT (operations, delivery, institutional reform)

The agency must design messaging frameworks that clearly distinguish these roles and avoid governance or protocol risks.

5. Scope of Work - Strategic Pillars

The communications strategy must be anchored on the following pillars:

Pillar 5.1: Communications & Reputation Audit (**Short Term**)

The agency must conduct a rapid but thorough diagnostic covering:

- Media coverage analysis (tone, themes, inaccuracies, persistence of narratives).
- Stakeholder Confidence building (clients, DPWI, National Treasury, Parliament, media). Critical
- Internal communications capacity and gaps.
- Message coherence across leadership levels.
- Risk mapping (legal, labour, governance sensitivities).

Output:

- Diagnostic report identifying the core reputational problem(s) and priority risks.
- Evidence-based recommendations informing the turnaround strategy.

Pillar 5.2: Short-Term Turnaround Strategy (New Financial Year)

Focus: Stabilisation, credibility and confidence rebuilding

Key elements:

- Clear narrative: “Institutional Reform, Delivery Recovery and Accountability in Action.”
- Stakeholder management strategy (especially dissatisfied client departments).
- Media engagement reset.
- Messaging framework aligned to IDT reforms already underway.
- Preparation for a high-level IDT press conference.

IDT Press Conference – Strategic Guidance required

The agency must advise on:

- Timing: When institutional actions, governance milestones and delivery evidence justify proactive media engagement.
- Content:
 - What has gone wrong (measured, factual, accountable).
 - What has been fixed (governance, consequence management, and financial recovery).
 - What is currently happening on the ground (projects, regions, delivery).
 - What comes next (stabilisation plan and timelines).
- Spokespersons: Chairperson (oversight) and CEO (operations).
- Media risk mitigation and Q&A preparation.

Pillar 5.3: Medium- to Long-Term Repositioning (Post-Stabilisation)

Subject to successful Phase 2 execution, the agency should outline:

- Thought-leadership positioning.
- Ongoing amplification of delivery and reform outcomes.
- Strategic partnerships and platforms.
- Digital and social media reputation strengthening.
- Executive profiling (Chairperson, CEO and Regional Managers).

6. Flagship Event Integration

The strategy must integrate and support a national **IDT Infrastructure Delivery & Reform Dialogue** as a flagship reputational reset platform.

Proposed Name: **IDT Infrastructure Delivery & Reform Dialogue**

The Dialogue will be an IDT-owned platform to demonstrate institutional reform, delivery recovery and sector contribution.

The agency will be expected to:

- Position the Dialogue as evidence of IDT's delivery capability, reform credibility and readiness to support government infrastructure priorities.
- Align messaging to national infrastructure delivery, public-sector reform outcomes and development objectives.
- Support proactive media engagement before, during and after the Dialogue.
- Develop thought-leadership content, opinion pieces and executive commentary linked to Dialogue themes.
- Support digital amplification, including social media-ready content and post-event narrative packaging.
- Position IDT as a delivery partner and sector contributor, not a reactive or defensive institution.

The Dialogue must be designed as a repeatable, scalable platform forming part of IDT's long-term reputation and stakeholder engagement framework.

7. Deliverables

The agency should deliver, at minimum:

- Communications and reputation audit report.
- Phased communications turnaround strategy (short, medium and long term).
- Messaging framework and spokesperson toolkit.
- Media engagement strategy and press conference plan.
- Stakeholder mapping
- Stakeholder engagement narrative support.

Media Training – not more than 30 people

- Media training for Executive Management and Board members.
- **Targeted media training for Regional Managers**, focused on: - Project-level and regional delivery messaging.
 - Handling media enquiries linked to service delivery.
 - Message discipline, escalation and spokesperson protocols.

Digital and Social Media Support

- Assistance with the development and refinement of an IDT social media strategy aligned to the turnaround narrative.
- Guidance on platform-specific content, executive and regional visibility, and integration of social media into media engagement and flagship events.
- Monitoring, evaluation and reporting framework (traditional and digital media).
- Social media analytics and proactive campaigns to grow following and engagement

8. Budget and Commercial Model

- Commercial structure:
 - PFMA-aligned rate card (monthly rates by role).
 - No lump-sum project pricing. ○ Specify the number of months covered in each phase

Agencies must clearly indicate:

- Time allocation and role mix.
- Assumptions and exclusions.

9. Agency Profile Requirements

Interested agencies must demonstrate:

- Experience in public-sector, SOE or complex institutional reputational work.
- Strong understanding of governance, PFMA and political-administrative interfaces.
- Strategic (not purely tactical) communications capability.
- Ability to work collaboratively with internal teams.
- Sensitivity to labour, legal and governance processes

Service providers must quote the IDT a total price inclusive of VAT for the service that will be rendered, and the quoted price must be valid for at least thirty (90) days after the closing date of this Request for Quotation.

- All **SCM** queries related to this RFQ must be submitted in writing to: Juniorm@idt.org.za
- All **Technical** related Queries must be directed in writing to: TintswaloMa@idt.org.za

NB: No query shall be allowed 12 hours prior to the closing date and time of this Request for quotation.

NB: The Independent Development Trust Reserve the right to withdraw or cancel this RFQ without prior notification to the respondents

BIDDER'S DISCLOSURE

1. PURPOSE OF THE FORM

Any person (natural or juristic) may make an offer or offers in terms of this invitation to bid. In line with the principles of transparency, accountability, impartiality, and ethics as enshrined in the Constitution of the Republic of South Africa and further expressed in various pieces of legislation, it is required for the bidder to make this declaration in respect of the details required hereunder.

Where a person/s are listed in the Register for Tender Defaulters and / or the List of Restricted Suppliers, that person will automatically be disqualified from the bid process.

2. Bidder's declaration

2.1 Is the bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise, employed by the state?

YES / NO

2.1.1 If so, furnish particulars of the names, individual identity numbers, and, if applicable, state employee numbers of sole proprietor/ directors / trustees / shareholders / members/ partners or any person having a controlling interest in the enterprise, in table below.

Full Name	Identity Number	Name of State institution

2.2 Do you, or any person connected with the bidder, have a relationship with any person who is employed by the procuring institution? YES / NO

2.2.1 If so, furnish particulars:

.....
.....

2.3 Does the bidder or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise whether or not they are bidding for this contract? YES / NO

2.3.1 If so, furnish particulars:

.....
.....

3 DECLARATION

I, the undersigned, (name)..... In submitting the accompanying bid, do hereby make the following statements that I certify to be true and complete in every respect:

3.1 I have read, and I understand the contents of this disclosure.

3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect.

3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However, communication between partners in a joint venture or consortium will not be construed as collusive bidding.

3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices,

including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.

3.5 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.

3.6 There have been no consultations, communications, agreements or arrangements made by the bidder with any official of the procuring institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.

3.7 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

I CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 1, 2 and 3 ABOVE IS CORRECT.

I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 6 OF PFMA SCM INSTRUCTION 03 OF 2021/22 ON PREVENTING AND COMBATING ABUSE IN THE SUPPLY CHAIN MANAGEMENT SYSTEM SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....

Signature

Date

.....

Position

Name of bidder

PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2022

This preference form must form part of all tenders invited. It contains general information and serves as a claim form for preference points for specific goals.

NB: BEFORE COMPLETING THIS FORM, TENDERERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF THE TENDER AND PREFERENTIAL PROCUREMENT REGULATIONS, 2022

1. GENERAL CONDITIONS

1.1 The following preference point systems are applicable to invitations to tender:

- The 80/20 system for requirements with a Rand value of up to R50 000 000 (all applicable taxes included); and
- The 90/10 system for requirements with a Rand value above R50 000 000 (all applicable taxes included).

1.2 **To be completed by the organ of state**

The applicable preference point system for this tender is the 80/20 preference point system.

- a) 80/20 preference point system will be applicable in this tender. The lowest/ highest acceptable tender will be used to determine the accurate system once tenders are received.

1.3 Points for this tender (even in the case of a tender for income-generating contracts) shall be awarded for:

- (a) Price; and
(b) Specific Goals.

1.4 **To be completed by the organ of state:**

The maximum points for this tender are allocated as follows:

	POINTS	
PRICE	90	80
SPECIFIC GOALS	10	20
TARGETED GROUP		
Women	3	6
Youth	3	6
People with Disabilities	2	4
Black People	2	4
Total points for Price and SPECIFIC GOALS	100	100

- 1.5 Failure on the part of a tenderer to submit proof or documentation required in terms of this tender to claim points for specific goals with the tender, will be interpreted to mean that preference points for specific goals are not claimed.
- 1.6 The organ of state reserves the right to require of a tenderer, either before a tender is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

2. DEFINITIONS

- (a) “**tender**” means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation;
- (b) “**price**” means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;
- (c) “**rand value**” means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
- (d) “**tender for income-generating contracts**” means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions; and
- (e) “**the Act**” means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000).

3. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES

3.1. POINTS AWARDED FOR PRICE

3.1.1 THE 80/20 OR 90/10 PREFERENCE POINT SYSTEMS

A maximum of 80 or 90 points is allocated for price on the following basis:

$$P_s = 90 \left(1 - \frac{P_t - P_{min}}{P_{min}} \right) \quad \text{or} \quad P_s = 80 \left(1 - \frac{P_t - P_{min}}{P_{min}} \right)$$

Where

P_s = Points scored for price of tender under consideration

P_t = Price of tender under consideration

P_{min} = Price of lowest acceptable tender

3.2. FORMULAE FOR DISPOSAL OR LEASING OF STATE ASSETS AND INCOME GENERATING PROCUREMENT

3.2.1. POINTS AWARDED FOR PRICE

A maximum of 80 or 90 points is allocated for price on the following basis:

$$Ps=90\left(1+\frac{Pt-P_{max}}{P_{max}}\right) \quad \text{80/20} \quad \text{or} \quad Ps=80\left(1+\frac{Pt-P_{max}}{P_{max}}\right) \quad \text{90/10} \quad \text{Or}$$

Where

- Ps = Points scored for price of tender under consideration
Pt = Price of tender under consideration
Pmax = Price of highest acceptable tender

4. POINTS AWARDED FOR SPECIFIC GOALS

4.1. In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender. For the purposes of this tender the tenderer will be allocated points based on the goals stated in table 1 below as may be supported by proof/ documentation stated in the conditions of this tender:

4.2. In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the tender documents, stipulate in the case of—

- (a) An invitation for tender for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or
- (b) Any other invitation for tender, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system,

Then the organ of state must indicate the points allocated for specific goals for both the 90/10 and 80/20 preference point system.

Table 1: Specific goals for the tender and points claimed are indicated per the table below.

(Note to organs of state: Where either the 90/10 or 80/20 preference point system is applicable, corresponding points must also be indicated as such.)

Note to tenderers: The tenderer must indicate how they claim points for each preference point system.)

The specific goals allocated points in terms of this tender	Number of points Allocated (90/10 system) (To be completed by the organ of state)	Number of points Allocated (80/20 system) (To be completed by the organ of state)	Number of points claimed (90/10 system) (To be completed by the tenderer)	Number of points claimed (80/20 system) (To be completed by the tenderer)
Women	3	6		
Youth	3	6		
People with Disabilities	2	4		
Black People	2	4		

DECLARATION WITH REGARD TO COMPANY/FIRM

4.3. Name of company/firm.....

4.4. Company registration number:

4.5. TYPE OF COMPANY/ FIRM

- Partnership/Joint Venture / Consortium
 - One-person business/sole propriety
 - Close corporation
 - Public Company
 - Personal Liability Company
 - (Pty) Limited
 - Non-Profit Company
 - State Owned Company
- [TICK APPLICABLE BOX]

4.6. I, the undersigned, who is duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the specific goals as advised in the tender, qualifies the company/ firm for the preference(s) shown and I acknowledge that:

- i) The information furnished is true and correct;
- ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;
- iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 4.2, the contractor may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct;

iv) If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have –

- (a) Disqualify the person from the tendering process;
- (b) Recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
- (c) Cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
- (d) Recommend that the tenderer or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been applied; and
- (e) Forward the matter for criminal prosecution, if deemed necessary.

..... SIGNATURE(S) OF TENDERER(S)	
SURNAME AND NAME:
DATE:
ADDRESS:

CONFIDENTIAL