

PART A
INVITATION TO BID

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE (NAME OF DEPARTMENT/ PUBLIC ENTITY)

BID NUMBER:	CLOSING DATE:	CLOSING TIME:
DESCRIPTION		

THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM (SBD7).

BID RESPONSE DOCUMENTS MAY BE DEPOSITED IN THE BID BOX
SITUATED AT (STREET ADDRESS)

SUPPLIER INFORMATION

NAME OF BIDDER			
POSTAL ADDRESS			
STREET ADDRESS			
TELEPHONE NUMBER	CODE		NUMBER
CELLPHONE NUMBER			
FACSIMILE NUMBER	CODE		NUMBER
E-MAIL ADDRESS			
VAT REGISTRATION NUMBER			
TCS PIN:		OR	CSD No:

B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE [TICK APPLICABLE BOX]	<input type="checkbox"/> Yes <input type="checkbox"/> No	B-BBEE STATUS LEVEL SWORD AFFIDAVIT	<input type="checkbox"/> Yes <input type="checkbox"/> No
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IF YES, WHO WAS THE CERTIFICATE ISSUED BY?			
AN ACCOUNTING OFFICER AS CONTEMPLATED IN THE CLOSE CORPORATION ACT (CCA) AND NAME THE APPLICABLE IN THE TICK BOX	<input type="checkbox"/>	AN ACCOUNTING OFFICER AS CONTEMPLATED IN THE CLOSE CORPORATION ACT (CCA)	
	<input type="checkbox"/>	A VERIFICATION AGENCY ACCREDITED BY THE SOUTH AFRICAN ACCREDITATION SYSTEM (SANAS)	
	<input type="checkbox"/>	A REGISTERED AUDITOR NAME: _____	

**[A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE/SWORD AFFIDAVIT(FOR EMEs& QSEs) MUST BE SUBMITTED IN
ORDER TO QUALIFY FOR PREFERENCE POINTS FOR B-BBEE]**

ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES /WORKS OFFERED?	<input type="checkbox"/> Yes [IF YES ENCLOSURE PROOF]	<input type="checkbox"/> No	ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED?	<input type="checkbox"/> Yes [IF YES ANSWER PART B:3 BELOW]	<input type="checkbox"/> No
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SIGNATURE OF BIDDER	DATE	
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CAPACITY UNDER WHICH THIS BID IS SIGNED (Attach proof of authority to sign this bid; e.g. resolution of directors, etc.)			
--	--	--	--

TOTAL NUMBER OF ITEMS OFFERED			TOTAL BID PRICE (ALL INCLUSIVE)
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BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO:		TECHNICAL INFORMATION MAY BE DIRECTED TO:	
DEPARTMENT/ PUBLIC ENTITY		CONTACT PERSON	
CONTACT PERSON		TELEPHONE NUMBER	
TELEPHONE NUMBER		FACSIMILE NUMBER	
FACSIMILE NUMBER		E-MAIL ADDRESS	
E-MAIL ADDRESS			

PART B

TERMS AND CONDITIONS FOR BIDDING

1. BID SUBMISSION:

- 1.1. BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.
- 1.2. ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED-(NOT TO BE RE-TYPED) OR ONLINE
- 1.3. BIDDERS MUST REGISTER ON THE CENTRAL SUPPLIER DATABASE (CSD) TO UPLOAD MANDATORY INFORMATION NAMELY: (BUSINESS REGISTRATION/ DIRECTORSHIP/ MEMBERSHIP/IDENTITY NUMBERS; TAX COMPLIANCE STATUS; AND BANKING INFORMATION FOR VERIFICATION PURPOSES). B-BBEE CERTIFICATE OR SWORN AFFIDAVIT FOR B-BBEE MUST BE SUBMITTED TO BIDDING INSTITUTION.
- 1.4. WHERE A BIDDER IS NOT REGISTERED ON THE CSD, MANDATORY INFORMATION NAMELY: (BUSINESS REGISTRATION/ DIRECTORSHIP/ MEMBERSHIP/IDENTITY NUMBERS; TAX COMPLIANCE STATUS MAY NOT BE SUBMITTED WITH THE BID DOCUMENTATION. B-BBEE CERTIFICATE OR SWORN AFFIDAVIT FOR B-BBEE MUST BE SUBMITTED TO BIDDING INSTITUTION.
- 1.5. THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT 2000 AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2017, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER LEGISLATION OR SPECIAL CONDITIONS OF CONTRACT.

2. TAX COMPLIANCE REQUIREMENTS

- 2.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
- 2.2 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VIEW THE TAXPAYER'S PROFILE AND TAX STATUS.
- 2.3 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) OR PIN MAY ALSO BE MADE VIA E-FILING. IN ORDER TO USE THIS PROVISION, TAXPAYERS WILL NEED TO REGISTER WITH SARS AS E-FILERS THROUGH THE WEBSITE WWW.SARS.GOV.ZA.
- 2.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS TOGETHER WITH THE BID.
- 2.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE PROOF OF TCS / PIN / CSD NUMBER.
- 2.6 WHERE NO TCS IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.

3. QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS

- 3.1. IS THE BIDDER A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)? YES NO
- 3.2. DOES THE BIDDER HAVE A BRANCH IN THE RSA? YES NO
- 3.3. DOES THE BIDDER HAVE A PERMANENT ESTABLISHMENT IN THE RSA? YES NO
- 3.4. DOES THE BIDDER HAVE ANY SOURCE OF INCOME IN THE RSA? YES NO

IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN, IT IS NOT A REQUIREMENT TO OBTAIN A TAX COMPLIANCE STATUS / TAX COMPLIANCE SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 ABOVE.

NB: FAILURE TO PROVIDE ANY OF THE ABOVE PARTICULARS MAY RENDER THE BID INVALID.



Glenwood Office Park
Cnr. Oberon & Sprite Streets
Faerie Glen 0043
PO Box 73000, Lynnwood Ridge 0040
Tel: (012) 845-2000 – Fax: (012) 348-1089
Website: www.idt.org.za

Request for Quotation

RFQ number: IDT-HO-HR-OSA-271023

Description: REQUEST FOR QUOTATION FOR THE PROVISION OF IDT TERMS OF REFERENCE FOR (1) THE REVIEW AND ANALYSIS OF THE IDT ORGANISATIONAL STRUCTURAL ARCHITECTURE AND (2) OTHER HR RELATED SERVICES

Closing date and time: 03 November 2023 @ 12:00PM

Submission of quotations: All quotations must be hand delivered to.

Glenwood Office Park
Cnr. Oberon &Sprite Streets
Faeri Glen
Pretoria

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

1. National Treasury Central Supplier Database number MAAA_____
2. Name of Company _____
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 returnable document: SBD 6.1

Source Documents to be submitted with the Bid or RFQ

*CIPC Document	(Company Registration Document will be required for verification (CIPC DOC))
*Woman	(Originally Certified ID Document)
*Youth	(Originally Certified ID Document)
*People with Disability	(Letter from the Dr. Confirming the Disability)
*Black Ownership	(Originally Certified ID Document)

Non-submission of Source documents will result in the allocation of zero points for specific goals



INDEPENDENT DEVELOPMENT TRUST

TERMS OF REFERENCE

THE INDEPENDENT DEVELOPMENT TRUST

1. Background

The IDT is primarily responsible for social infrastructure development in the country, working with and on behalf of the department of public works and infrastructure and other partners

Task Directive

SPECIFICATION

Items	Description of Goods and Services	Quantity
1.	IDT terms of reference for (1) the review and analysis of the IDT organizational structural architecture and (2) other HR related services	

3. Closing date **03 November 2023** and submission 12h00 o'clock

Responses and proposals to the RFQ must be submitted to:

Glenwood Office Park, Cnr, Oberon & Sprite Streets

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 (30) days after the closing date of this Request for Quotation.

- All **SCM** queries related to this RFQ must be submitted in writing to: Aidan@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.*

SBD 4

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.

3.4 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.

3.5 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.

3.6 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



SBD 6.1

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

Disabilities Ownership	2	4
people Ownership	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:

$$\begin{array}{ccc}
 \text{80/20} & \text{or} & \text{90/10} \\
 Ps = 80 \left(1 - \frac{Pt - P_{min}}{P_{min}} \right) \text{ or} & & Ps = 90 \left(1 - \frac{Pt - P_{min}}{P_{min}} \right) \\
 \text{Where} \\
 Ps & = & \text{Points scored for price of tender under consideration} \\
 Pt & = & \text{Price of tender under consideration} \\
 P_{min} & = & \text{Price of lowest acceptable tender}
 \end{array}$$

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:

80/20

or

90/10

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

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 Ownership	3	6		
Youth Ownership	3	6		
People with Disabilities Ownership	2	4		
people Ownership	2	4		

Source Documents to be submitted with the Bid or RFQ

*CIPC Document (Company Registration Document will be required for verification (CIPC DOC))

*Woman (Originally Certified ID Document)

*Youth (Originally Certified ID Document)
*People with Disability (Letter from the Dr. Confirming the Disability)
*Black Ownership (Originally Certified ID Document)

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 proprietor
- 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



IDT TERMS OF REFERNCE FOR (1) THE REVIEW AND ANALYSIS OF THE IDT ORGANISATIONAL STRUCTURAL ARCHITECTURE AND (2) OTHER HR RELATED SERVICES

1. INTRODUCTION

1.1. THE INDEPENDENT DEVELOPMENT TRUST

The Independent Development Trust (IDT) is a Schedule 2 Public Entity in terms of the Public Finance Management Act (Act No. 1 of 1999 as amended). It reports to Parliament through the Minister of Public Works and Infrastructure, its Executive Authority and Shareholder representative. It acts as a state implementing agency focusing on social infrastructure programme and project management and works with all spheres of government through client-specific service level agreements. The IDT has regional offices in all of the country's nine provinces with its National Office located in South Africa's administrative capital, Pretoria.

Established in 1990 with an endowment of R2 billion in 1991, the IDT worked with and provided funding to civil society organisations involved in community development initiatives to support education, housing, health services and business development projects. In 1997, through a Cabinet decision, its mandate was changed to that of an entity geared towards supporting government in the implementation of development programmes. In 1999, it was listed as a Schedule 2 public entity in terms of the Public Finance Management Act (PFMA) (Act 1 of 1999)

Since its establishment, the IDT has delivered a combination of social infrastructure such as public schools, clinics, community centres, government offices and social development programmes in predominantly rural communities across the country. In the past ten years the entity has delivered social infrastructure and community development programmes worth R 45 billion in

1.2. BACKGROUND TO THE BID

In recent years, the IDT has had to contend with a number of challenges which affected the rate and quality of its services to its clients. In response to these challenges, the entity undertook a number of turn around measures, many of which yielded less than desired outcome.

The IDT has recently adopted a new strategic pathway to build a compliant and fit-for-purpose entity whose operations are guided by sound commercial principles. It has embarked on a different strategic direction and trajectory, crafted the Turn-Around Plan and strategy in pursuance of the new strategic focus. To this end, it has become imperative that the organisational structural architecture needs to be examined and re-aligned with the new strategic posture of the organisation.

Following the conclusion of these exercises, the IDT seeks to appoint a service provider to assist the organisation review its new business model, improve and/or design business processes, design the organisational structure and architecture that is fit for purpose and thus capable of assisting in the execution of the corporate strategy.

Specifically, the IDT needs to establish the right structure that can improve its ability to meet customer needs and create shareholder value. We need an effective organisation design that can help us achieve the following:

- Facilitate business strategy implementation;
- Drive value;
- Improve organisational performance;
- Raise the performance of the workforce; and
- Facilitate business transformation

2. PURPOSE AND OBJECTIVES OF THE REVIEW AND ANALYSIS OF THE IDT ORGANISATIONAL STRUCTURAL ARCHITECTURE

The IDT invites service providers with the capability to design organisation structures that are aligned to the Corporate Plan and its mandates by, inter alia, looking at the complex relationships between objectives, tasks, workflow, responsibility and authority, and making sure all these support the objectives of the IDT. Good organisational design that helps communications, productivity and innovation, and creates an environment where people can work effectively.

The following project purposes and objectives provide a roadmap for the development and evaluation of the IDT's organisational structural architecture. They ensure that the structure aligns with the organisation's mission and goals while enabling efficient and effective service delivery in the development sector.

2.1. The project purposes, *inter alia*, are:

- To assess the current organisational structure and identify areas for improvement.
- To develop a new organisational structure that is aligned with the IDT's strategic goals and objectives, and that promotes efficiency, effectiveness, agility, responsiveness, and diversity and inclusion.
- To improve the efficiency and effectiveness of the organisational structure to maximize resource utilisation, streamline processes, and enhance service delivery to the communities and projects IDT serves.
- To implement the new organisational structure in a phased approach, with minimal disruption to the IDT's operations.
- To clearly define the roles and responsibilities of different departments, units, and positions within the organisation to ensure that each role contributes to the achievement of specific objectives.
- To create a structural framework that is adaptable and resilient, capable of responding to evolving needs and challenges in the development sector.
- To monitor and evaluate the new organisational structure to ensure that it is meeting its objectives.

2.2. The specific objectives of the project, *inter alia*, include:

- To conduct a comprehensive review and assessment of the existing organisational structure to identify strengths, weaknesses, and areas for improvement.
- To develop a new organisational chart that clearly defines the reporting lines, roles, and responsibilities of all employees.
- To create a more efficient and effective organisational structure by eliminating duplication of effort and streamlining communication and coordination channels.
- To create a more agile and responsive organisational structure by making it easier to move resources to where they are most needed.
- To create a more inclusive organisational structure by attracting and retaining employees from all backgrounds and by creating an environment where everyone feels respected and valued.

3. The project will be completed in three phases:

- **Assessment phase:** During the assessment phase, the project team must review the current organisational structure and identify areas for improvement. This may involve collecting data from a variety of sources, including employee surveys, interviews with key stakeholders, and benchmarking the IDT's organisational structure against other similar organisations.
- **Design phase:** During the design phase, the project team must develop a new organisational structure that is aligned with the IDT's strategic goals and objectives, and that promotes efficiency, effectiveness, agility, responsiveness, and diversity and inclusion. The project team may work closely with key stakeholders to get their input and feedback on the new organisational structure.
- **Implementation phase:** During the implementation phase, the project team may work with the IDT's leadership team to implement the new organisational structure in a phased approach, with minimal disruption to the IDT's operations. The project team will also develop and deliver training to all employees on the new organisational structure and their new roles and responsibilities.

3.1. The project will be considered successful if it achieves the following outcomes:

- A new organisational structure that is aligned with the IDT's strategic goals and objectives, and that promotes efficiency, effectiveness, agility, responsiveness, and diversity and inclusion.
- A smooth and successful implementation of the new organisational structure with minimal disruption to the IDT's operations.
- Improved employee satisfaction with the organisational structure????
- Improved performance of the IDT as a result of the new organisational structure.

3.2. In order to do this, the service provider must be able to, inter alia, answer the following questions, answers of which should form part of your proposal:

How fit for purpose is the current organisational structure?

- What improvements could be made to the organisational structure to effectively deliver programmes in accordance with the IDT Strategic Plan?
- How can the organisational structure be made more cost effective?
- How effective are the existing reporting lines to ensure that there is individual accountability for achieving organisational results?

- Are the positions in the organisational structure appropriate for the goals the organisation is trying to reach?
- What potential is there for creating efficiencies in the structure?
- To what extent do current job descriptions accurately reflect what is expected of the positions?

Number of Staff

- Does the organisation have the appropriate number of each position to meet organisational goals?
- What new positions, if any, need to be created to ensure that the organisation can meet its goals and how feasible are they?

4. SCOPE OF WORK FOR THE REVIEW AND ANALYSIS OF THE IDT ORGANISATIONAL STRUCTURAL ARCHITECTURE

The IDT requires the services of a single service provider who understands the built environment and the semi-government sector and that has the capacity and expertise to review and re-align the organisational structure for submission and approval by the Board of the IDT.

4.1. The service provider will be required to conduct the following scope of work:

- Examination of the existing organisational structure, including reporting relationships, departments, and roles.
- Assessment of how well the current structure supports the organisation's goals and objectives.
- Evaluation of communication channels, decision-making processes, and workflow within the organisation.
- Identification of any redundancies, gaps, or inefficiencies in the existing structure.
- Benchmarking against best practices and industry standards in organisational design and management.

5. DELIVERABLES

- A comprehensive report detailing the findings of the review and analysis which identifies the key strengths and weaknesses of the IDT's current organisational structure
- Recommendations for improvement, including specific changes to the organisational structure and charts, reporting lines, job roles and responsibilities, and decision-making processes.

- A presentation of the findings and recommendations to IDT leadership and relevant stakeholders.
- A roadmap for implementing the recommended changes.

6. PROJECT PROPOSAL FOR THE REVIEW AND ANALYSIS OF THE IDT ORGANISATIONAL STRUCTURAL ARCHITECTURE

The service provider is required to submit a detailed and costed proposal including timeframes and milestones for the completion of the exercise. Provision should also be made for discussions and/or consultations with internal Divisions/Units, Executive Management, and the Board if needed.

7. PURPOSE AND OBJECTIVES OF RENDERING OF HUMAN RESOURCES MANAGEMENT SERVICES

The purpose of the assignment will entail, but not limited to the following:

- HR Planning: Analysis of available human resource data with a view to forecasting the demand and supply of human resources for the IDT. Preliminary work that gives context and guidelines has been done.
- Train employees on performance management at national and various regional offices, there are currently ten regions, some of which may be combined for cost-effectiveness, the training manual is available but may be enhanced where appropriate.
- Develop a talent management strategy and implementation plan.
- Review and improve human resource business processes, HR structural architecture

8. SCOPE OF WORK FOR RENDERING OF HUMAN RESOURCES MANAGEMENT SERVICES

- The Scope of Work will consider the following key deliverables:
- HR Plan
- Performance management strategy, framework and implementation plan
- Talent management strategy and implementation plan
- Review Human resource business processes and HR structural architecture
- Occupational Health and Safety strategy and training manual and conduct training

9. DURATION

This should be completed within three months from the commencement of this assignment.

10. MANDATORY

MANDATORY COMPLIANCE CRITERIA	NON- MANDATORY COMPLIANCE CRITERIA
Valid CSD registration report with supplier number	ID copies of Director/s
Proof of authority to sign the document must be submitted e.g. company resolution. (Only if company has more than one Director/member)	CIPC, Company registration document
Duly completed and signed Invitation to BID, Part A and B (SBD 1)	Proof of address
Duly completed Declaration of Interest (SBD 4 as per NT-SCM Instruction note 3 of 2022). All blanks' spaces must be completed. Bidders to indicate items that are not applicable.	Tax pin/ TCS certificate
No copies of the original tender document to be submitted, no correctional fluids, erasable pen or a lead pencil will be used on any of the submitted forms. Only black ink must be used to complete documents. Any mistakes must be neatly crossed out and countersigned by all relevant parties.	<p>Bidders are encouraged to submit proof of B-BBEE status level of contributor Valid copy of a sworn affidavit. A tenderer failing to submit proof of B-BBEE status level of contribution or is a non-compliant contributor to B-BBEE will not be disqualified, The Minister of Finance has granted IDT an exemption from the provisions of the PPPFA and regulations.</p> <p>The bidder will not be allocated BBBEE points in terms of section 3(c) of the PPPFA but will be evaluated according to mandatory, functionality and pricing only.</p>

11. EVALUATION CRITERIA

The service providers will be selected in accordance with the following criteria.

Functional evaluation criteria comprise of 100 points and bidders must score 60 points to qualify for further evaluation.

A. Capacity and Bidders Relevant Experience, Similar Work done, Approach and methodology	
<p>A1. Capacity and team experience operating within the Organisational Design Environment and HR Planning:</p> <p>Outline years of experience and qualifications of the proposed team</p> <ul style="list-style-type: none"> Senior Organisational Development Consultant /Team Leader = 30 points <p>Requirements:</p>	40

A. Capacity and Bidders Relevant Experience, Similar Work done, Approach and methodology	
<p>Expertise, skills and experience in offering, Organizational Design, Strategy, Change Management, Service delivery model, Reorganization, remodelling and reporting</p> <p>Relevant Qualifications</p> <p>Degree in Organisational Development or the Social Sciences.</p> <p>Approach and Methodology</p> <p>It is expected of the appointed service provider to outline and explain the approaches and methodologies to be employed towards the development of the IDT organisational structural architecture.</p> <p>To ensure that all employees are on board and are fully engaged, a change management strategy and plan should be developed and rolled out during the lifecycle of the project.</p>	
A. 2 Reference to similar work	
<p>A.2.1 The bidder must provide details of similar work completed in relation to Organisational design environment.</p> <p>(a) 1 to 3 letter/s of similar work done = 10 points</p> <p>(b) 4 to 10 = 20 points</p> <p>(c) 11 and above = 25 points</p> <p>Requirements:</p> <p>Bidders are expected to attach copies of reference letters from reputable service providers that they rendered the service in the past three years. The following details must be reflected in the content of the reference letter/s:-</p> <p>Name and short description of project successfully completed/involved in</p> <ul style="list-style-type: none"> <input type="checkbox"/> Role and Responsibilities, <input type="checkbox"/> Duration of involvement (in months), <input type="checkbox"/> Value of the contract, <input type="checkbox"/> Contactable References. (letter of references in letterhead of the clients signed by the authorized person 	35
Pricing	25
<p>To be evaluate against the Methodology and approach</p> <ol style="list-style-type: none"> 1. Price = 10 2. Alignment with Methodology and approach = 15 	

12. SELECTION

- a) The evaluation of proposals will be done in line with the applicable IDT Procurement Policies and Procedures.
- b) The closing date and time must be strictly adhered to. Failure to comply will result in the service provider being disqualified
- c) The final decision and successful appointment will be made by the General Manager: Human Resources and no correspondence will be entered into thereafter. The IDT reserves the right to ultimately decide to appoint or not to appoint any service provider in terms of this call for proposals.
- d) The successful service provider must be ready and available to commence work immediately on appointment.
- e) Service providers must quote for the full scope of the project and provide quotations with presentation of their proposals. The prices quoted must be firm for the duration of the contract.
- f) The appointed service provider will be required to provide all of the project documentation as well as hardcopies (unless otherwise agreed upon).
- g) The appointed service provider will be paid in tranches based on the set deliverables agreed to in the Service Level Agreement.
- h) All material developed by the appointed service provider will be the property of the IDT

13. CONTRACTUAL AGREEMENT

The service provider will be required to sign a service level agreement once appointed.

14. ENQUIRIES

Supply Chain enquiries email:

Technical enquiries:

Telephone (012) 845 2000

15. SUBMISSION OF PROPOSALS

Submissions of proposals and quotations must be submitted in a sealed enveloped clearly marked "Appointment of Consultant to review the organisational structure of the IDT." and delivered to the address below by 12H00 on Friday, 2022.

The Tender Box is at the reception at the following address:

Block B, Glen Wood Office Park, Sprite Ave, Fairie Glen, Pretoria, 0043