

TENDER DATA

Project title:	Appointment of a Service Provider to Design Implement an Optimum Organisational Architecture for Sentech SOC Ltd for a period of twelve (12) months.
Bid no:	SENT/029/2021-22

1. BACKGROUND

SENTECH is a state-owned company and is the largest broadcasting signal distributor in South Africa. SENTECH is a licensed Electronic Communications Network Service provider in South Africa. It currently operates many telecommunication networks for Satellite, Television, Radio, Internet and more. As such, SENTECH is a global enabler of broadcasting and digital content delivery.

SENTECH's business of broadcasting signal distribution is in under threats as a result of the changing media landscape fuelled by technology disruptions and competition. The traditional way of content distribution has seen emergence on new OTT and streaming service players. There is therefore a need for SENTECH to review its operating model and develop a more responsive organizational architecture that will assist in executing the corporate strategy. The responsiveness should also be understood within the content of SOC rationalization spearheaded by the shareholder to merge its portfolio of companies such and SENTECH and Broadband Infraco.

The new merged business model reinforced the need to conduct an organizational design exercise to effectively execute the new business strategy.

An organisational design exercise therefore needs to be conducted to ensure alignment to the merged business model; to develop a merged operating model, with optimum business processes and organisational structures, review and design of relevant roles and organisational competency framework.

The proposed design principles must enable the entities to transition into the newly merged business model in order to execute the business strategy. The project will be implemented in two phases, the first phase will focus on developing business unit structures for SENTECH, and the second phase will focus on developing a merged business and operating model.

2. SUBMISSION OF BIDS and CLOSING

This Bid closes at the stipulated date and time as stated in SBD 1 Notice and Invitation to Bid. Bids must be submitted by hand to the Bid Administrator at SENTECH, Octave Road, Radiokop Ext 3, Honeydew, Johannesburg.

Bidders that choose to submit their bid documents before the closing date and time may do so during working hours only (08:30-15:30).

It is the Bidder's responsibility to ensure that their bid submissions reach the Bid Administrator before the bid closing time as no late submissions will be accepted.

Telegraphic, telephonic, telex, facsimile, e-mail and late Bids will not be accepted. Proposals may be opened in public. Bidders will be advised of the outcome by letter, facsimile or e-mail.

This is a two-envelope system for Bid Evaluation. Bidders must submit their proposal and all supporting documentation in a sealed envelope, clearly marked as follows:

Envelope One "Original Technical Proposal" and one "Copy of Technical Proposal" together with a soft copy in PDF format of an electronic medium e.g. USB etc. The soft copy will consist of a single PDF document containing the complete response. The envelope must contain all information and documents relating to the Bid. (Refer to list of returnable documents).

No Financial Information must be included in Envelope 1.

Envelope Two "Original Financial Proposal" (Contract Date and Pricing schedule/schedule of rates as applicable) together with 1 copy of "Financial Proposal" together with a soft copy in PDF format of an electronic medium e.g. Compact Disk (CD), USB etc. The soft copy will consist of a single PDF document containing the complete Financial Proposal.

Bidders are required to place the sealed **Envelope 1** together **with** the sealed **Envelope 2** into one sealed envelope or container. The sealed envelope or container must be marked with the following information:

• **For Attention • HEAD OF SUPPLY CHAIN MANAGEMENT • BID REFERENCE NO:**
SENT/029/2021-22 • TECHNICAL AND FINANCIAL PROPOSALS • INSERT CLOSING DATE
AND TIME • BIDDER'S NAME AND ADDRESS

Bidders that combine their Technical Proposal with the Financial Proposal (or any financial information) will be automatically disqualified and not be evaluated further.

The financial proposal will only be opened and evaluated should the technical proposal be found to be responsive, being that the technical proposal has met the minimum technical evaluation criteria that are set out in the Bid Documents.

The Bidders shall insert a table of contents and bind (ring bind or similar method) the proposal documents and verify the page numbers, as SENTECH will not accept any liability with regard to any disputes arising from pages that are missing or duplicated in the aforementioned documents.

Bidders are required to complete and sign all the returnable documentation (refer to list of returnable documents) and initial all pages, drawings and brochures which are included in the reply as SENTECH will not accept any liability with regard to any disputes arising from pages that are missing or duplicated in the aforementioned documents.

Late submissions will not be considered.

3. SIGN AND INITIAL

Bidders are required to complete and sign the Bid Forms where required and initial the bottom of all pages, drawings and brochures which are included in the submission as SENTECH will not accept any liability with regard to any disputes arising from pages that are missing or duplicated in the aforementioned documents.

Only original signatures will be accepted.

4. COMPLETION OF BID DOCUMENTS

Bidders must ensure that they complete all sections of the Bid Documents as per the requirements in the Bid.

Bidders must use only the Bid documents provided by SENTECH. Photocopying of the Bid document is permitted however Bidders must not retype or redraft the Bid documents.

5. COSTS OF PREPARING THE BID SUBMISSION

Bidders shall bear all costs associated with the preparation and submission of the proposals. SENTECH shall under no circumstances be held responsible or liable for any costs incurred during the bidding process.

6. ADMINISTRATIVE RESPONSIVENESS CRITERIA

Bidders are required to ensure that they meet all the Administrative Responsiveness Criteria.

7. BBBEE CODES AT SENTECH

SENTECH complies with the codes of good practice as prescribed by the DTI, to advance Broad Based Black Economic Empowerment.

8. Pre-qualification criteria

With the objective of advancing designated groups, the Bidding condition applicable to this Bid is minimum B-BBEE status level 1 – 4 of contributor as contemplated in PPPFA regulations, 2017 sub regulation 4(1). A Bidder must provide documentary evidence to support their compliance with this prequalification criteria. A Bidder that fails to meet any pre-qualifying criteria stipulated in this Bid document is an unacceptable Bid.

9. Subcontracting as a condition of Bid

The successful Bidder must subcontract a minimum of N/A % of the value of the contract to N/A (specify the designated group targeted) as contemplated in the PPPFA regulations, 2017 sub regulation 9(1);

10. Transformation Plan

A transformation plan is a record of activities an entity intends to undertake to improve its BBBEE Level through Ownership, Management and Control; Skills Development; Enterprise and Supplier Development and Socio-Economic Development.

SENTECH reserves the right to request a BBBEE transformation plan with clearly defined timelines and milestones if the recommended Bidder does not meet SENTECH's transformation goals. These milestones must be achieved over the term of the contract. This transformation plan must be submitted within 10 working days from the written request, failing which SENTECH reserves the right to withdraw its appointment of the preferred recommended Bidder.

11. LOCAL PRODUCTION AND CONTENT

In the case of designated sectors, where in the award of Bids, local production and content is of critical importance, such Bids will contain a specific bidding condition that only locally produced goods, services or works or locally manufactured goods, with a stipulated minimum threshold for local production and content will be considered.

Does this requirement fall under any designated sector as prescribed by the DTI?	Yes	No
If yes, specify the sector	N/A	N/A
Specify minimum threshold applicable	N/A	N/A

*Bidders must fill in the SBD6.2 for Local Content and Production

12. EVALUATION CRITERIA

The evaluation criteria are stipulated in 18 below. It is the Bidder's responsibility to ensure that it has responded to the evaluation criteria. Failure to meet the evaluation criteria will result in the Bidder not being evaluated further. Bidders must ensure that they have included all supporting documentation required to support their response to the Bid.

13. BRIEFING SESSION

Should there be a compulsory briefing session for this Bid, Bidders must ensure that they attend the briefing session and sign the attendance register, as non-attendance or failure to sign the attendance register will automatically disqualify a Bidder from submitting a proposal for this Bid.

All questions raised by Bidders post the briefing session will be consolidated and shared with all Bidders at least seven (7) calendar days prior to closing.

14. CLARIFICATION

Enquiries related to Bid documents may be addressed to the Bid Administrator and Supply Chain Official as stated in SBD 1 Notice and Invitation to Bid.

15. BID EVALUATION METHOD

This Bid will be evaluated as described in the table below.

Two envelope system will be followed for Technical and Price offer	1.	Stage 1 – Administrative Responsiveness Evaluation All the Technical Proposals will be evaluated against the administrative responsiveness requirements as set out in the list of returnable documents.
	2.	Stage 2 – Technical Evaluation Bidders that complied in full with ALL the Administrative Requirements will be scored against the functional evaluation criteria set out in section Error! Reference source not found..2 below. Bidder that scores 70 points and more out of the possible 100 points will be evaluated further. Bidders who fail to score 70 or more points and fail to present proof and evidence to their response to Functional criteria will not be evaluated further.
	3.	Stage 3 – Price and Preference Financial Proposals for Qualifying Bidders will be opened and evaluated. Bidder's financial offers and BEE certificates will be ranked according to price and preference points from the highest number of points to the lowest.

16. ADMINISTRATIVE RESPONSIVENESS REQUIREMENTS

To be administratively responsive, Bidders must ensure that they meet all the below mentioned criteria. Bidders that do not meet all the below mentioned criteria may not qualify to be awarded the Bid. SENTECH reserves its rights in respect of the below criteria.

- Complete and return all documentation stipulated in the LIST OF RETURNABLE DOCUMENTS.
- All correspondence must be in English.
- Bidders must fill in all sections of this document (where applicable).
- **BLACK INK** must be used when completing the Bid documents.
- Bidders must use only the Bid documents provided by SENTECH. Photocopying of the Bid document is permitted however Bidders must not retype or redraft the Bid documents.
- All corrections must be initialled. The use of corrective fluid is strictly prohibited.
- Bidders are required to fill in and sign the Bid Forms and initial all pages, drawings and brochures which are included in the reply as SENTECH will not accept any liability with regard to any disputes arising from pages that are missing or duplicated in the aforementioned documents.
- Bidders must complete an attendance register at each compulsory site meeting attended.
- Appointment of a Bidder will be subject to signing, declaration and submission of SBD 1, 3.1, 3.2, 3.3, 4, 5, 6.1, 6.2 8, and 9 depending on applicability.
- Complete and sign the Contract Data.
- Should this be a 2 envelope or 2 stage system, Bidders **MUST** separate the technical proposal from their financial proposal. The technical and financial proposals must be placed in two separate sealed envelopes.

16.1. AUTOMATIC DISQUALIFICATION

SENTECH reserves the right to automatically disqualify Bidders from being awarded this Bid. The following will lead to automatic disqualification:

- Failure to submit a financial proposal, if required.
- The Bidder is or has been involved in any act of corruption or fraud or bribery or collusion or attempt to influence any employee of SENTECH to award this Bid or any other Bid to it.

17. TECHNICAL RESPONSIVENESS COMPLIANCE

The Technical Evaluation will encompass evaluation of:

- Mandatory Criteria
- Technical Criteria

18. TECHNICAL EVALUATION CRITERIA

18.1. Functional Criteria

NO	Functional Criteria	Documents required	Weighting factor
1	Company Experience		30
1.1	Bidder must have 15+ years' experience in conducting organizational design. Evaluation indicators: <ul style="list-style-type: none"> • 15+ years of experience = 15 points • 10 and 14 years of experience = 10 points • Less than 10 years of experience = 0 points 	Company profile showing experience in Organizational Design	15
1.2	Bidder must demonstrate knowledge and experience of the ICT industry of successful organizational design done in the ICT industry not limited to South Africa. Evaluation indicators: <ul style="list-style-type: none"> • 5+ successful OD in ICT industry = 15 points • 3 and 4 successful OD in ICT industry = 10 points • Less than 3 successful OD in ICT industry = 0 points 	Reference letters of work done in the ICT industry	15
2	Team Experience	Documents required	30
2.1	Project Lead Project Lead must demonstrate experience in leading Organizational Design projects spanning 15+ years. Evaluation indicators <ul style="list-style-type: none"> • 15+ years of experience = 10 points • 10 and 14 years of experience = 5 points • Less than 10 years of experience = 0 points 	CV of project lead demonstrating required experience	10
2.2	Organisational Structure Bidders must have 10+ years' experience in organizational structure design. Evaluation indicators <ul style="list-style-type: none"> • 10+ years of experience = 5 points • 7 and 9 years of experience = 3 points • Less than 7 years of experience = 0 points 	CVs of lead and team members demonstrating required experience	5
2.3	Organisational Design Process Mapping Bidder must have 10+ years' experience in OD Process Mapping Evaluation indicators <ul style="list-style-type: none"> • 10+ years of experience = 5 points • 7 and 9 years of experience = 3 points • Less than 7 years of experience = 0 points 	CVs of lead and team members demonstrating required experience	5
2.4	Workforce transition Bidder must have 10+ years' experience in workforce transition Evaluation indicators <ul style="list-style-type: none"> • 10+ years of experience = 5 points • 7 and 9 years of experience = 3 points • Less than 7 years of experience = 0 points 	CVs of lead and team members demonstrating required experience	5

2.5.	Implementation and Change Management Bidder must have 10+ years' experience in leading change management projects Evaluation indicators <ul style="list-style-type: none">10+ years of experience = 5 points7 and 9 years of experience = 3 pointsLess than 7 years of experience = 0 points			CVs of lead and team members demonstrating required experience	5
3	Methodology				40
3.1	Evaluation indicators:			Proposal from bidders	40
	Rating criteria	Evaluation indicators	Points		
	Excellent	Provide a proposal which covers the entire Organizational Design process including but not limited to the following steps of the process: Step 1: Situation Analysis <ul style="list-style-type: none">Review and align with Company Business ModelReview and design Operating ModelReview current organizational design and structureClarify Market Segments, Customers, Products and ServicesEngage with relevant stakeholders Step 2: Design <ul style="list-style-type: none">Define Core Operating UnitsAlign Business ProcessesDetermine GovernanceDesign Organisation Structure Step: Implementation <ul style="list-style-type: none">Workforce transitionChange management The proposal must state: <ul style="list-style-type: none">Specific activities to be performed under each stepTimeframes for each activity	4		
	Good	Provide a proposal which covers the entire Organizational Design process including but not limited to the following steps of the process: Step 1: Situation Analysis <ul style="list-style-type: none">Review and align with Company Business ModelReview and design Operating ModelReview current organizational design and structureClarify Market Segments, Customers, Products and ServicesEngage with relevant stakeholders Step 2: Design <ul style="list-style-type: none">Define Core Operating UnitsAlign Business ProcessesDetermine GovernanceDesign Organisation Structure Step: Implementation <ul style="list-style-type: none">Workforce transitionChange management	3		
	Poor	The approach and / or methodology are poor / and covers none or one of the above steps and does not provide details on the work to be done.	0		
Total					100 Points

Table 1: Functional Criteria

Total minimum qualifying functional score is # **70 points**. A Bidder must score more than 0 points in each criterion to be evaluated further.

19. Evaluation of Price and Preference

This Bid will be evaluated on a points system based on weighted average score for Price and Preference as per Preferential Procurement Framework Act of 2000 (Act 5 of 2000).

20. Preference Point allocation – 80/20

Price / Preference	Weighting percentage
Preference:	20%
Price:	80 %
Total must equal:	100%

80/20-point scoring system			
Preference: 20 Points		Price: 80 points	
Other: B-BBEE Status Level Contributor			
B-BBEE Level	Number of Points	Price:	100 % (of 80)
1	20	Quality / Functionality:	0 % (of 80)
2	18		
3	14		
4	12		
5	8		
6	6		
7	4		
8	2		
Non-Compliant contributor	0		
		Total must equal:	100% (of 80)

21. Price Calculation 80/20

The following formula will be used to calculate the points for price.

$$\left[\begin{array}{l} P_s = 80 \cdot 1 - \frac{(P_t - P_{min})}{P_{min}} \end{array} \right]$$

Where:

P_s = Points scored for price of bid under consideration
 P_t = Rand value of bid under consideration
 P_{min} = Rand value of lowest acceptable bid

22. Declaration of Authority

The undersigned, who warrants that he / she is duly authorised to do so on behalf of the enterprise, confirms that the contents of this Bid Data is understood and all requirements will be adhered to.

Name of Bidder	Signature	Date	Designation