



ROADS AGENCY
LIMPOPO
TOGETHER FOR BETTER ROADS

REGISTRATION NO. (2001/025832/30)

REQUEST FOR BID SERVICES

BID DETAILS

BID NUMBER: RAL/2021/ORGANISATIONAL DESIGN/RFB005

CLOSING **Date:** 15 July 2024
 Time: 11:00

DESCRIPTION: **APPOINTMENT OF A SERVICE PROVIDER TO REVIEW AND IMPLEMENT AN ORGANISATIONAL TRANSFORMATION PROJECT AT THE ROADS AGENCY LIMPOPO (SOC) LTD FOR A PERIOD OF THREE (3) YEARS.**

BRIEFING SESSION: Yes ☐ No ☒
See Section A-1 Paragraph 2 on Bid Submission Conditions and Instructions that the Bidder needs to take note of.

DETAILS OF BIDDER

Service provider: _____
CSD number: _____
Bid price: _____
Contact person: _____
Telephone/ Cell number: _____
E-mail address: _____

GLOSSARY

Award	Conclusion of the procurement process and final notification to the effect to the successful bidder
B-BBEE	Broad-based Black Economic Empowerment in terms of the Broad-based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003) and the Codes of Good Practice issued thereunder by the Department of Trade and Industry
Bid	Written offer in a prescribed or stipulated form in response to an invitation by RAL for the provision of goods, works or services
Contractor	Organisation with whom RAL will conclude a contract and potential service level agreement subsequent to the final award of the contract based on this Request for Bid
Core Team	The core team are those members who fill the non-administrative positions against which the experience will be measured.
dti	Department of Trade and Industry
EME	Exempted Micro Enterprise in terms of the Codes of Good Practice
GCC	General Conditions of Contract
IP	Intellectual Property
NIPP	National Industrial Participation Programme
Original Bid	Original document signed in ink, or Copy of original document signed in ink, or Submitted Facsimile of original document signed in ink
Originally certified	To comply with the principle of originally certified, a document must be both stamped and signed in original ink by a commissioner of oaths.
RAL	Limpopo Province Roads Agency (SOC) Ltd Registration No. 2001/025832/30 – t/a Roads Agency Limpopo
SCM	Supply Chain Management
SLA	Service Level Agreement

DOCUMENTS IN THIS BID DOCUMENT PACK

Bidders are to ensure that they have received all pages **(48)** of this document, which consist of the following sections:

SECTION A

Note: Documents in this section are for information to/instruction of bidders and must be returned with bids.

- ☐ Section A 1: Bid Submission Conditions and Instructions
- ☐ Section A 2: Terms of Reference
- ☐ Section A 3: Evaluation Process/Criteria
- ☐ Section A 4: Contract Form (Rendering of Services) (Parts 1 & 2)/Letter of Acceptance/Formal Contract
(The pro forma contract is only included for Bidders to take note of the contents of the contract that will be entered into with the successful contractor)

SECTION B

Note: Documents in this section must be completed and returned or supplied with bids.

- ☐ Section B 1: Special Conditions of Bid and Contract: Special conditions that the Bidder needs to accept
- ☐ Section B 2: Bidder's Disclosure
- ☐ Section B 3: Preference Points Claim Form in terms of the Preferential Procurement Regulations, 2022
- ☐ Section B 4: Invitation to Bid
- ☐ Section B 5: Pricing Schedule (Professional Services)
- ☐ Section B 6: CV Template Guideline/Compulsory CV template

SECTION A

(This section must be returned as part of the bid
document)

BID SUBMISSION CONDITIONS AND INSTRUCTIONS

CONDITIONS AND INSTRUCTIONS THAT BIDDERS NEED TO TAKE NOTE OF

1 FRAUD AND CORRUPTION

- 1.1 All providers are to take note of the implications of contravening the Prevention and Combating of Corrupt Activities Act, Act No 12 of 2004 and any other Act applicable.

2 BRIEFING SESSION

- 2.1 No briefing session will be held.

3 CLARIFICATIONS/ QUERIES

- 3.1 Any clarification required by a Bidder regarding the meaning or interpretation of the Terms of Reference, or any other aspect concerning the bid, is to be requested in writing (letter, facsimile or e-mail) from dinalamr@ral.co.za by not later than **15:00 on Friday, 28 June 2024**. A reply will be forwarded within two (2) working days. Telephonic requests for clarification will not be accepted. If appropriate, the clarifying information will be made available to all Bidders by e-mail only. The bid number should be mentioned in all correspondence.

4 SUBMITTING BIDS

- 4.1 One (1) original document must be handed in/delivered to:

DEPOSITED IN THE
BID/TENDER BOX
SITUATED AT
(Street address)

Roads Agency Limpopo
RAL Towers
26 Rabe Street
Polokwane

OR

* POSTED TO:

Roads Agency Limpopo
Private Bag X9554
Polokwane
0700

No faxed or e-mailed bids will be accepted

Bidders should ensure that bids are delivered to RAL before the closing date and time to the correct physical address. If the bid is late, it will not be accepted for consideration.

*** Refer to Paragraph 5 below**

- ☐ Bids can be delivered and deposited into the tender box any time before or on the closing date.
- ☐ All bids must be submitted on the official forms (not to be re-typed).

4.2 Bids should be submitted in a sealed envelope, marked with:

- ☐ Bid number (**RAL/2021/ORGANISATIONAL DESIGN/RFB005**)
- ☐ Closing date and time (**15 July 2024 @ 11:00**)
- ☐ The name and address of the Bidder.

4.3 Documents submitted on time by bidders shall not be returned.

5 LATE BIDS

5.1 Bids received late shall not be considered. A bid will be considered late if it arrived even one second after 11:00 or any time thereafter. The tender (bid) box shall be closed at exactly 11:00 and bids arriving late will not be considered under any circumstances. Bids received late shall be returned unopened to the bidder. Bidders are therefore strongly advised to ensure that bids be despatched allowing enough time for any unforeseen events that may delay the delivery of the bid.

5.2 The official Telkom time, which can be observed by dialling 1026 from any phone, will be used to verify the exact closing time.

5.3 Bids sent to the RAL via normal post or any other mechanism shall be deemed to be received at the date and time of arrival at the RAL premises (tender/bid box or reception). Bids received at the physical address after the closing date and time of the bid, shall therefore be deemed to be received late.

6 PAYMENTS

6.1 RAL will pay the Contractor the fees set out in the final contract according to the table of deliverables. No additional amounts will be payable by the RAL to the Contractor.

6.1.1 The Contractor shall from time to time during the duration of the contract, invoice RAL for the services rendered.

6.1.2 The invoice must be accompanied by supporting source document(s) containing detailed information, as RAL may reasonably require, for the purposes of establishing the specific nature, extent and quality of the services which were undertaken by the Contractor.

6.1.3 No payment will be made to the Contractor unless an original tax invoice complying with section 20 of the VAT Act No 89 of 1991, as amended, has been submitted to RAL.

6.1.4 Payment shall be made by bank transfer into the Contractor's bank account normally 30 days after receipt of an acceptable, original, valid tax invoice. Money will only be transferred into a South African bank account. (Banking details must be submitted as soon as the bid is awarded).

6.2 The Contractor shall be responsible for accounting to the appropriate authorities for its income tax, VAT or other moneys required to be paid in terms of the applicable law.

7 GENERAL CONDITIONS OF CONTRACT

- 7.1 The General Conditions of Contract must be accepted. The GCC can be downloaded from the Treasury Website. Please refer to the link below:

<http://www.treasury.gov.za/divisions/ocpo/sc/GeneralConditions/General%20Conditions%20of%20Contract-%20Inclusion%20of%20par%2034%20CIBD.pdf>

TERMS OF REFERENCE

1. INTRODUCTION

Roads Agency Limpopo SOC Ltd (RAL) is a provincial road infrastructure delivery parastatal registered under the Company's Act of the Republic of South Africa. It has been established under its constitutive Act, the Northern Province Roads Agency Act and Provincial Roads Act 7 of 1998. RAL started operating in 1999/2000 financial year. Its main functions are planning, designing, construction, maintenance, and control of the provincial road network.

It owns and manages all the provincial roads, except municipal roads and National Roads. RAL is managed by a chief executive officer who reports to the Board of Directors. Members of Board are in turn reporting to the Shareholder, who is the MEC for Limpopo Department of Public Works, Roads, and Infrastructure.

2. INVITATION

RAL seeks to appoint a suitably qualified, reputable, and experienced service provider to perform organisational transformation.

3. BACKGROUND

Roads Agency Limpopo is a state-owned company. RAL's mandate is clearly set out in Section 25 of the Limpopo Road Agency Proprietary Limited and Provincial Roads Act 7 of 1998 as amended. Section 25(1) of this Act places the responsibility for the planning, designing, construction, operation, management, control, maintenance, and rehabilitation of all provincial roads on the shoulders of RAL. RAL's primary role remains to facilitate economic activity and the mobility of the people of Limpopo Province by providing an accessible, safe, and reliable provincial road network. This responsibility is well captured in RAL's vision. The vision of RAL is to contribute to socio-economic development by connecting the people of Limpopo Province.

In the current financial year 2023/24, RAL commenced a strategic revision, embarking on a transformational journey to evolve into a robust and sustainable organization.

This transformational project is designed to enhance RAL's institutional capacity, aligning operational processes, organizational culture, and behaviour with best practice principles and efficient technological platforms. The comprehensive nature of this transformation necessitates a meticulous evaluation of the current institutional framework, guiding RAL towards more efficient and effective mission fulfilment, and reinforcing its role as a cornerstone in the socio-economic framework of Limpopo Province.

The service provider will also be required to assess the effectiveness and efficiency of RAL's current management and organisational structure and recommend doable actions to ensure RAL efficiently accomplishes its mission.

4. OBJECTIVE

The Roads Agency Limpopo (RAL) is embarking on a transformative journey by engaging a proficient service provider to develop and implement a comprehensive Organizational Transformation Strategy and Plan. This strategic initiative aims to align RAL's structure and operations with its overarching goals, fostering a culture of innovation, efficiency, and sustainability.

As a response to the dynamic landscape of the road infrastructure sector, RAL recognizes the necessity for an organizational review and transformation. This initiative is pivotal to position RAL as an adaptive, forward-thinking organization capable of meeting current and future challenges. The strategic shift is essential for improving project delivery, stakeholder engagement, leveraging technology for performance and compliance management, and overall operational effectiveness.

As we embark on a transformative journey at Roads Agency Limpopo (RAL), our focus is set on a series of strategically crafted goals designed to propel us towards a future of excellence, innovation, and sustainable impact. These goals are pivotal in reshaping our approach to road infrastructure management, leadership development, and community engagement, ensuring RAL's evolution into a resilient, adaptable, and forward-thinking organization.

The goals of the Organisational transformation Review Project to achieve the following:

Goal 1. Institutional Innovation and Strategic Alignment

Foster a transformative institutional environment at RAL where strategic alignment catalyzes innovation and sets new standards in organizational excellence.

Goal 2. Organizational Leadership and Adaptive Culture

Develop dynamic leadership and cultivate an organizational culture that embraces change, fosters adaptability, and encourages innovative thinking at all levels.

Goal 3. Operational Excellence and Institutional Efficiency

Strive for operational excellence by enhancing institutional efficiency, optimizing internal processes, and embracing cutting-edge management practices.

Goal 4. Enhanced Stakeholder Collaboration and Institutional Engagement

Establish a culture of enhanced stakeholder collaboration and deepened institutional engagement, creating synergies that drive transformative initiatives.

Goal 5. Institutional Resilience and Performance Optimization

Build a resilient and agile institution with a focus on optimizing performance management systems and fostering a proactive approach to institutional challenges and opportunities.

5. COMPLIANCE

5.1 Administrative requirements

#	Description	Minimum Proof required	Tick	
			Yes	No
1	Special conditions of contract and quotation	Completed, signed and submitted		
2	SBD 1	Completed, signed and submitted		
3	SBD 4	Completed, signed and submitted		
4	SBD 6.1	Completed, signed and submitted		
5	Proof of JV or partnership agreements (if applicable)	Signed agreement		
6	Proof of Authority to sign (submit Letter / Board Resolution)	Signed Letter/Board resolution		

5.2 Mandatory requirements

The following are mandatory requirements for the proposal to be considered. Failure to submit these mandatory requirements will result in disqualification.

#	Description	Minimum Proof required	Tick	
			Yes	No
1.	Company profile with a complete organogram for this project. The organogram must clearly indicate the roles and names of the responsible officials.	Submitted		
2.	Pricing Schedule (SBD 3.3)	Fully completed and submitted		
3.	Approach and methodology Presentation.	A copy of PowerPoint presentation must be submitted.		
4.	Integrated business transformation (performance management)	A demo must be submitted on the disc or USB with appropriate security control measures.		

	software solution with BI reporting capabilities.			
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NB: ALL CERTIFIED COPIES MUST NOT BE OLDER THAN SIX (06) MONTHS

6. SCOPE OF WORK

As Roads Agency Limpopo (RAL) embarks on a transformative journey, our project objectives stand as beacons, guiding our pursuit of institutional innovation and excellence. These objectives, meticulously crafted, serve as the pillars of our transformation, intending to catalyze change at every layer of our organization. Rooted in our commitment to adaptability, efficiency, and progressive leadership, these objectives outline a roadmap for comprehensive and sustainable institutional growth.

In this tender, we present these objectives as fundamental criteria, indispensable for realizing the transformation we envision. They are intricately designed to touch upon leadership, operational efficiency, stakeholder engagement, and organizational resilience, forming the foundation upon which our collaborative efforts will be built. Prospective service providers are urged to thoroughly understand these objectives, as their expertise and innovative approaches in meeting these criteria will be pivotal in our selection process.

The scope of work for the Organisational Transformation Review comprises of the following goals and objectives that must be met:

Transformation Goals and Objectives:

Goal 1: Institutional Innovation and Strategic Alignment

Objective 1: Develop and implement a strategic innovation plan that aligns seamlessly with RAL's long-term vision and mission.

Objective 2: Establish cross-departmental innovation teams to foster collaborative idea generation and solution development.

Objective 3: Regularly review and update strategic plans, ensuring continuous alignment with evolving industry trends and organizational objectives.

Goal 2: Organizational Leadership and Adaptive Culture

Objective 1: Create a comprehensive leadership development program focused on adaptive leadership skills and innovative thinking.

Objective 2: Develop initiatives and programs to embed a culture of flexibility, agility, and openness to change across the organization.

Objective 3: Implement a feedback loop encompassing all organizational levels to continually assess and evolve the cultural transformation.

Goal 3: Operational Excellence and Institutional Efficiency

Objective 1: Conduct an in-depth analysis of current operational processes to identify areas for improvement and efficiency gains.

Objective 2: Integrate advanced management information systems to enhance data-driven

decision-making and optimize resource allocation.

Objective 3: Establish a continuous improvement program ensuring ongoing process refinement and efficiency.

Goal 4: Enhanced Stakeholder Collaboration and Institutional Engagement

Objective 1: Develop a comprehensive stakeholder engagement strategy for RAL, including regular communication, collaboration opportunities, and feedback mechanisms.

Objective 2: Facilitate workshops and forums with stakeholders to align their interests and insights with RAL's strategic initiatives.

Objective 3: Cultivate a network of partnerships with industry, academic, and community organizations to enrich institutional knowledge and innovation.

Goal 5: Institutional Resilience and Performance Optimization

Objective 1: Implement a dynamic performance management framework aligning with RAL's strategic objectives and institutional resilience.

Objective 2: Develop a robust risk management strategy, identifying, assessing, and mitigating potential institutional risks.

Objective 3: Regularly review institutional policies and structures to ensure they support a resilient, adaptable, and high-performing organization.

These objectives provide a structured and actionable approach for achieving the redrafted goals, focusing on driving transformation within the institutional framework of RAL.

Moving beyond the mere enumeration of project objectives, the scope of work outlined in this tender necessitates a profound understanding of Roads Agency Limpopo's (RAL) institutional dynamics and the challenges faced in the realms of innovation and organizational transformation.

We actively seek partners who transcend mere proficiency in their respective fields; we seek visionary thinkers capable of proposing groundbreaking solutions that seamlessly align with our organizational goals and objectives.

The comprehensive scope of work involves the development and implementation of strategies that directly contribute to the realization of our outlined objectives. This encompasses, but is not limited to, the design of innovative leadership programs, the optimization of operational processes, and the establishment of robust frameworks for stakeholder engagement.

We anticipate bids to present a thorough approach and methodology, delineating how each objective will be addressed. Proposals must exhibit a clear understanding of RAL's aspirations and challenges, demonstrating the bidder's capacity to introduce pioneering solutions that are both practical and transformative.

The selected service provider is not envisioned as a mere contractor but as a strategic partner in RAL's transformative journey towards becoming a leading, innovative institution. Their contributions should propel us definitively towards achieving our strategic goals, ensuring that RAL emerges as a more agile, efficient, and forward-looking organization. This two-part approach offers a nuanced and detailed context for the tender, outlining both the

significance of the project objectives and the exacting expectations for the scope of work, providing bidders with clear guidance as they craft their proposals.

The scope of work for the Organisational Transformation Review comprises of the following services:

- Task 1: Organizational Structure Assessment.
- Task 2: Operational Process Evaluation
- Task 3: Cultural Assessment and Transformation
- Task 4: Innovation and Strategic Alignment
- Task 5: Technology Infrastructure Assessment
- Task 6: Change Management Implementation
- Task 7: Stakeholder Engagement and Management

SCOPE OF WORK: Integrated Software Solution for Roads Agency Limpopo (RAL).

The integration of a comprehensive software solution with Business Intelligence (BI) capabilities is paramount for the successful execution of Roads Agency Limpopo's (RAL) organizational transformation. This software will serve as a robust platform, handling organizational structure, project management, performance information, and BI reporting to drive efficiency and informed decision-making.

The objectives of the integrated software solution are:

- Streamline organizational structure management.
- Facilitate efficient project management.
- Provide a centralized platform for performance information.
- Enable BI reporting for data-driven decision-making.
- Enhance collaboration and communication across departments.

Software Features and Capabilities:

Organizational Structure Management:

- User-friendly interface for easy navigation through the organizational hierarchy.
- Capability to define roles, responsibilities, and reporting lines.
- Real-time updates for organizational changes.
- Integration with employee profiles and skillsets.

Project Management:

- Project planning, scheduling, and task assignment features.
- Resource allocation and utilization tracking.
- Collaboration tools for project teams.
- Gantt charts, milestones, and progress tracking.

Performance Information:

- Centralized repository for key performance indicators (KPIs).
- Automated data collection and real-time performance tracking.

- Dashboards displaying departmental and individual performance.
- Integration with project outcomes for holistic performance assessment.

BI Reporting:

- Customizable BI dashboards for executive-level reporting.
- Ad-hoc reporting capabilities for in-depth analysis.
- Data visualization tools for trends and patterns.
- Integration with performance data for strategic insights.

7. DELIVERABLES

The successful bidder will be required to deliver:

Section A 2: Terms of Reference

- 7.1 The successful bidder will be required to deliver a comprehensive set of outputs that align with the objectives and scope of work outlined in the tender. These deliverables will serve as tangible outcomes, benchmarks, and tools contributing to Roads Agency Limpopo's (RAL) transformative journey. The key deliverables include:
- 7.2 Detailed analysis of the current organizational structure, highlighting strengths, weaknesses, proposed new structure and recommendations.
- 7.3 A well-defined plan for innovation aligned with RAL's long-term vision and mission.
- 7.4 Comprehensive outline for a leadership development program, emphasizing adaptive leadership skills and innovative thinking.
- 7.5 In-depth analysis of current operational processes, identifying areas for improvement and efficiency gains.
- 7.6 Development of a comprehensive strategy, including communication plans, collaboration opportunities, and feedback mechanisms.
- 7.7 Evaluation of existing technology infrastructure, proposing enhancements and integration opportunities.
- 7.8 Deployment and configuration of the selected software solution with BI capabilities, tailored to RAL's requirements.
- 7.9 Design and implementation of BI dashboards and reporting templates for strategic decision-making.
- 7.10 Comprehensive plan outlining strategies for effective communication of changes, training programs, and ongoing support.
- 7.11 Outline for a continuous improvement program ensuring ongoing refinement of processes and efficiency gains.
- 7.12 Implementation of a dynamic performance management framework aligned with RAL's strategic objectives.
- 7.13 Conduct a project risk assessment and review of existing risk management strategy, identifying, assessing, mitigating potential institutional risks.
- 7.14 Regularly reviewed and updated institutional policies and structures supporting a resilient, adaptable, and high-performing organization.
- 7.15 Comprehensive training materials ensuring the proficient use of implemented software and associated tools.
- 7.16 Periodic reports providing updates on project milestones, challenges, and overall progress.
- 7.17 The written report must be consistent with the TORs, including actionable recommendations and options for RAL. The report should summarise and analyze feedback and findings, recommend doable options for RAL going forwards. The report must cover plans of how to transition from the current business practices to the best practices.
- 7.18 Delivery of final report considering revisions and requested changes

8. PROPOSAL COST

The service provider will be required to provide a detailed cost of the project as per attached Pricing Schedule. Please refer to **Annexure A** as a guide for pricing. The pricing shall be all inclusive and firm for a period of three years.

ALL BIDDERS MUST TAKE NOTE OF THE EVALUATION PROCESS THAT WILL BE FOLLOWED

1 EVALUATION PROCESS

1.1 COMPLIANCE WITH MINIMUM REQUIREMENTS

1.1.1 All bids will be evaluated based on **Compliance, Functionality, Presentation, Price, and Specific goals**. Non submission of the following mandatory requirements will render bids non- responsive and will be eliminated from further consideration.

- Company profile (clearly indicating the Project director and project manager.
- Pricing Schedule
- A copy of PowerPoint presentation.
- A demo must be submitted on the disc or USB with appropriate security control measures.

1.2 DETERMINATION OF SCORE FOR FUNCTIONALITY

1.2.1 The evaluation criteria and weights for functionality as indicated in the table in below, will apply.

FUNCTIONAL CRITERIA	MAXIMUM TO BE AWARDED
<p><u>Company Experience</u></p> <p>Experience in organizational transformation and strategy within the public sector is required from the bidder. Reference letters must specifically address expertise in Organizational Transformation, Strategic Management, and Implementation. Points will be allocated based on the number of reference letters received confirming the bidder's completion of relevant projects. Please ensure that these references are recent, not older than 5 years, and provided on the client company letterheads, signed by an authorized representative of the respective client organization.</p> <ul style="list-style-type: none"> • No references = 0 • 1 – 2 references = 1 • 3 – 4 references = 2 • 5 – 6 references = 3 • 7-8 references and above= 4 • 9 references and above= 5 	20

FUNCTIONAL CRITERIA	MAXIMUM TO BE AWARDED
<p><u>Staff Capacity</u></p> <p>Enclosure:</p> <ol style="list-style-type: none"> CVs Certificates of academic qualifications <p>The CV and certificates of individuals will be used for evaluation of each of the key personnel for this section.</p> <p>The scoring of the key personnel will be as below:</p> <p><u>Project Leader</u></p> <p>1. Qualifications - Qualification in Business administration / Strategy / Human Resources Management / Industrial Engineering [International Qualification must be verified by South African Qualification Authority (SAQA). It is the responsibility of the bidder to secure the verification]</p> <p>Qualifications (Max 3 points)</p> <ul style="list-style-type: none"> No qualification = 0 National Diploma (NQF 06) = 1 Bachelor's degree (NQF 07) = 2 Post-graduate (NQF 08) = 3 Post-graduate (NQF 09) = 4 Post-graduate (NQF 10) = 5 <p>2. Years of work experience in Organizational Transformation, Strategy, Design, and re- engineering (Max 3 points)</p> <ul style="list-style-type: none"> No experience = 0 Less than 5 years = 1 5 or more but less than 8 years = 2 or more years but below 10 years = 3 10 or more years but below 12 years = 4 12 years or more = 5 <p><u>Organizational Design Specialist</u></p> <p>1. Qualifications – Qualification in Business administration / Strategy / Human Resources Management / Industrial Psychology/ Industrial Engineering [International Qualification must be verified by SAQA]:</p> <p>Qualifications (Max 3 points)</p> <ul style="list-style-type: none"> No qualification = 0 National Diploma (NQF 06) = 1 Bachelor's degree (NQF 07) = 2 Post-graduate (NQF 08) = 3 Post-graduate (NQF 09) = 4 Post-graduate (NQF 10) = 5 	<p style="text-align: center; vertical-align: middle;">30</p>

FUNCTIONAL CRITERIA	MAXIMUM TO BE AWARDED
<p>2. <u>Years of work experience in Organizational Transformation, Strategy, Design, and re- engineering (Max 3 points)</u></p> <ul style="list-style-type: none"> • No experience = 0 • Less than 5 years = 1 • 5 or more but less than 8 years = 2 • 8 or more years but below 10 years = 3 • 10 or more years but below 12 years = 4 • 12 years or more = 5 <p><u>Job Evaluation Specialist</u></p> <p>1. <u>Qualifications</u> - Qualification in Human resources Management, Industrial Psychology, and must be a Certified Job Analyst [International Qualification must be verified by SAQA]:</p> <p>Qualifications (Max 3 points)</p> <ul style="list-style-type: none"> • No qualification = 0 • National Diploma (NQF 06) = 1 • Bachelor's degree (NQF 07) = 2 • Post-graduate (NQF 08) = 3 • Post-graduate (NQF 09) = 4 • Post-graduate (NQF 10) = 5 <p>2. <u>Years of work experience in job evaluation (Max 3 points)</u></p> <ul style="list-style-type: none"> • No experience = 0 • Less than 5 years = 1 • 5 or more but less than 8 years = 2 • 8 or more years but below 10 years = 3 • 10 or more years but below 12 years = 4 • 12 years or more = 5 <p><u>Business analyst</u></p> <p>1. <u>Qualifications</u> – Qualification in Information technology, information system, programming, and computer science [International Qualification must be verified by SAQA]:</p> <p>Qualifications (Max 3 points)</p> <ul style="list-style-type: none"> • No qualification = 0 • National Diploma (NQF 06) = 1 	

FUNCTIONAL CRITERIA	MAXIMUM TO BE AWARDED
<ul style="list-style-type: none"> • Bachelor's degree (NQF 07) = 2 • Post-graduate (NQF 08) = 3 • Post-graduate (NQF 09) = 4 • Post-graduate (NQF 10) = 5 <p>2. <u>Years of experience as a business analyst (Max 3 points)</u></p> <ul style="list-style-type: none"> • No experience = 0 • Less than 5 years = 1 • 5 or more but less than 8 years = 2 • 8 or more years but below 10 years = 3 • 10 or more years but below 12 years = 4 • 12 years or more = 5 <p><u>System developer</u></p> <p>1. Qualifications – Qualification in Information technology, information system, programming, and computer science [International Qualification must be verified by SAQA]:</p> <p>Qualifications (Max 3 points)</p> <ul style="list-style-type: none"> • No qualification = 0 • National Diploma (NQF 06) = 1 • Bachelor's degree (NQF 07) = 2 • Post-graduate (NQF 08) = 3 • Post-graduate (NQF 09) = 4 • Post-graduate (NQF 10) = 5 <p>2. <u>Years of experience as a system developer (Max 3 points)</u></p> <ul style="list-style-type: none"> • No experience = 0 • Less than 5 years = 1 • 5 or more but less than 8 years = 2 • 8 or more years but below 10 years = 3 • 10 or more years but below 12 years = 4 • 12 years or more = 5 	
<p><u>Approach and Methodology</u></p> <p>This criterion meticulously assesses the proposed strategies, processes, techniques, and tools intended for the execution of the RAL Business Transformation project. The focus lies on evaluating the clarity, innovativeness, feasibility, and alignment of the proposed approach with the specific objectives of</p>	

FUNCTIONAL CRITERIA	MAXIMUM TO BE AWARDED
<p>the project. Additionally, the evaluation emphasizes the practicality, scalability, and potential for successful implementation of these strategies.</p> <p>The Approach and broad methodology, aligning with the scope of work and deliverables, must articulate clear milestones and timeframes for each task to be completed. The methodology should be meticulously outlined in line with the organizational transformational review as specified in the scope of work.</p> <p>Points will be awarded based on each components listed below:</p> <p>Demonstrable capacity to deliver in response to the project scope of work and deliverables:</p> <p>Introduction = 0 points</p> <ul style="list-style-type: none"> • Introduction of the bidding organization, including a brief overview of its expertise and experience. • Include the proposed structure of the bidding organisation in line with this project. • Statement of the bidder's commitment to RAL's vision and objectives. <p>Project Charter (4 points):</p> <ul style="list-style-type: none"> • The Project Charter should provide a clear and succinct description of the overarching purpose of the transformation. It should answer the question: Why is the transformation necessary, and what goals does it aim to achieve? • The charter must define the scope of the project, specifying the boundaries and limitations. It should outline what is included and excluded from the transformation, providing a comprehensive understanding of the project's breadth. • The Project Charter should articulate specific, measurable, achievable, relevant, and time-bound (SMART) objectives. Clear objectives provide a roadmap for the transformation and enable stakeholders to gauge success against predetermined criteria. <p>Detailed Project Plan = 4 points</p> <ul style="list-style-type: none"> • Assessment of the project plan's level of detail, time-bound milestones, and resource allocation. • Visual representation of the project timeline, highlighting key phases. <p>Tools and Techniques = 3 points</p> <ul style="list-style-type: none"> • Detailed explanation of tools and techniques proposed for project implementation. • Clarity on how these tools align with RAL's objectives and the scope of work. <p>Understanding of Requirements = 2 points</p> <ul style="list-style-type: none"> • Clear demonstration of the bidder's understanding of RAL's organizational context, challenges, and goals. • Alignment of the proposal with the specific needs outlined in the scope of work. <p>Stakeholder and Risk Management = 4 points</p>	<p style="text-align: center; vertical-align: middle;">50</p>

FUNCTIONAL CRITERIA	MAXIMUM TO BE AWARDED
<ul style="list-style-type: none"> • Presentation of stakeholder matrix, showcasing strategies for identification and engagement. • Detailed risk matrix, emphasizing identification, assessment, and mitigation plans. <p>Approach and Methodology = 4 points</p> <ul style="list-style-type: none"> • Detailed presentation of the proposed strategies, processes, techniques, and tools. • Clear articulation of how each component aligns with the scope of work. • Practical application of theories, emphasizing tangible outcomes. <p>Results-Based Planning = 3 points</p> <ul style="list-style-type: none"> • Explanation of the methodology for results-based planning. • Clear linkages between the proposed methodology and expected project outcomes. <p>Change Management = 2 points</p> <ul style="list-style-type: none"> • Presentation of change management strategies, including communication, training, and transition plans. • Demonstrated understanding of the organizational impact of proposed changes <p>Project Management and Governance = 2 points</p> <ul style="list-style-type: none"> • Overview of the overall project management approach, emphasizing governance and control mechanisms. • Indication of how project progress will be monitored and reported. <p>Embedding of Project Initiatives = 2 points</p> <ul style="list-style-type: none"> • Explanation of how project initiatives will be embedded into existing organizational processes and structures. • Demonstration of a seamless integration plan. <p>Detail Skills Transfer Plan = 4 points</p> <ul style="list-style-type: none"> • Detailed plan for transferring skills and knowledge to RAL staff. • Highlighting the methods and tools used for knowledge transfer. <p>Maintaining Sustainability strategies = points 2</p> <ul style="list-style-type: none"> • Presentation of strategies to ensure the sustainability of project initiatives beyond the project's conclusion. • Demonstrated commitment to long-term impact. <p>Innovativeness = 4 points</p> <ul style="list-style-type: none"> • Showcase of innovative approaches proposed by the bidder to enhance organizational transformation review projects. • Practical examples of how innovation will be integrated into the project. <p>System Implementation = 10 points</p> <ul style="list-style-type: none"> • Detailed explanation of the system implementation plan, including capabilities supporting the project's value chain and reporting. • Clear documentation of the system's features and functionalities. 	

FUNCTIONAL CRITERIA	MAXIMUM TO BE AWARDED
<p>The approach and methodology must be presented in comprehensive detail, ensuring a practical alignment with the proposed scope of work. Roads Agency Limpopo (RAL) will assess the practicality of the approach and methodology, emphasizing their relevance to the outlined objectives. The evaluation will prioritize practical application over the listing of theoretical concepts, requiring a clear articulation of how proposed strategies translate into actionable outcomes. The emphasis is on practical, real-world implementation, and any theoretical frameworks must be presented in a context that demonstrates their practical applicability to the organizational transformation objectives.</p> <p>Listing concepts without providing practical context will result in a bidder receiving a score of zero on the approach and methodology evaluation. The emphasis is on the practical application and implementation of proposed strategies within the specific context of Roads Agency Limpopo's organizational transformation objectives. Concepts and theories must be clearly articulated in a manner that demonstrates their direct relevance and practical applicability to the outlined scope of work.</p>	
TOTAL	100

1.2.2 The score for functionality shall be calculated as follows:

- ☐ Each panel member shall award values for each individual criterion on a score sheet. The value scored for each criterion shall be multiplied with the specified weighting for the relevant criterion to obtain the marks scored for the various criteria. These marks should be added to obtain the total score for functionality.
- ☐ The score of each panel member shall be added together and divided by the number of panel members to establish the average score obtained by each individual bidder for functionality.

1.3 DETERMINATION OF SCORE FOR PRESENTATIONS

- 1.3.1 RAL will have a compulsory presentation by all bidders that have obtained at least **80 points** for functionality.
- 1.3.2 Bidders who obtain **80** or more out of **100** points for a presentation will further be evaluated for price and specific goals.

1.4 PRICE AND SPECIFIC GOALS STATUS LEVEL POINTS

- 1.4.1 All remaining bids will be evaluated as follows:
- 1.4.2 The **80/20** preference point system will be applied. Points for price and specific goals status will be awarded in accordance with the stipulations in the Preference Point Claim Form in terms of the Preferential Procurement Regulations, 2022.
- 1.4.3 If appropriate, implied contract price adjustments will be made to the cost proposals of all remaining quotes.

- 1.4.4 The point scored for the specific goals status level for each acceptable bid will now be added to the price point.
- 1.4.5 The Evaluation Committee may recommend that the contract be awarded to the bidder obtaining the highest aggregate mark as determined by **1.4.4** or to a lower scoring bid on justifiable grounds.

1.5 ADJUDICATION OF BID

- 1.5.1 The relevant award structure will consider the recommendations and make the final award. The successful bidder will usually be the service provider scoring the highest number of points or it may be a lower scoring bid on justifiable grounds or no award at all.

CONTRACT FORM: RENDERING OF SERVICES

NOTE: PLEASE DO NOT COMPLETE.

THIS FORM MUST BE FILLED IN DUPLICATE BY BOTH THE SERVICE PROVIDER (PART 1) AND THE PURCHASER (PART 2). BOTH FORMS MUST BE SIGNED IN THE ORIGINAL SO THAT THE SERVICE PROVIDER AND THE PURCHASER WOULD BE IN POSSESSION OF ORIGINALLY SIGNED CONTRACTS FOR THEIR RESPECTIVE RECORDS.

PART 1 (TO BE FILLED IN BY THE SERVICE PROVIDER)

1. I/we hereby undertake to render services described in the attached bidding documents to RAL in accordance with the requirements and task directives/proposals specifications stipulated in Bid Number at the price/s quoted. My/our offer/s remain binding upon me/us and open for acceptance by the Purchaser during the validity period indicated and calculated from the closing date of the bid.
2. The following documents shall be deemed to form and be read and construed as part of this agreement:
 - 2.1 Bidding documents, viz
 - ☐ Invitation to bid
 - ☐ Pricing schedule(s)
 - ☐ Filled in terms of reference/task directive/proposal
 - ☐ Preference points in terms of the Preferential Procurement Regulations 2022.
 - ☐ Bidders Disclosure
 - ☐ Special Conditions of Contract
 - 2.2 General Conditions of Contract
 - 2.3 Other (specify)
3. I/we confirm that I/we have satisfied myself as to the correctness and validity of my/our bid; that the price(s) and rate(s) quoted cover all the services specified in the bidding documents; that the price(s) and rate(s) cover all my obligations and I accept that any mistakes regarding price(s) and rate(s) and calculations will be at my own risk.
4. I/we accept full responsibility for the proper execution and fulfilment of all obligations and conditions devolving on me/us under this agreement as the principal liable for the due fulfilment of this contract.
5. I/we declare that I/we have no participation in any collusive practices with any bidder or any other person regarding this or any other bid.
6. I confirm that I am duly authorised to sign this contract.

NAME (PRINT) _____

CAPACITY _____

SIGNATURE _____

NAME OF FIRM _____

DATE _____

WITNESSES

1 _____

2 _____

DATE: _____

CONTRACT FORM: RENDERING OF SERVICES

PART 2 (TO BE FILLED IN BY THE PURCHASER)

1. I in my capacity as accept your bid under reference number dated for the rendering of services indicated hereunder and/or further specified in the annexures.

1. An official order indicating service delivery instructions is forthcoming.

2. I undertake to make payment for the services rendered in accordance with the terms and conditions of the contract within 30 (thirty) days after receipt of an invoice.

DESCRIPTION OF SERVICE	PRICE (VAT INCL)	COMPLETION DATE	SPECIFIC GOALS STATUS LEVEL OF CONTRIBUTION

3. I confirm that I am duly authorised to sign this contract.

SIGNED AT ON

NAME (PRINT)

SIGNATURE

OFFICIAL STAMP

WITNESSES

1

2

DATE:

SECTION B

This section must be completed and returned or supplied with bids as prescribed.

SPECIAL CONDITIONS OF BID AND CONTRACT

Return as Part 1

	SPECIAL CONDITIONS
1	GENERAL
1.1	The Bidder must clearly state if a deviation from these special conditions are offered and the reason therefor. If an explanatory note is provided, the paragraph reference must be indicated in a supporting appendix to the application submission.
1.2	Should Bidders fail to indicate agreement/compliance or otherwise, the RAL will assume that the Bidder is in compliance or agreement with the statement(s) as specified in this bid.
1.3	Bids not completed in this manner may be considered incomplete and rejected.
1.4	RAL shall not be liable for any expense incurred by the Bidder in the preparation and submission of a bid.
2	CANCELLATION OF PROCUREMENT PROCESS
2.1	This procurement process can be postponed or cancelled at any stage at the sole discretion of RAL provided that such cancellation or postponement takes place prior to entering into a contract with a specific service provider to which the bid relates.
3	BID SUBMISSION CONDITIONS, INSTRUCTION AND EVALUATION PROCESS/CRITERIA
3.1	Bid submission conditions and instructions as well as the evaluation process/criteria have been noted.
4	NEGOTIATION AND CONTRACTING
4.1	RAL have the right to enter into negotiation with one or more Bidders regarding any terms and conditions, including price(s), of a proposed contract.
4.2	Under no circumstances will negotiation with any Bidders, including preferred Bidders, constitute an award ¹ or promise/ undertaking to award the contract.
4.3	RAL shall not be obliged to accept the lowest or any bid, offer or proposal.
4.4	A contract will only be deemed to be concluded when reduced to writing in a formal contract and Service Level Agreement (if applicable) signed by the designated responsible person of both parties. The designated responsible person of RAL is the CEO.
4.5	RAL also reserves the right to enter into one contract with a Bidder for all required functions or into more than one contract with different Bidders for different functions.
5	ACCESS TO INFORMATION

¹ See GLOSSARY.

Section B 1: Special Conditions of bid and Contract

5.1	All bidders will be informed of the status of their bid once the procurement process has been completed.
5.2	Requests for information regarding the bid process will be dealt with in line with the RAL SCM Policy and relevant legislation.
6	REASONS FOR REJECTION
6.1	RAL shall reject a proposal for the award of a contract if the recommended Bidder has committed a proven corrupt or fraudulent act in competing for the particular contract.
6.2	<p>The RAL may disregard the quote of any bidder if that bidder, or any of its directors:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Have abused the SCM system of the RAL. <input type="checkbox"/> Have committed proven fraud or any other improper conduct in relation to such system. <input type="checkbox"/> Have failed to perform on any previous contract and the proof exists. <p>Such actions shall be communicated to the National Treasury.</p>
7	GENERAL CONDITIONS OF CONTRACT
7.1	The General Conditions of Contract must be accepted.
8	ADDITIONAL INFORMATION REQUIREMENTS
8.1	During evaluation of the bids, additional information may be requested in writing from Bidders. Replies to such request must be submitted, within 5 (five) working days or as otherwise indicated. Failure to comply, may lead to your bid being disregarded.
8.2	No additional information will be accepted from any individual Bidder without such information having been requested
9	CONFIDENTIALITY
9.1	The bid and all information in connection therewith shall be held in strict confidence by Bidders and usage of such information shall be limited to the preparation of the bid. Bidders shall undertake to limit the number of copies of this document.
10	INTELLECTUAL PROPERTY, INVENTIONS AND COPYRIGHT
10.1	Copyright of all documentation relating to this contract belongs to the client. The successful Bidder may not disclose any information, documentation or products to other clients without the written approval of the accounting authority or the delegate.
10.2	This paragraph shall survive termination of this contract.
11	NON-COMPLIANCE WITH DELIVERY TERMS
11.1	As soon as it becomes known to the contractor that he/she will not be able to deliver the services within the delivery period and/or against the quoted price and/or as specified, RAL must be given immediate written notice to this effect. RAL reserves the right to implement remedies as provided for in the GCC.
12	WARRANTS

Section B 1: Special Conditions of bid and Contract

12.1	The Contractor warrants that it is able to conclude this Agreement to the satisfaction of RAL.
12.2	Although the contractor will be entitled to provide services to persons other than RAL, the contractor shall not without the prior written consent of RAL, be involved in any manner whatsoever, directly or indirectly, in any business or venture which competes or conflicts with the obligations of the contractor to provide Services.
13	PARTIES NOT AFFECTED BY WAIVER OR BREACHES
13.1	The waiver (whether express or implied) by any Party of any breach of the terms or conditions of this contract by the other Party shall not prejudice any remedy of the waiving party in respect of any continuing or other breach of the terms and conditions hereof.
13.2	No favour, delay, relaxation or indulgence on the part of any Party in exercising any power or right conferred on such Party in terms of this contract shall operate as a waiver of such power or right nor shall any single or partial exercise of any such power or right under this agreement.
14	RETENTION
14.1	On termination of this agreement, the contractor shall, on demand hand over all documentation provided as part of the project and all deliverables, etc., without the right of retention, to RAL.
14.2	No agreement to amend or vary a contract or order or the conditions, stipulations or provisions thereof shall be valid and of any force and effect unless such agreement to amend or vary is entered into in writing and signed by the contracting parties. Any waiver of the requirement that the agreement to amend or vary shall be in writing, shall also be in writing.
15	FORMAT OF BIDS
15.1	Bidders must complete all the necessary bid documents and undertakings required in this bid document. Bidders are advised that their proposal should be concise, written in plain English and simply presented.
15.2	Bidders are to set out their proposal in the format prescribed hereunder. This means that the proposal must be structured in the parts noted below. <u>Information not submitted in the relevant part, may not be considered for evaluation purposes.</u>
15.3	Part 1: Special Conditions of Bid and Contract
15.3.1	Bidders must sign the last page and return the Special Conditions of bid and Contract (Section B-1). Bids submitted without a completed Special Conditions of Bid form will be deemed to be non-responsive.
15.3.2	A recommended bidder must be CSD complaint. Recommended bidder who are not complaint with CSD must be notified in writing to comply within seven (7) working days.

Section B 1: Special Conditions of bid and Contract

15.4	Part 2: Bidder's Disclosure
15.4.1	Each party to the bid must complete and return the "Declaration of Interest" (Section B-2). Bids submitted without a complete and signed Declaration of Interest will be deemed to be non-responsive.
15.5	Part 3: Preference Points Claim Form in terms of the Preferential Procurement Regulations 2022
15.5.1	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 . 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.
15.6	Part 4: Invitation to Bid
15.6.1	Bidders must complete, sign and return the full "Invitation to Bid" (Section B-4) document. Bids submitted without a completed and signed Invitation to Bid will be deemed to be non-responsive.
15.7	Part 5: Pricing Schedule
15.7.1	Any budget amount that may be indicated in this document shall be deemed to be a guide only and Bidders are expected to submit a costing that is fair and reasonable.
15.7.2	All costs related to this assignment are to be allowed for in the pricing schedule and in the formats prescribed and must be returned as part of the submission (Section B-5). Bids submitted without a price or with an incomplete price, will be deemed to be non-responsive.
15.7.3	Rates for the first year of the contract must be firm and must be indicated in the formats prescribed. <u>All normal operating costs and out of pocket expenses such as photocopies, telephone calls, printing, travel, etc. must be covered in the rates quoted.</u>
15.7.4	A pricing schedule with one of the specified elements (fees and reimbursable costs) omitted from the costing, may be considered non-responsive.
	Note 1: The cost of travel and accommodation for persons who are not part of the prospective contractor's team should not be included. These costs will be borne by the Client.
	Note 2: No handling fee on disbursements will be considered
	<input type="checkbox"/> VAT: Value Added Tax must be included and shown separately.
15.8	Part 6: Team details

Section B 1: Special Conditions of bid and Contract

15.8.1	In this part that must be returned as part of the submission, Bidders must provide details of the team named in the previous part.
15.8.2	For each team member there must be:
	<input type="checkbox"/> A complete curriculum vitae confirming suitability for the position. A format is provided as a guideline only for the compilation of the CVs.
15.9	Part 7: Experience in this field
15.9.1	Bidders should provide in this part, and return as part the submission, at least the following information. <input type="checkbox"/> Details of contracts for similar work within the last 2 years. <input type="checkbox"/> Contact details of a maximum of 2 organisations for which work was done.
16.	Logistics for presentations
16.1	RAL reserves the right to invite Bidders for presentations before the award of the quote.
16.2	Shortlisted Bidders will be given three (3) days advance notice to attend the presentation. The date as well as the detail for the venue and the agenda for the presentations will be provided.
16.3	Presentations will be made to the full Bid Evaluation Committee
16.4	Under no circumstances will a presentation by any Bidder constitute and award or promise/undertaking to award the contract

I/we herewith accept all the above-mentioned special conditions of the bid. If I/we do consider a deviation therefrom, I have noted those as per the instruction in paragraph 1 (General) above.

Name of applicant: _____

Signature of applicant: _____

Date: _____

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 interest² 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 institution	State

- 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 the power, by one person or a group of persons holding the majority of the equity of an enterprise, alternatively, the person/s having the deciding vote or power to influence or to direct the course and decisions of the enterprise.

- 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 consortium³ 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.

³ Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.

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

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

- (c) Price; and
- (d) Specific Goals.

1.4 The maximum points for this tender are allocated as follows:

	POINTS
PRICE	80
SPECIFIC GOALS	20
Total points for Price and SPECIFIC GOALS	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) **“highest acceptable tender”** means a tender that complies with all specifications and conditions of tender and that has the highest price compared to other tenders;
- (b) **“lowest acceptable tenders”** means a tender that complies with all the specifications and conditions of tender that has lowest price compared to other tenders;
- (c) **“price”** means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;
- (d) **“rand value”** means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
- (e) **“specific goals”** means specific goals as contemplated in section 2(1)(d) of the Act which may include contracting with persons, or categories of persons, historically disadvantaged by unfair discrimination on the basis of race, gender and disability including the implementation of programmes of the Reconstruction and Development Programme as published in *Government Gazette* No. 16085 dated 23 November 1994;
- (f) **“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;
- (g) **“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
- (h) **“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:

80/20

or

90/10

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

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:

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

Where

Ps = Points scored for price of tender under consideration.

Pt = Price of tender under consideration

P_{max} = 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 2022, preference points must be awarded for specific goals stated in the 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,

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

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 (80/20 system)	Number of points claimed (80/20 system)	Required documents as a means of verification.
Enterprises with ownership of 51% or more by person/s who are black person/s	7		<ul style="list-style-type: none"> ID copies of company director/s CSD report
Enterprises with ownership of 51% or more by person/s who are women	7		<ul style="list-style-type: none"> ID copies of company director/s CSD report
Enterprises with ownership of 51% or more by person/s who are youth	3		<ul style="list-style-type: none"> ID copies of company director/s CSD report
Enterprises with ownership of 51% or more by person/s with disability	3		<ul style="list-style-type: none"> Medical certificate CSD report
Total points for specific goals	20		

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 4.1, the contractor is 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:

SBD 1

**PART A
INVITATION TO BID**

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE (NAME OF DEPARTMENT/ PUBLIC ENTITY)					
BID NUMBER:	RAL/2021/ORGANISATIONAL DESIGN/RFB005		CLOSING DATE:	15 JULY 2024	CLOSING TIME: 11:00
DESCRIPTION	APPOINTMENT OF A SERVICE PROVIDER TO REVIEW AND IMPLEMENT AN ORGANISATIONAL TRANSFORMATION PROJECT AT THE ROADS AGENCY LIMPOPO (SOC) LTD FOR A PERIOD OF THREE (3) YEARS.				
BID RESPONSE DOCUMENTS MAY BE DEPOSITED IN THE BID BOX SITUATED AT (STREET ADDRESS)					
ROADS AGENCY LIMPOPO					
RAL TOWERS					
26 RABE STREET					
POLOKWANE 0700					
BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO			TECHNICAL ENQUIRIES MAY BE DIRECTED TO:		
CONTACT PERSON	DINALA MATSOBANE		CONTACT PERSON	Dr N MUDAU	
TELEPHONE NUMBER	015 284 4600		TELEPHONE NUMBER	015 284 4698	
FACSIMILE NUMBER	015 291 2433		FACSIMILE NUMBER	015 291 2433	
E-MAIL ADDRESS	dinalamr@ral.co.za		E-MAIL ADDRESS	mudaun@ral.co.za	
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					
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:		OR	CENTRAL SUPPLIER DATABASE No:	MAAA
ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES ENCLOSE PROOF]		ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES OFFERED?		<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES, ANSWER THE QUESTIONNAIRE BELOW]
QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS					
IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?			<input type="checkbox"/> YES <input type="checkbox"/> NO		
DOES THE ENTITY HAVE A BRANCH IN THE RSA?			<input type="checkbox"/> YES <input type="checkbox"/> NO		
DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?			<input type="checkbox"/> YES <input type="checkbox"/> NO		
DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA?			<input type="checkbox"/> YES <input type="checkbox"/> NO		
IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION?			<input type="checkbox"/> YES <input type="checkbox"/> NO		
IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN IT IS NOT A REQUIREMENT TO REGISTER FOR A TAX COMPLIANCE STATUS SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 BELOW.					

SBD1

PART B TERMS AND CONDITIONS FOR QUOTING

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 IN THE MANNER PRESCRIBED IN THE BID DOCUMENT.
1.3.	THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT, 2000 AND THE PREFERENTIAL PROCUREMENT REGULATIONS, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT.
1.4.	THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM (SBD7).
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 VERIFY THE TAXPAYER'S PROFILE AND TAX STATUS.
2.3	APPLICATION FOR TAX COMPLIANCE STATUS (TCS) PIN MAY BE MADE VIA E-FILING THROUGH THE SARS WEBSITE WWW.SARS.GOV.ZA .
2.4	BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID.
2.5	IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED; EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER.
2.6	WHERE NO TCS PIN IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.
2.7	NO BIDS WILL BE CONSIDERED FROM PERSONS IN THE SERVICE OF THE STATE, COMPANIES WITH DIRECTORS WHO ARE PERSONS IN THE SERVICE OF THE STATE, OR CLOSE CORPORATIONS WITH MEMBERS PERSONS IN THE SERVICE OF THE STATE."

NB: FAILURE TO PROVIDE / OR COMPLY WITH ANY OF THE ABOVE PARTICULARS MAY RENDER THE BID INVALID.

SIGNATURE OF BIDDER:

CAPACITY UNDER WHICH THIS BID IS SIGNED:
(Proof of authority must be submitted e.g. company resolution)

DATE:

PRICING SCHEDULE

(Professional Services)

NAME OF RESPONDENT:	
OFFER TO BE VALID FOR 120 DAYS FROM THE CLOSING DATE OF BID	

PAR NO	DESCRIPTION	QUOTATION PRICE IN RSA CURRENCY			
1	The accompanying information must be used for the formulation of proposals.				
2	Respondents are required to indicate a ceiling price based on the total estimated time/fees for completion of all phases and including all expenses for the project. Check if this is right format for the service				
		Amount excluding VAT		R	
		VAT @ 15%		R	
		Total including VAT		R	
3	PHASES ACCORDING TO WHICH THE PROJECT WILL BE COMPLETED, COST PER PHASE, PERSONS WHO WILL BE INVOLVED IN THE PHASE, RATES APPLICABLE AND PERSON-DAYS TO BE SPENT (A BREAKDOWN MUST BE GIVEN FOR EACH PHASE).				
3.1	Phase 1: Description				
3.1.1	Person and position	Hourly rate excluding VAT	Daily rate excluding VAT	Person-days to be spent	Cost/person/phase excluding VAT
		R	R		R
		R	R		R
		R	R		R
				Amount for phase excluding VAT	R
				VAT @ 15%	R
				Total per phase including VAT	R
3.2	Phase 2: Description				

3.2.1	Person and position	Hourly rate excluding VAT	Daily rate excluding VAT	Person-days to be spent	Cost/person/phase excluding VAT
		R	R		R
		R	R		R
		R	R		R
				Amount for phase excluding VAT	R
				VAT @ 15%	R
				Total per phase including VAT	R

3.3 Phase 3: Description

3.3.1	Person and position	Hourly rate excluding VAT	Daily rate excluding VAT	Person-days to be spent	Cost/person/phase excluding VAT
		R	R		R
		R	R		R
		R	R		R
				Amount for phase excluding VAT	R
				VAT @ 15%	R
				Total per phase including VAT	R

4 TRAVEL EXPENSES TO COVER ALL PHASES OF PROJECT (SPECIFY, FOR EXAMPLE RATE/KM AND TOTAL KM, CLASS OF AIR TRAVEL, ETC). ONLY ACTUAL COSTS ARE RECOVERABLE. PROOF OF THE EXPENSES INCURRED MUST ACCOMPANY CERTIFIED INVOICES.

4.1	Description of expense to be incurred	Rate	Quantity	Amount excluding VAT
	Travel (km)	R		R
	Car Hire (per day)	R		R
	Flights (economy)	R		R
			Amount excluding VAT	R
			VAT @ 15%	R

Total including VAT R

5 OTHER EXPENSES TO COVER ALL PHASES OF PROJECT (SPECIFY, E.G. THREE STAR HOTEL, BED AND BREAKFAST, TELEPHONE COST, REPRODUCTION COST, ETC). ON BASIS OF THESE PARTICULAR, CERTIFIED INVOICES WILL BE CHECKED FOR CORRECTNESS. PROOF OF THE EXPENSES MUST ACCOMPANY INVOICES.

5.1	Description of expense to be incurred	Rate	Quantity	Amount excluding VAT
	Accommodation (three star or equivalent)	R		R
	Meals (each)	R		R
	Per Diem (per day)	R		R
	Telephone costs (per unit)	R		R
	Reproduction costs (per page)	R		R
			Amount excluding VAT	R
			VAT @ 15%	R
			Total including VAT	R

6 Period required for commencement with project after acceptance of quotation.

7 Estimated person-days for completion of the project.

8 Are the rates quoted firm for the full period of the contract?

9 If not firm for the full period, provide details of the basis on which adjustments will be applied for, for example consumer price index.

ANNEXURE “A”

No	Deliverables
1	Review Outputs of Diagnostic Analysis and RAL Documents and propose solutions to address gaps as identified during the diagnostic analysis.
2	Review Documents and Prepare Inception Report.
3	Development of project plan and project charter
4	Review and update strategic plan, ensuring continuous alignment with evolving industry trends and organizational objectives.
5	Coordinate the review and development of Business Models and work processes
6	Develop and implement a strategic innovation plan that aligns seamlessly with RAL's long-term vision and mission
7	Develop and implement a strategic innovation plan aligned with RAL's long-term vision and mission
8	Detailed analysis of the current organizational structure and proposed new structure and recommendations.
9	Benchmark current remuneration model and proposed new remuneration model in line with the best practices.
10	Job evaluation and Job re-Grading
11	Assess the current organizational culture and define and implement the new culture focusing on flexibility, agility, and openness to change (Transformational leadership).

12	Create and implement a comprehensive leadership development program focused on adaptive leadership skills and innovative thinking.
13	Develop initiatives and programs to embed a culture of flexibility, agility, and openness to change across the organization.
14	Conduct an in-depth analysis of current business processes and implement business process re-engineering
15	Establish a continuous improvement program ensuring ongoing process refinement and efficiency.
16	Develop and implement a comprehensive stakeholder engagement strategy.
17	Facilitate workshops and forums with stakeholders to align their interests and insights with RAL's strategic initiatives.
18	Cultivate a network of partnerships with industry, academic, and community organizations to enrich institutional knowledge and innovation.
19	Develop and Implement a dynamic performance management framework aligning with RAL's strategic objectives and institutional resilience.
20	Develop and implement a robust risk management strategy.
21	Develop and review of institutional policies and structures to ensure they support a resilient, adaptable, and high-performing organization.
22	Implementation of RAL Integrated Software Solution
23	Software Licencing
24	Conduct Training
25	Comprehensive training materials ensuring the proficient use of implemented software and associated tools.

26	Integrate advanced management information systems to enhance data-driven decision-making and optimize resource allocation.
27	Development and implementation of a comprehensive communication strategy.
28	Conduct Technology Infrastructure Assessment
29	Design and implementation of BI dashboards and reporting templates for strategic decision-making.
30	Develop and implement comprehensive training programs, and ongoing support.
31	Periodic reports providing updates on project milestones, challenges, and overall progress.
32	Change Management Plan and Implementation
33	Final Report and hand over report
34	Disbursement and other related costs

Section B 6: Curriculum Vitae Template

CV TEMPLATE GUIDELINE/COMPULSORY CV TEMPLATE

Proposed role in the project:

1. Family name
2. First name:
3. Date of birth:
4. Nationality
5. Education

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained

6. Membership of professional bodies
7. Other skills (e.g. computer literacy, etc.)
8. Present position:
9. Years within the organisation:
10. Key qualifications (relevant to the project)
11. Professional experience

Date (From – To) (mm/yy)	
Organisation	
Location	
Position	
Description of duties	

Date (From – To) (mm/yy)	
Organisation	
Location	
Position	
Description of duties	

12. Other relevant information
(e.g. Publications)
13. References