



in the footsteps ...

NELSON MANDELA MUSEUM

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13 April 2026

RFP 4 of 2026: Appointment of a service provider to initiate a disciplinary enquiry for a period of 12 months (for when is needed)

BACKGROUND

The Nelson Mandela Museum (NMM) requires the services of a suitably qualified and experienced Initiator to represent the employer in a disciplinary hearing over a 12 months period for when is needed. The purpose of this appointment is to ensure that the employer's case is presented professionally, fairly, and in compliance with applicable labour legislation and the NMM's disciplinary code and procedures.

SCOPE OF WORK

The appointed service provider will be required to perform the following functions:

Pre-Hearing Preparation

- Review the investigation report, charge sheet, policies, and all supporting documentation.
- Advise on the appropriateness and formulation of charges in line with the disciplinary code and applicable labour legislation.
- Draft or refine the charge sheet where required.
- Prepare an indexed and paginated evidence bundle.
- Identify and prepare employer witnesses, including consultation sessions prior to the hearing.
- Advise management on procedural compliance and readiness for the hearing.

Representation During the Hearing

- Present the employer's case in a professional and structured manner.
- Lead oral and documentary evidence.
- Examine employer witnesses.

- Cross-examine the employee and/or their representative's witnesses.
- Raise procedural objections where necessary.
- Make closing arguments based on facts, evidence, and applicable policy.
- Make submissions on appropriate sanction, including mitigating and aggravating factors where applicable.

Post-Hearing Responsibilities

- Provide written submissions if required by the Chairperson.
- Advise management on implementation of the outcome.
- Assist with preparation for potential referrals to dispute resolution forums, if required.

CCMA

- Assistance with representation at CCMA (LWO Employers Organisation membership)
- Guidance to ensure all disciplinary processes align with labour laws and CCMA standards.
- Improved case preparation and handling, increasing the likelihood of favourable outcomes.

Labour Court Support

- Assistance with representation at the Labour Court through LWO Employers Organisation membership.
- Provision of expert guidance to ensure all disciplinary processes are compliant with applicable labour legislation and aligned with labour court standards.
- Enhanced case preparation and management, thereby improving the likelihood of favourable outcomes in disputes.

CRITERIA

The Bidder must demonstrate that they have the capacity to render the required service. The bidder must provide references where a similar service was rendered. This must be provided on the letterhead of the previously serviced client and should reflect at least name of the client, description of the relevant service rendered, year completed, contactable reference name and contact details and, whether the quality of work was satisfactory or not. It should be signed by a duly authorised person or their representative.

METHODOLOGY

The service provider must provide a detailed proposal of the methodology and approach to be used to carry out the scope of work. The service provider must clearly demonstrate their knowledge, expertise, and practical approach in delivering Disciplinary Hearing Initiator Services in line with the outlined scope of work. The proposal must outline how the bidder will conduct pre-hearing preparation, including review of documentation, formulation of charges where necessary, preparation of evidence bundles, and consultation with employer witnesses.

It must further explain how the bidder will professionally present and manage the employer's case during the hearing, including leading evidence, examining and cross-examining witnesses, and making structured submissions on the merits and appropriate sanction. The methodology must also address post-hearing responsibilities, including written submissions (where required), advisory support on implementation of outcomes, adherence to turnaround times, and maintenance of confidentiality and procedural fairness throughout the process.

Company Experience

The service provider must furnish the Nelson Mandela Museum (NMM) with at least **four (4) reference letters** confirming their technical expertise and experience in presiding over and handling disciplinary hearings. The reference letters must be from clients for whom similar services were rendered and must not be older **than three (3) years** from the closing date of this tender.

RETURNABLE DOCUMENTS

Service providers are required to submit all the returnable documents together with their quotations. **Failure to provide all the Compulsory Returnable Documents at the closing date and time of this RFQ will result in a respondent's disqualification. Respondents are therefore urged to ensure that all these Documents are returned with their Proposals. Failure to submit the Supporting documents for functionality scoring will result in a scoring of zero.**

COMPULSORY RETURNABLE DOCUMENTS

- Duly signed & completed **SBD 1** Invitation to BID
- **SBD 2** Tax Clearance Requirements
- Duly signed & completed **SBD 3** Pricing Schedule
- Duly signed & completed **SBD 4** Declaration of Interests form.

- Duly signed & completed SBD 6.1 Preference points claim form
- Duly signed & completed **SBD 7.2** Contract Form (Rendering Services).
- General Conditions of Contract
- Duly signed & completed **SBD 8** Declaration of Bidder's Past Supply Chain Management Practices.
- Duly signed & completed Duly signed & completed **SBD 9** Certificate of Independent Bid Determination.
- Proof of CSD registration

SUPPORTING RETURNABLE DOCUMENTS (for functionality scoring)

- Reference Letters and Appointment letters/ Purchase Orders.
- Project Methodology with approach to be used to carry out the scope of work.
- Relevant NQF level 7 tertiary qualification in Labour Law, Industrial Relations, LLB, Human Resources, or related field.
- Personnel qualification(s) and CV's
- Registration with the South African Board for People Practices (SABPP)
- South African Society for Labour Law (SASLAW)

ESSENTIAL SUPPORTING DOCUMENTS

Specific goals verification documents as stipulated below must be submitted on or before the closing date and time (***failure to submit on or before the closing date will result in an automatic score of zero for preference***)

PRICING PROPOSAL

No.	Activity	Hourly Rate	Daily Rate
1.	Pre-hearing preparation		
2.	Presentation during the hearing		
3.	Post-hearing responsibilities		
4.	CCMA preparation and representation		
5.	Labour Court preparation and representation		
6.	Advisory Services		

EVALUATION CRITERIA

The received quotations will be evaluated using the 80/20 system (80 for Price and 20 specific goals). Functionality will be scored at a maximum of 100 points whereby the bidder must obtain a **minimum of 70 points** to qualify for the financial evaluation according to the criteria captured in the table below:

Value: 1=Poor; 2=Average; 3=Good; 4=Very good; 5=Excellent

Criteria	Weight	Value
<p>Reference Letters</p> <p>Signed reference letters on the recommending company's letterhead- Each reference letter must be accompanied by an appointment letter or the official Purchase Order</p> <p>NB: Reference letters should not be older than three (3) years</p>	40	4 letter and more = 40 points
		3 letters = 30 points
		2 letters = 20 points
		1 letters = 10 points
		Failure to submit or submission of irrelevant letter = 0
<p>Qualification(s), Certified Identity Document and CV of a resources</p> <p>NB: A certicate not linked to a CV and an ID will not be considered</p>	20	NQF Level 7 or Higher in the relevant field (Labour Law, Industrial Relations, LLB, Human Resources, or related field)
<p>Registration with regulatory bodies</p> <p>The service provider must provide proof of registration and good standing, where applicable, with one or more of the following recognised professional or statutory bodies:</p> <ul style="list-style-type: none"> • Legal Practice Council (for admitted attorneys or advocates) – 5 points • Commission for Conciliation, Mediation and Arbitration (Accredited Commissioner or Panellist, where applicable) – 5 points 	20	<p>Valid certificates = 5</p> <p>Invalid certificate or failure to submit = 0</p>

Criteria	Weight	Value
<ul style="list-style-type: none"> • South African Board for People Practices (SABPP) – 5 points • South African Society for Labour Law (SASLAW) – 5 points 		
<p>Methodology</p> <p>The service provider must provide a detailed proposal of the methodology/ approach to be used to carry out the scope of work. The service provider must demonstrate their knowledge and how they will deliver this project in line with the scope of work which must address all areas required under testing and counselling services, financial education and health education.</p>	20	20 - Excellent proposal 15 - Good proposal 10 Average proposal 5– poor 0- non-submission of proposal
Total	100	

1. APPLICABLE PREFERENCE POINTS ALLOCATION SYSTEM

(1) Points for this shall be awarded for:

- (a) Price; and
- (b) Specific Goals.
- (c) Where 80 points will be allocated for price and 20 points allocated for specific goals

(2) The following specific goals are applicable to all procurements of a transaction value above R2 000 and up to R50 000 000

- a. The NMM will utilise the following preference criteria ;
 - i. Service providers within the OR Tambo region & Eastern Cape
 - ii. Historically Disadvantaged Individuals (Women, Youth, and People living with disabilities)
 - iii. SMMEs

b.

Category		Sub-categories	Specific goals points	Verification documents
Local Supplier	5	OR Tambo supplier	5	CIPC Registration Certificate (CK) or Proof of residence
		Eastern Cape Supplier	4	
		Anywhere in South Africa	3	
		Non-South African	0	
Women-owned supplier	4	Black African Women	4	CIPC Registration Certificate (CK) and CSD Report
		Non-Black African Women	2	
Youth Owned Supplier	4	Youth Owned (< 35-year-old persons)	4	CIPC Registration Certificate (CK) and CSD Report
		Non-Youth Ownership (> 35-year-old persons)	2	
People living with disabilities	3	People living with disabilities	3	CSD Report
Small Micro, Medium & Enterprises	4	SME – Owned by people with disability	4	CSD Report
		SME – Black owned	3	Sworn Affidavit (BBBEE Affidavit)
		SME – Other	2	

QUOTATION SUBMISSIONS

- All quotations and accompanying documents must be forwarded to: supplychain@nelsonmandelamuseum.org.za
- NO FAXED OR HAND-DELIVERED QUOTATIONS SHALL BE ACCEPTED.
- Closing date for the submission of quotations is **20 April 2026**

ENQUIRIES

All communications and inquiries/requests for clarification relating to this proposal should be directed to the contact person:

<i>Technical Enquiries:</i>
Ms Y. Khumelwana
Tel: 047 501 9522
Email: yoleka@nelsonmandelamuseum.org.za
HRM Office

NB: The NMM reserves the right to amend, modify or withdraw this RFQ at any time, without prior notice and without liability to compensate and/or reimburse any party.

Mandisi Msongelwa CA (SA)
Acting Chief Executive Officer