



THE PRESIDENCY
REPUBLIC OF SOUTH AFRICA

TERMS OF REFERENCE

SUPPLY CHAIN MANAGEMENT

REF NO: SCMP 23/04/01R: APPOINTMENT OF SERVICE PROVIDER TO FACILITATE A ONE-DAY WORKSHOP FOCUSED ON DEVELOPING A CHANGE MANAGEMENT STRATEGY FOR A FIT-FOR-PURPOSE PRESIDENCY, ALONGSIDE THE DESIGN OF AN EMPLOYEE VALUE PROPOSITION AND CULTURE PROGRAMME

1. PURPOSE

- 1.1 To appoint a service provider to facilitate a one-day workshop focused on developing a change management strategy for a fit-for-purpose Presidency, alongside the design of an employee value proposition and culture programme.

2. BACKGROUND

- 2.1 In September 2018, the President and Deputy President convened a strategic dialogue with senior management and special advisors of The Presidency. The direction was to redefine the evolving role of The Presidency as a fit-for-purpose organization to execute its mandate. The new direction emphasized strengthening its thought leadership function and enhancing its mandate as the strategic center of government, adopting the posture of an “activist Presidency.” To advance this vision, The Presidency launched the first phase of the project in July 2020 by establishing a task team in partnership with GTAC. The team was mandated to review the existing service delivery model and organisational structure.
- 2.2 In the financial year 2024/25, the Presidency established an Optimisation Task Team (OTT) led by the COO to develop the Service Delivery Model (SDM), Reconfigure the Functional Organizational Structure, and Post-Establishment that is fit-for-purpose, looking at aspects such as People, Systems, Processes, and Policies.
 - a. In 2025, Top Management finally approved the proposed SDM, macro-structure, and micro-organisational structure. These proposals were also subject to consultation with Organized Labor. The Presidency is in the process of finalising an OTT project for implementation. During phase one of the AS-IS analysis stage of the project, face-to-face interviews were conducted with various employees from various units. The outcomes of the interviews, as well as the Productivity South Africa (PSA) study on performance and productivity, initiated the need for a holistic

Change Management process in order to reposition into a modern, secure, professional, and fit-for-purpose Presidency.

- 2.3 The change journey is not just an exercise to create new strategies and processes to accomplish the organization's mission, but is rather a defined process that is actualized in the implementation of these strategies and processes, all of which translate into the desired change. The objective of this document is to demonstrate conceptualization, examine the three concepts of caring, belonging, and serving on the Presidency's organizational change and performance, as research has proven that organizational change has a profound impact on an organization's process, employees, and its performance.
- 2.4 Each organization has its own unique culture, created over time through the shared attitudes, values, beliefs, perceptions, and customs of its employees. The Presidency Strategic Plan captures the vision of The Presidency on the following three themes: **“National unity, Prosperity for all, and A State that cares and works.** The present organizational culture does not adequately support the achievement of The Presidency's vision. It is at this point that a cultural shift is not just desired or hoped for but is essential for the organization to achieve its goals and desired future state.
- 2.5 Building an organizational change takes years; change cannot occur overnight. It typically takes years to effect sustained change of a transformative nature. Creating even the smallest shift in change management requires a passionate commitment and the active engagement of senior leadership. Creating a sustained change management requires the steadfast long-term commitment of organizational leaders, a strong commitment and desire by key influential champions, coupled with a significant investment in the design and implementation of targeted people strategies that are specifically aimed at a rigorous paradigm shift.
- 2.6 The current conduct, behaviour, and attitude of staff are a far cry from what is desired. The Presidency presents several fundamental challenges, which include but are not limited to poor consequence management, lack of accountability, unconscious bias, lack of commitment, presenteeism, and absenteeism. Employees are stuck in either fight, flight, or freeze responses, which is counterproductive.
- 2.7 These challenges result in a lack of engagement and malleability of employees, as critical to The Presidency being a high-performing organisation with a cohort of leaders and staff that is ethical, security conscious, innovative, and able to deal with complex situations effortlessly.
- 2.8 The Presidency's Top Management and OTT took a resolution to implement organisational change management, with the expectation to complement the already commenced work on the implementation of the Service Delivery Model (SDM) as well as the implementation of the reconfigured fit-for-purpose Presidency functional organisational structure and post-establishment. As a result, the project's scope was expanded to include a reflection on change management of how well the Presidency's current culture is suitable to deliver the key areas of the Service Delivery Model (SDM), as well as the reconfigured fit-for-purpose functional organisational structure and post-establishment.

2.9 The Presidency plays a critical role in guiding the country towards achieving the goals set out in Vision 2030, as outlined in the National Development Plan (NDP).

2.10 To assist with the change management implementation exercise, the Presidency seeks to procure an external services provider who will be neutral and objective to conduct the 360-degree change assessment.

2.11 **The Need to Change**

2.12.1 Analysis of the current environment

- Highly administrative and paper-based services.
- Genuine human errors due to laborious manual processes.
- Ancient technology that does not meet the needs of The Presidency as the centre of government.
- The Presidency hasn't been able to respond to the changing landscape and dynamics of the country.

2.12.2 The broader change agenda, in support of the key strategic outcomes, is aimed at ensuring improved service delivery and a paperless environment. This change management agenda commits to making The Presidency an employer of choice, adapting to new practices, upgrading technology, and ensuring effective coordination of the government departments.

2.12.3 The change management process to implement the new service delivery model. The Presidency needs to objectively achieves the key critical aspects outlined in the new Service Delivery Model, as listed below:

1. Transformed, Streamlined and Capable Centre of Government (The Presidency);
2. Effective Coordination for the Implementation of Government Programme;
3. Improved Delivery of Government Programme and the National Development Plan; and
4. Better quality of life: Improved Economic Growth and Job Creation, Reduced poverty and high cost of living.

3. **SCOPE AND EXTENT OF THE PROJECT / KEY DELIVERABLES**

3.1. **The successful bidder will be required to provide the following services:**

3.1.1 To facilitate a strategic discussion towards the development of a comprehensive change management strategy on the 06 May 2026. This discussion will also include a discussion toward the Presidency Employee Value proposition and Culture programme.

3.1.2 Compile a comprehensive workshop report with recommendations on the discussion towards the development of a change management strategy, improved organisational culture and Employee Value Proposition (EVP).

3.1.3 The Service provider will be required to attend a briefing session on 04 May 2026 and other meetings as and when required.

4. REQUIREMENT FOR THE PROJECT (Qualifications, skills, and experience required)

- 4.1 The facilitator must demonstrate a minimum of a Bachelor's Honours degree in one of the following areas: Business Administration, Public Administration / Management, Industrial and Organisational Psychology, Human Resource Management. **Certified copies of the qualifications must be attached.**
- 4.2 The facilitator must demonstrate a minimum of five (5) years proven track record of facilitation and experience in conducting organisational change management and culture assessment studies/research within the public service and any other sector. **Copies of the CV/s and reference letters from previous employers of relevant work done in the past three (3) years must be provided.**
- 4.3 The bidder will be required to develop a project plan demonstrating different activities as per the scope of work (must attach the project plan)

5. SPECIAL CONDITIONS OF PROJECT/CONTRACT

The successful bidder will be required to sign a standard contract with The Presidency that will outline the terms and conditions of the contract.

- 5.1 The Presidency reserves the right either to award the bid in full or in part, or not to award the bid.
- 5.2 The pricing schedule (Annexure A) must be fully completed and attached.
- 5.3 The service provider will commence with the services upon signing of the service level agreement by all parties involved.
- 5.4 In the event of changes in the project, the service must provide the detailed CVs and proof of qualification for the new project facilitator. The Presidency undertakes to pay out in full within thirty (30) days after all valid claims for services rendered to its satisfaction upon presentation of a substantiated claim/invoice, according to the payment schedule agreed upon in the contract.
- 5.5 Bidder/s are requested to provide clarity on the concept document/methodology to approach the project and a detailed project plan.
- 5.6 The bidder, including all personnel assigned to assist with this project, must be South African nationals.

6. SECURITY REQUIREMENTS

The awarding of this bid will be subject to positive security screening of all staff members to be deployed by the successful bidder to The Presidency. The security screening of the company and the team members will be done in accordance with The Presidency internal security policy.

7 DURATION OF CONTRACT

The duration of the project is 2 weeks after the workshop, and specific milestones must be reached within this period.

8 MONITORING AND EVALUATION OF THE PROJECT

- 8.1 All work is to be carried out in accordance with the time schedule as agreed with the Project Manager and within the agreed deliverables and terms and conditions of the signed contract.

- 8.2 Monitoring and evaluation of performance and adherence to the project requirements will be done by the Project Manager/owner.

9 LEGISLATIONS APPLICABLE TO THE BID

Bids will be subject to the Supply Chain Management (SCM) conditions as follows:

- 9.1 The Preferential Procurement Policy Framework Act, Act No. 05 of 2000.
9.2 Preferential Procurement Regulations, 2022.
9.3 The Public Finance Management Act, Act 1 of 1999.
9.4 The Presidency Supply Chain Management Policy.

10 EVALUATION PROCESS

A three (3) phase approach will be followed during the evaluation phase. All proposals received will be evaluated in accordance with the **80/20-point** system as prescribed in the Preferential Procurement Regulation, 2022.

10.1 PHASE1: MANDATORY AND ADMINISTRATION REQUIREMENTS

A. MANDATORY REQUIREMENTS

- Quotation/ Pricing schedule (**Annexure A**)

B. ADMINISTRATION REQUIREMENTS

- Completed and signed Bidders' disclosure form (SBD 4)
- Names and ID copies of employees to be assigned to this project. Assigned employees will be subjected to a security screening
- ID copies of owner(s), Owners will be subjected to a security screening.
- Copy of Bidder's company registration document with CIPC.
- SARS Tax pin of the Bidder or tax compliant verified on CSD
- Proof of registration with CSD.

10.2 PHASE 2: FUNCTIONAL/TECHNICAL EVALUATION

Desk-top Evaluation

- Experience and References
- Qualifications
- Methodology of the Project Plan

EVALUATION CRITERIA

CRITERIA	SUB-CRITERIA	WEIGHT
Qualifications and experience	<p>Facilitator qualification:</p> <p>The facilitator must demonstrate a minimum of a Bachelor's Honours degree in one of the following areas: Business Administration, Public Administration / Management, Industrial and Organisational Psychology, Human Resource Management. Certified copies of the qualifications must be attached.</p> <ul style="list-style-type: none"> Any qualification below NQF Level 8 = 0 points Honours/ Post Graduate Diploma (NQF level 8) = 20 points Master's degree (NQF level 9 and higher = 30 points 	30
	<p>Facilitator experience:</p> <p>The facilitator must have minimum of five (5) years proven track record of facilitation and experience in conducting organisational change management and culture assessment studies/research within the public service and any other sector. Copies of the CV/s and Reference letters from previous employers of relevant work done in the past three (3) years must be provided. (References must be on the company's letterhead, signed, and dated, with contact person and contact number).</p> <ul style="list-style-type: none"> Less than 5 years' experience and no reference letter/s = 0 points 5 years' experience and reference letter/s = 30 points More than 5 years' experience and reference letter/s = 40 points 	40
Strategic approach and methodology	<p>The bidder will be required to develop a project plan demonstrating different activities as per the scope of work (must attach the project plan)</p> <ul style="list-style-type: none"> No project plan= 0 points Project plan that does not outline the activities as per the scope of work = 20 points Project plan that outlines the activities as per the scope of work = 30 Points 	30
Minimum threshold	Minimum threshold:	70
Total points		100

Only bidder(s) who scored 70 points out of 100 will be considered for phase 3.

10.3 PHASE 3 – PRICE AND SPECIFIC GOALS

The bid will be awarded to the bidder who scored the highest points in terms of Price and specific goals.

DESCRIPTION	POINTS
PRICE	80
SPECIFIC GOALS	20
TOTAL POINTS FOR PRICE AND SPECIFIC GOALS	100

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

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

The specific goals allocated points in terms of this tender	Number of points allocated (90/10 system) (To be completed by the organ of state)	Number of points allocated (80/20 system) (To be completed by the organ of state)	Means of verification
Women ownership		10	CSD report
Youth ownership		7	CSD report
People with Disabilities		3	CSD report

NB: Formula for calculating number of points: Ownership percentage X number of points allocated /100

11. VALIDITY PERIOD

- The validity period of the Quotation is 90 days from the closing date.
- The Presidency may extend the validity period should the process not be completed within 90 days, and bidders will be consulted to extend the validity. Please note that non-response from the bidder will be regarded as consent to the extension of the validity period, and The Presidency will proceed with evaluating the proposal submitted by the closing date.

12. NON-COMPULSORY BRIEFING SESSION

A briefing session will be conducted online via Microsoft Teams

Date: 24 April 2026

Time: 14h00pm to 15h00pm

Venue: **Microsoft Teams meeting**

Join: <https://teams.microsoft.com/meet/386695443375128?p=X8Vx2PFBjneNIUCldg>

Meeting ID: 386 695 443 375 128

Passcode: ZJ7J5Wv7

13. SUBMISSION OF PROPOSALS

Completed bid documents should be clearly marked as follows:

The Presidency

Ref No: SCMP 23/04/01R

Completed bid documents must be submitted to e-tender portal on or before **28 April 2026 @18:00.**

14. ENQUIRIES

a)Bid Enquiries:

Mr. Patrick Mongwe

Quotesenquiries@presidency.gov.za

b)Technical Enquiries:

Ms. Nombongo Zwelibanzi

Nombongo@presidency.gov.za

All the enquires must submitted on or before 28 April 2026 @10h00am



**THE PRESIDENCY
REPUBLIC OF SOUTH AFRICA
PRICING SCHEDULE**

REF NO: SCMP 23/04/01R: APPOINTMENT OF A SERVICE PROVIDER TO FACILITATE A ONE-DAY WORKSHOP FOCUSED ON DEVELOPING A CHANGE MANAGEMENT STRATEGY FOR A FIT-FOR-PURPOSE PRESIDENCY, ALONGSIDE THE DESIGN OF AN EMPLOYEE VALUE PROPOSITION AND CULTURE PROGRAMME

Description	Total Cost excl. VAT
Deliverable 1: Facilitate a workshop on the 06 May 2026	R
Deliverable 2: Comprehensive workshop report with detailed recommendations Write a report on the discussion towards the development of a change management strategy, organisational culture and EVP	R
Briefing session on 04 May 2026 and other meetings as and when required.	R
Sub-total excl. VAT	R
15% VAT	R
Grand- total incl.VAT	R

All prices must be VAT inclusive.

Company’s name :.....

SIGNATURE OF BIDDER :.....

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

DATE