



SDT 02/2025

**PROVISION OF A BUSINESS MODEL ALIGNED WITH THE STATE DIAMOND TRADER'S
MANDATE**

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1. Introduction to State Diamond Trader

The State Diamond Trader is a state-owned entity established in terms of section 14 of the diamonds Act, 56 of 1986 as amended ("the act"). It is classified as a schedule 3B entity of the Public Finance Management Act. The vision of the state diamond trader is to be the catalyst for the transformation and growth of the local diamond beneficiation industry. Aligned with this vision, the entity has as one of its strategic objectives is to ensure acquisition of and equitable access to rough diamonds, with a focus on historically disadvantaged groups.

The State Diamond Trader invites certain qualified bidders to submit tenders and proposals in accordance with the rules set out in this RFP for the provision of the:

- Business review model aligned with the State Diamond Trader's mandate, also a financial model and an operational plan.

A submission of a tender by you in response to this invitation will be deemed as your acceptance of the State Diamond Trader terms and conditions of this tender.

2. Structure of the RFP

No	Description of the document content	Document Name
1.	Documents outlining the RFP background, conditions and instructions.	Main RFP
2.	Document outlines the business requirements; technical competency requirements and any other information related to the tender requirement.	Technical specification
3.	Documents required (Standard Bidding Documents) as per National Treasury for all competitive bidding process and must be returned with bid submission.	SBD Documents Central Supplier Database (CSD Report)
4.	The proposed agreement under which SDT wishes to contract the services.	Draft service level agreement

3. Key Timelines & Activities

The table below highlights all the important dates and times for this bid from the time of bid publication until closing date for submission.

No	Activity	Date & Time
1	Bid Publication on National Treasury's eTender website, SDT website and other applicable media	18 July 2025, 13:00
2	Compulsory Bidders briefing session	Compulsory Briefing session will be conducted on the 05 August 2025 at 11h00am at State diamond Trader. Bidders are to send any queries to archellisr@statediamondtrader.gov.za Bidders who did not attend the compulsory briefing session, their bid will be invalid and will not be in considered.
3	Bidders to submit written questions	21 July 2025 – 15 August 2025 until close of business at 14:00.
4	Tenders due ("Closing Date and time")	18 August 2025 at 11:00am

4. Instructions to Bidder

4.1 General Instructions

This document constitutes a Request for Proposal (RFP) which details State Diamond Trader's requirements for service provider for the provision of Business review model aligned with the State Diamond Trader's mandate, also a financial model and an operational plan.

Bidders must ensure that information and documentation supplied can be easily understood and thus, evaluated in a fair and consistent manner. All pricing information must be fully disclosed with all charges clearly defined.

4.2 Objectives

The objective is to appoint a service provider that will review and develop a business model that is aligned to the State Diamond Trader Mandate, also a financial model and an operational plan.

4.3 Scope of Work

The service provider should have:

- 4.3.1 The selected service provider is expected to have expertise and experience in the diamond industry and capacity in producing a Business, Financial and Operational model for the State Diamond Trader.
- 4.3.2 The service provider must produce a detailed project plan with cost outlining the methodology and timelines of the deliverables.

4.4 Bid Validity

Bid must be valid for a minimum period of 180 days from the closing date of the tender.

4.5 Submission of Proposal

Bid documents will only be considered if received on or before the Closing Date and Time, regardless of the method used to send or deliver such documents to State Diamond Trader. Bids can be hand delivered or posted using the addresses below.

No Emailed bids will be accepted.

Physical and Postal Address:

State Diamond Trader

Jewellery Manufacturing Precinct, Superblock Building, **2nd floor**

OR Tambo International Airport Special Economic Zone (ORTIA SEZ PRECINCT 1) ,

Bonaero Drive, ACSA Precinct

Bonaero Park

1619

Late tenders will not be accepted.

Bidders must submit two (2) copies, one original of the proposal and a soft copy, in sealed envelopes and clearly marked "Request for Proposal for a service provider to review and develop a business model that is aligned to the State Diamond Trader Mandate, also a financial model and an operational plan.

5. Bid Evaluation Process

After the closing date of the bid invitation, all received bid proposals will be evaluated for compliance and selection. The following evaluation method will be used to evaluate bids.

5.1 Gate 0 - Administration Evaluation

Bidders must submit the following administrative standard bidding documents (SBDs) fully completed and signed.

- SBD 1 Invitation to Bid \
- SBD 4 - Declaration of Interest
- SBD 6.1 - Preferential Point Claim Form – **Non-submission and incompleteness will result into a zero score on specific goals points.**
- CSD - Central Supplier Database Report

5.2 Gate 1 – Mandatory Evaluation

Failure to meet the requirements stated on the table below will result into instant disqualification.

No.	Mandatory Requirement	Document to be submitted as proof of evidence
1.	The appointed Service Provider must be registered with CIPC and Tax compliant.	A valid copy of CIPC and tax certificate with PIN
2.	Latest Audited Financials	Proof of latest audited or reviewed financials to be attached
3.	Project Methodology	Detailed Project methodology to be attached

5.3 Gate 2 – Functionality Evaluation

Only bidders that have met mandatory requirements in Gate 1 will be evaluated in Gate 2 for Functionality. In the technical analysis criteria, bidders will need to attain a minimum 70 of out of 100 points to proceed to the next stage, i.e., Price and specific goals evaluation.

1. Unit requesting goods/services	The Office of the CEO
2. Quantity (ties) required	One (1) service provider – Business Consulting Services
3. Description of Services Summary	<p>To procure the services of a business consultant who will support the State Diamond Trader in reviewing and revising the current business model in regard to:</p> <ul style="list-style-type: none"> • Alignment to the State Diamond Trader’s mandate as per the Act. • Identify gaps in the current business model that negatively impacts the entity in executing its mandate. • Developing a revised business model that is aligned to the entity’s mandate. • Development of both financial, operational, governance models to support the revised business model.

<p>4. Scope of work</p>	<p>The service provider should provide the following services:</p> <p>a) Business Model Development:</p> <ul style="list-style-type: none"> Review and revise the current business model of SDT to align it to the mandate as prescribed in the Diamond Act (Act 56 of 1986) <p>b) Financial Model development:</p> <ul style="list-style-type: none"> Develop a financial model that is appropriate for the State Diamond Trader's revised business case for sourcing diamonds within South Africa and from outside the country, considering economic, logistical, and legal aspects. Identify potential revenue streams that support the sustainability of the entity. Identify potential funding for the entity's development and marketing strategies. Provide recommendations on the most viable and sustainable financial strategies. <p>c) Operational Model(framework) development:</p> <ul style="list-style-type: none"> Develop an operational model that will support the revised Business model Propose an Organizational Structure that will assist the entity to execute the revised business model. 	
<p>5.Functionality process</p>	<p>BUSINESS EXPERIENCE</p> <p>The service provider must have been in existence ten years or more in providing Business Consultancy Services including a minimum of three (3) references</p> <p>A detailed company business profile must be submitted including the following:</p> <p>(1) Legal name of the company, registration details, contact information and as well as CIPC registration documents</p>	<p>20 Points</p>

	<p>(2) A minimum of three (3) contactable reference letters wherein the same or similar work was executed</p> <p>Point allocations</p> <ul style="list-style-type: none"> • More than 15 years and refence letters =20 points • Ten (10) to 15 years refence letters = 10 points • Anything less than 10 years = 0 points 	
	<p>PROJECT TEAM</p> <p>It is expected that the service provider will submit a project team comprising of a project leader as well as a project team.</p> <p>Regarding project leader:</p> <ul style="list-style-type: none"> • The project leader must possess a NQF level 9 in Project Management or Similar or Relevant Qualification Business Management or similar qualification and relevant experience of a minimum of ten (10) years. • Provide detailed CVs enclosing qualifications certificate and experience. <p>Points Allocation</p> <ul style="list-style-type: none"> • NQF 9 in Project Management or Similar/ Relevant and 10 years of relevant experience = 3 points • NQF 9 in Project Management or Similar/Relevant Qualification and between 10-15 years of relevant experience = 5 points • NQF 9 in Project Management or Similar/ Relevant Qualification and 15 years and above of relevant experience = 10 points 	<p>10 Points</p>

	<p>Detailed CVs enclosing their qualifications certificate and experience for each team member should be submitted</p> <p>The project leader must be supported by a project team that comprises the following skills:</p> <p>1. Business Management</p> <p>The project team member must possess a NQF level 8 in Business Management or similar qualification and relevant experience of a minimum of five (5) years.</p> <p>Points allocation:</p> <ul style="list-style-type: none"> • NQF level 8 qualification in Business Management or similar/ relevant qualification and between 5 to 10 years of relevant experience = 3 points • NQF level 8 qualification in Business Management or similar/ relevant qualification and between 10-15 years of relevant experience =5 points • NQF level 8 qualification in Business Management or similar/ relevant qualification from 15 years and above of relevant experience = 10 points 	<p>10 points</p>
	<p>2. HR Manager</p> <p>The project team member must possess a NQF level 7 in specializing in HR or similar/relevant qualification and relevant experience of a minimum of five (5) years.</p> <p>Points allocation:</p> <ul style="list-style-type: none"> • NQF level 7 qualification specializing in HR or similar/relevant qualification and between 5 to 10 years of relevant experience =3 points • NQF level 7 qualification in specializing in HR or similar/relevant qualification and between 10-15 years of relevant experience =5 points 	<p>10 Points</p>

	<ul style="list-style-type: none"> • NQF level 7 qualification specializing in HR or similar/relevant qualification and from 15 years and above of relevant experience = 10 points 	
	<p>3.Legal/ Governance</p> <p>The project team member must possess a NQF level 7 specializing in legal or governance and or similar/relevant qualification and relevant experience of a minimum of five (5) years.</p> <p>Points allocation:</p> <ul style="list-style-type: none"> • NQF level 7 qualification specializing in legal or governance and or similar/relevant qualification and between 5 to 10 years of relevant experience =3 points • NQF level 7 qualification specializing in legal or governance and or similar/relevant and between 10-15 years of relevant experience =5 points • NQF level 7 qualification specializing in legal or governance and or similar/relevant qualification and 15 years and above of years of relevant experience = 10 points 	10 Points
	<p>4.Diamond Expert</p> <p>The project team member must possess NQF level 6 and specific experience in the diamond industry of a minimum of ten (10) years</p> <p>Points allocation:</p> <ul style="list-style-type: none"> • NQF level 6 qualifications 10 years = 3 points • NQF level 6 qualifications 10-15 years = 5 points • NQF level 6 qualifications from 15 years = 10 points 	10 points

	<p>Project plan: The service provider must submit a detailed Project Plan. A project plan must include the following key components:</p> <ul style="list-style-type: none"> a. Project Objectives – Clear goals and what the project aims to achieve. b. Scope – What is included and excluded in the project. c. Timeline – Major phases, tasks, milestones, and deadlines. d. Resources – People, equipment, and materials needed. e. Roles and Responsibilities – Who is doing what in the project. f. Communication Plan – How and when updates will be shared. g. Monitoring and Evaluation – How progress and success will be measured. <p>Points Allocation</p> <ul style="list-style-type: none"> • Poor Project Plan: Major elements missing or unclear between =10 points • Fair Project Plan: Some relevant information included but lacks clarity or completeness between=20 points • Good Project: All relevant information included, clear, and well-detailed between =30 points 	<p>30 points</p>
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	<p>Due diligence</p> <p>SDT reserves the right to perform due diligence based on a criterion to be determined but not limited to requesting presentations detailing how the work within the scope of this assignment will be carried out. Additionally, proof of work, as specified in the letter of reference or business profile, may be required.</p>	
	Threshold	70 Points
	Points Scoring Total	100 Points
Estimated Costs	<p>Bidders are requested to submit the total cost price for the Project and a breakdown should be provided on how the total cost was determined.</p> <p>Bidders are also requested to submit an hourly rate for any ancillary assignment that may arise that is not in the scope of work.</p>	

6. Bid Validity

Bid must be valid for a minimum period of 180 days from the closing date of the tender.

7. Special Conditions

7.1 The Bidder must be fully tax compliant. As an organ of state, State Diamond Trader cannot conduct business with a company whose tax matters are not in order as declared by SARS.

7.2 Bidders must be registered on the National Treasury Central Supplier Database (CSD) as per National Treasury Circular No.3 of 2015/6-Central Supplier Database.

7.3 State Diamond Trader will disqualify a bidder/s who engages in the following:

7.3.1 Engages in any collusive tendering, anti-competitive conduct, or any other similar conduct, including but not limited to any collusion with any other Bidder in respect of the subject matter of this RFP.

- 7.3.2 Seeks any assistance, other than assistance officially provided by a government entity, from any employee, advisor or other representative of a government entity to obtain any unlawful advantage in relation to procurement or services to be provided to a government entity.
- 7.3.3 Makes or offers any gift, gratuity, anything of value other inducement, whether lawful or unlawful, to any of SDT official or other representatives.
- 7.3.4 Accepts anything of value or an inducement that would or may provide financial gain, advantage or benefit in relation to the procurement or service to be provided to the entity.
- 7.3.5 Pays or agrees to pay to any person any fee, commission, percentage, brokage fee, gift or any other consideration, that is contingent upon or result from the award of any tender, contract, right or entitlement which is in any way related to services to be rendered to the entity.
- 7.3.6 whose Tender contains a negligent misrepresentation which is materially incorrect or misleading
- 7.3.7 who materially fails to comply with any conditions or requirements of this RFP.
- 7.3.8 Bidders must provide tax Pin.

8. Reservation of Rights

SDT reserves a right:

- 8.1 make no award
- 8.2 withdraw, suspend or cancel this RFP or the RFP process at any time and without providing reasons.
- 8.3 not provide reasons for its rejection or the failure of any Bidder or Tender, save on application and in terms of applicable legislation.
- 8.4 change any of its requirements as set out in this RFP by giving Bidders reasonable notice.

- 8.5 mend, vary, or supplement any of the information, terms or requirements contained in this RFP, any information or requirements delivered pursuant to this RFP, or the structure of the RFP process.
- 8.6 provide further information in respect of, and modify the provisions of, this RFP at any time prior to the Closing Date by notice to all prospective Bidders.
- 8.7 conduct site visits and/or perform audits whenever SDT deems it prudent to do so;
- 8.8 undertake further checks on Bidders, which may include information on public record or in the public domain, information contained in internal SDT records or information received from other government institutions.
- 8.9 No longer consider a Bidder's Tender where adverse information about the Bidder or its Tender submission has come to the attention of SDT, provided that such Bidder is informed accordingly and invited to comment.
- 8.10 to award a Tender based on which Bidder is offering the best value for money, even if such Tender is not the lowest priced tender.

9. RFP not Offer

- 9.1 This RFP does not constitute an offer to do business with State Diamond Trader, but merely
- 9.2 serves as an invitation to Bidders to facilitate a requirements-based decision process.
- 9.3 Nothing in this RFP or any other communication made between State Diamond Trader (including its officers, directors, employees, advisers and representatives) is a representation that State Diamond Trader will offer, award or enter into a contract with the Bidder.
- 9.4 The Bidder will bear all its costs in preparing, submitting and presenting any response or Tender to this RFP and all other costs incurred by it throughout the RFP process.

10. Organisation of Bid Response

File 1	Section 1 <ul style="list-style-type: none">• Standard Bidding Documents• CSD Report Section 2 <ul style="list-style-type: none">• Mandatory Supporting Response• Technical Response• Reference Letters• Company Profile• CVs & Proof qualifications• Project plan
File 2	Section 1 <ul style="list-style-type: none">• Pricing Proposal Section 2 <ul style="list-style-type: none">• Specific Goals

11. Enquires

SCM enquiries

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