



COMMISSION FOR CONCILIATION, MEDIATION & ARBITRATION
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REQUEST FOR QUOTATIONS RFQ

RFQ NO:	RQN00000220112			
DESCRIPTION OF SERVICES REQUIRED:	APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT A REVIEW OF THE ORGANISATIONAL DESIGN FOR THE CCMA			
ISSUING DATE:	26 June 2026			
CONTRACT DURATION	three (03) Months			
BRIEFING SESSION LINK	Microsoft Teams meeting Join: https://teams.microsoft.com/meet/365378912925143?p=NU7LL627HdkW3sVa5k Meeting ID: 365 378 912 925 143 Passcode: xo9aW3sD It is the responsibility of bidders to ensure that they can access the briefing link before the briefing session. FAILURE TO ATTEND THE VIRTUAL BRIEFING SESSION WILL LEAD TO DISQUALIFICATION OF THE PROPOSAL.			
COMPULSORY BRIEFING SESSION	TIME:	11H00	DATE:	26 August 2026

CLOSING:	TIME:	16H00	DATE:	04 September 2026
PLEASE ENSURE THAT THE QUOTATION HAVE THE TOTAL FIXED AMOUNT STATED IN ORDER FOR CCMA TO BE ABLE TO EVALAUTE YOUR PRICE AND PRICE MUST INCLUDE ALL APPLICABLE TAXES				
QUOTATION VALIDITY PERIOD:	90 days			
CONTACT PERSON:	Thabang Kgagane Tel: 011 377 6916 Aluwani Mulibana Tel:011 377 6902			
DELIVERY OR SUBMISSION INSTRUCTIONS FOR RFQ:	The submissions of the quotations must be emailed to: RFQ2@ccma.org.za only All quotations need to be on an official letterhead (All cost included)			
DISQUALIFICATION	Quotations not submitted to the RFQ2@ccma.org.za will be disqualified.			
EVALUATION OF QUOTATIONS	• All quotations above R2000 will be evaluated on pricing and CCMA preferential points using the 80/20 system. • The 80 points are for requests for quotations up to the rand value of R1 million. • The 20 points will be allocated to promote this goal, and points will be allocated in			
	• NB: Supplier must attach the following documents when responding to this RFQ: • Proof of ownership must be attached in the form of: • Copy of the founding documentation of the company with which the ownership is listed i.e. CIPC etc; • ➤ Copy of the id-document (s) of the owner (s). • ➤ Proof of Medical certificate confirming disability of the owner (s). • Failure to adhere to the above will result in the non-allocation of preferential points.			

SPECIFICATION/TERMS OF REFERENCE FOR A REVIEW OF THE ORGANISATIONAL DESIGN FOR A PERIOD OF THREE (03) MONTHS

1. INTRODUCTION

The objective of this Request for Quote (RFQ) is to solicit proposals from experienced and reputable professional service providers with expertise in organisational design to review the current organisational design of the CCMA and to propose practical and future-fit organisational design recommendations for the Commission for Conciliation, Mediation and Arbitration (CCMA).

2. CCMA MANDATE

- 2.1 The Commission for Conciliation, Mediation and Arbitration (CCMA) is an independent and autonomous organization that was established by the Labour Relations Act of 1995 (LRA) to deliver dispute prevention and resolution services to the people of South Africa. The core mandate of the CCMA, as one of the organizations charged with implementing the LRA, is derived from the purpose of the LRA which, amongst others, is to advance economic development, social justice, labour peace and the democratization of the workplace.
- 2.2 The CCMA is governed by a Board referred to as the Governing Body (GB) in terms of section 116 of the LRA. The Governing Body consists of an independent Chairperson and nine other members, representing Government, Organised Labour and Organised Business. The members of the GB are appointed by the Minister of Employment and Labour through a process managed by NEDLAC.

3. BACKGROUND INFORMATION

- 3.1 The South African political environment is often clouded by insinuations of corruption, mismanagement of public funds, political intolerance and popular protests sometimes tainted by violence. This impacts labour peace and ultimately affects job creation and increases in job losses. Furthermore, in view of slow economic growth together with policy related challenges, the CCMA may find itself with an influx of referrals as unemployment (which was already high prior to the COVID19 outbreak) continues to accelerate.
- 3.2 The CCMA experienced significant grant reduction in the 2020/21 financial year and it is clear that no significant increase will be made to the grant in the short to medium term. An increased caseload has heightened pressure on an already strained organization. In the event that the increased volume is not managed adequately, there may be disruptions in the provision of services, resulting in shortfalls in the delivery of social justice for the most vulnerable workers in the South African labour market.
- 3.3 Technological advancements (accelerated by the Covid-19 pandemic) have given rise to changes in how the CCMA's services are delivered to its users as well as how employees experience the workplace.
- 3.4 The CCMA must respond to the challenges outlined to continue to make a meaningful contribution in the labour market, in alignment with its "The Momentum Strategy- 2025/26 to 2029/30".
- 3.5 An increasing workload, continued funding constraints, legislation changes, social and political pressures require an appropriately designed operating model together with an appropriate organisational structure for the CCMA to ensure efficiency in dealing with its mandatory and discretionary functions.
- 3.6 In summary, the CCMA's mandate is to provide a simple procedure for resolving labour disputes through statutory conciliation, mediation and arbitration. The review and potential restructuring of both the operating model of the organization (back and front office) will enable better user responsiveness, use of technology and efficiency gains for delivering these services.

4. PURPOSE

- 4.1 The purpose of this assignment is to conduct a comprehensive review of the CCMA's operating model and organisational design to ensure that it is strategically aligned, operationally efficient, financially sustainable, digitally enabled, and fit for purpose in responding to current and future service delivery demands.
- 4.2 The review must explicitly align the proposed organisational design and operating model to:
 - 4.2.1 The CCMA's legislated mandate and service delivery responsibilities;
 - 4.2.2 The Momentum Strategy 2025/26–2029/30;
 - 4.2.3 Approved organisational performance objectives; and

4.2.4 The CCMA's current and medium-term budgetary constraints.

4.3 The service provider must ensure that all recommendations are realistic, implementable, affordable, and promote value for money, while supporting sustainable service delivery improvements.

5. APPROACH TO THE ASSIGNMENT

5.1 The service provider will conduct an evidence-based review of the CCMA's operating model and organisational design and develop proposed solutions with detailed organisational structures for consideration and approval by the CCMA.

5.2 The assignment will be conducted and completed over a maximum period of three (03) months and must include the following phases:

5.2.1 Planning and project initiation;

5.2.2 Evidence-based diagnostics and data collection;

5.2.3 Development of operating model and organisational design options;

5.2.4 Costing and affordability analysis;

5.2.5 Development of an implementation and change roadmap; and

5.2.6 Presentation of findings and recommendations to CCMA governance structures.

5.2.7 Consideration and incorporation of input from CCMA governance structures and presentation a final closeout report to CCMA governance structures.

6. SCOPE OF WORK

6.1 General Requirements

6.1.1 The nature of the review and design of the Operating Model and Organisational Structure, requires high-level skills and expertise, including but not limited to the following.

6.1.1.1 Advanced understanding of the South African labour market, the CCMA legislated mandate, public sector delivery imperatives, government priorities, as well as dispute resolution.

6.1.1.2 Advanced knowledge of organisational strategies that support and improve service delivery as well as user experiences that are future fit and meet the challenges of the South African socio, political and economic environment.

6.1.1.3 Extensive knowledge and experience in the preparation of organisation design models, the testing of these against design criteria, and assessing the impact of design solutions.

6.1.1.4 Experience in the field of stakeholder engagement and group facilitation for such review initiatives in the public sector.

6.2 The appointed service provider will undertake the following over a period of not more than three (03) months and to commence within 30 days of the issuing of the award letter:

6.2.1 **Operating Model Review and Recommendations**

6.2.1.1 Review the current CCMA Operating Model.

6.2.1.2 Design a proposed Operating Model for the CCMA (organising principles and enabling functions.)

6.2.1.3 Develop an engagement model of how Departments, Provinces and Regions interact within the broader mandate of the CCMA.

6.2.2 **Organisational Design Review and Recommendations**

6.2.2.1 The service provider must conduct a comprehensive diagnostic assessment of the CCMA's current operating model and organisational design, including:

- Review of strategic, performance, budgetary and organisational documentation;
- High level assessment of service demand, workload distribution and capacity;
- Identification of inefficiencies, duplication, service delivery risks and constraints; and
- Structured engagements with key internal stakeholders.
- The outcomes of the diagnostic assessment must be documented and used to inform all proposed design recommendations.

6.2.2.2 **The** service provider must develop and present **at least two (02) organisational design options** for consideration, including:

- Options for the macro- and micro-organisational structures;
- Clear reporting lines, role logic and span of control principles;
- Identification of critical roles and resourcing requirements.
- Each organisational design option must clearly articulate:
 - i. The rationale and design principles applied;
 - ii. Benefits, risks and trade-offs; and
 - iii. Alignment to service delivery outcomes and strategic objectives.

6.2.3 **Costing, Affordability and Resource Modelling**

6.2.3.1 **The** service provider must develop a costed organisational and resourcing model, including:

- Current organisational cost baseline;
- Cost implications of each proposed organisational design option;
- Headcount requirements by functional area; and
- Identification of efficiency gains and cost containment opportunities.

6.2.3.2 All recommendations must demonstrate affordability and financial sustainability within the CCMA's funding environment.

6.2.4 **Digital Enablement Assessment**

6.2.4.1 The service provider must assess opportunities for digital enablement and process optimisation and indicate at high level how technology could impact:

- Organisational structures;
- Staffing levels and skills requirements; and
- Service delivery efficiencies.

6.2.5 Change Management and Implementation Roadmap

6.2.5.1 The service provider must develop a structured change and implementation roadmap that includes:

- Organisational change impact assessment;
- Implementation phases and sequencing;
- Risks and mitigation measures; and
- Governance and decision-making requirements.

6.2.6 Deliverables

6.2.6.1 The service provider must deliver, at a minimum:

- Diagnostic assessment report;
- Target operating model;
- Organisational design options (macro and micro);
- Costed resourcing and headcount model;
- High level digital enablement assessment;
- Change and implementation roadmap; and
- Final consolidated report and presentation packs for governance structures.

6.2.7 The service provider must be available to make presentations at EXCO Extended EXCO, Committees of the CCMA Governing Body, including but not limited to Human Resources Committee, and Audit and Risk Committee. The service provider will also be expected to meet with the Human Resources Team and any other executives for effective design principles.

7. Evaluation Criteria

7.1 This RFQ will be evaluated in two stages.

7.1.1 Stage 1 Functionality/Technical Evaluation

7.1.2 Stage 2 Price and Specific Goals

8. Functionality/ Technical Evaluation

8.1 Bidders who score a minimum threshold 80 **out of 100 points** on the functional/technical evaluation criteria will be considered for further evaluation on Price and Specific Goals

FUNCTIONAL/TECHNICAL EVALUATION CRITERIA		
1. Track record (References)		Weighting
Bidders must demonstrate proven experience in conducting organisational design and operating model reviews , preferably within large, complex public institutions , with demonstrable outcomes. Requirements: • Contactable reference letters for similar OD / operating model reviews completed within the last three (3) years; • References must indicate the nature of the assignment, scope, and outcomes achieved; • References must be exclusively from South African organisations employing 500 or more employees. • Company name, company letter head, contact person contact and telephone numbers, and designation of the signatory • Reference letters that do not fully meet the above requirements will not be considered as valid and will result in disqualification. • Where the CCMA is unable to obtain confirmation of the validity of the reference letter, for any reason from the referee, the reference letter will be disregarded • Submission of reference letters whose authenticity is disputed by the referee will lead to disqualification of the bid. • The CCMA may at its discretion conduct reference checks /verification of the reference letters at any stage of the evaluation. • No additional points will be allocated for additional references over and above the required maximum. ANNEXURE A must be completed to indicate the number of people employed in the organisations providing references		25
Track record (References): Scoring Matrix		
Number of References	Score	
No reference letter provided	0 point	
1 reference	05 points	
2 references	10 points	
3 references	15 points	
4 references	20 points	
5 references and above	25 points	
2. PROJECT TEAM EXPERIENCE AND QUALIFICATIONS		Weighting
Bidders must demonstrate that the proposed project team has sufficient expertise to deliver an evidence-based organisational review , including strategic alignment, costing, digital enablement and implementation planning.		15

Requirements: • Experience in organisational design, operating model review, re-engineering, and workforce planning. • The Project Lead must demonstrate senior-level OD experience. Experience will be weighted highest for the Project Lead. • Should a team comprise of more than one member the experience and qualifications will be averaged.		
Experience (Average per core team member)		
Years of Experience	Score	
<3 years	0 point	
3 – 5 years	05 points	
6 – 9 years	10 points	
10 + years	15 points	

3. RELEVANT QUALIFICATION		Weighting
For purposes of this evaluation, qualifications must be obtained from a recognised tertiary institution and be relevant to organisational design, operating model development, workforce planning, organisational effectiveness, or public sector transformation. Relevant qualifications may include, but are not limited to, the following fields of study: (Industrial Psychology, Organisational Development, Human Resource Management / Human Capital Management, Business Administration (e.g. MBA), Strategic Management, Public Administration / Public Management, Labour Relations or Employment Relations, Business Process Management or Re-engineering, Information Systems or Management Information Systems -where linked to operating model or process optimisation)		10
Qualification Level	Score	
Diploma (NQF 6)	04 point	
Bachelors (NQF 7)	06 points	
Honours (NQF 8)	08 points	
Masters and above (NQF 9+)	10 points	
4. TECHNICAL/FUNCTIONAL METHODOLOGY AND IMPLEMENTATION CAPABILITIES <i>Each functional criterion will be assessed on a scale of 1 to 5, where 1 represents very poor performance and 5 represents excellent performance. The score for each criterion will be calculated proportionally as follows: (Score achieved ÷ 5) × Weighting allocated to the criterion.</i>		Weighting

Bidders must submit a detailed methodology clearly demonstrating how the requirements of the TOR will be met.		25																		
Requirement	Score																			
Evidence-based diagnostic approach (document review, workload analysis, process mapping, stakeholder engagement)	8 points																			
Operating model and organisational design framework, including design principles	7 points																			
Costing, affordability and resourcing modelling approach	5 points																			
Digital enablement and people–process–technology alignment	5 points																			
NB: RATING SCALE <table> <tr> <th>Rating</th><th>Descriptor</th><th>Meaning</th></tr> <tr> <td>1</td><td>Very Poor</td><td>Does not meet the requirement at all; response is missing or irrelevant</td></tr> <tr> <td>2</td><td>Poor</td><td>Partially meets the requirement; significant gaps and weaknesses</td></tr> <tr> <td>3</td><td>Average</td><td>Adequately meets the requirement; some gaps but acceptable</td></tr> <tr> <td>4</td><td>Good</td><td>Fully meets the requirement; minor weaknesses only</td></tr> <tr> <td>5</td><td>Excellent</td><td>Exceeds the requirement; comprehensive, clear and well substantiated</td></tr> </table>		Rating	Descriptor	Meaning	1	Very Poor	Does not meet the requirement at all; response is missing or irrelevant	2	Poor	Partially meets the requirement; significant gaps and weaknesses	3	Average	Adequately meets the requirement; some gaps but acceptable	4	Good	Fully meets the requirement; minor weaknesses only	5	Excellent	Exceeds the requirement; comprehensive, clear and well substantiated	
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5. PROJECT PLAN, CHANGE AND IMPLEMENTATION ROADMAP																				
Bidders must submit a detailed project plan and implementation roadmap demonstrating the ability to deliver practical, implementable outcomes within two (02) months .		25																		
Requirement																				

The plan will be assessed and allocated points as set out below 5 – Excellent: Fully meets and exceeds requirements with a detailed, clear, and practical approach. 4 – Very Good: Meets all requirements with minor gaps. 3 – Good: Meets most requirements but lacks depth or clarity. 2 – Poor: Meets some requirements but significant gaps exist. 0 – Very Poor: Does not adequately meet requirements.	<table><tr><th>Score</th></tr><tr><td> The service provider must provide a practical and comprehensive implementation roll-out plan for the review of the CCMA organisational design. The service provider must demonstrate an understanding of all the requirements by addressing all aspects of the scope of work and deliverables and outlining how the service provider plans to execute the services required. The implementation roll-out plan, with detailed and clear timelines, must demonstrate the ability to provide the required services within the required timelines. Points will be allocated as set out below 5 (Excellent) 5/5 *25 =25 4 (Very Good) 4/5 * 25 =20 3 (Good) 3/5 *25=15 2 (Poor) 1/5 * 25 =5 1 (Poor) 0/5 * 25 =0 </td></tr></table>	Score	The service provider must provide a practical and comprehensive implementation roll-out plan for the review of the CCMA organisational design. The service provider must demonstrate an understanding of all the requirements by addressing all aspects of the scope of work and deliverables and outlining how the service provider plans to execute the services required. The implementation roll-out plan, with detailed and clear timelines, must demonstrate the ability to provide the required services within the required timelines. Points will be allocated as set out below 5 (Excellent) 5/5 *25 =25 4 (Very Good) 4/5 * 25 =20 3 (Good) 3/5 *25=15 2 (Poor) 1/5 * 25 =5 1 (Poor) 0/5 * 25 =0	
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9. PRICE AND SPECIFIC GOALS

Bidders must submit a **total fixed, all-inclusive price** for the full scope of work, inclusive of all applicable costs and taxes.

In addition, bidders are required to provide a **detailed cost breakdown** aligned to the scope of work and project deliverables, including, where applicable:

- Diagnostic phase

- Operating model development
- Organisational design options
- Costing and affordability analysis
- Change management and implementation roadmap
- Reporting and governance presentations

The cost breakdown is required **for transparency, budget control and contract management purposes only**.

Price points for evaluation under the 80/20 preference point system will be calculated on the total all-inclusive price only

he maximum points for this tender are allocated as follows:

	POINTS
Price	80
Specific Goal(s)	20
Total points for Price and Specific Goals	100

9.1 Failure on the part of a tenderer to submit proof or documentation required in terms of this tender to claim points for Specific Goal(s) with the tender, will be interpreted to mean that preference points for Specific Goal(s) are not claimed.

9.2 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

10. BRIEFING SESSION

10.1 Compulsory Briefing Session:

Date & Time :26 August 2026 at 11H00 am, Via Microsoft Teams (Virtual)

Please us the below link to join

Microsoft Teams meeting

Join: <https://teams.microsoft.com/meet/365378912925143?p=NU7LL627HdkW3sVa5k>

Meeting ID: 365 378 912 925 143

Passcode: xo9aW3sD

ANNEXURE A

COMPULSORY TO COMPLETE**RFQ Service provider to conduct and Organisational Review for the CCMA****Section A****Details of Companies Providing References**

Name of Company	Latest available number of Employees in the Company	Date of headcount number	Source of headcount number (e.g. Website, Annual report, letter etc)

Name of Team Member	Role in the Team to Service CCMA	Highest Qualification		Years of Relevant Experience in Organisational Design and Re-engineering.
		Description of Qualification	NQF Level	
	Project Lead *			

*This role is compulsory

NOTE

1. Copy of highest qualification must be attached as proof
2. CV of each team member setting out years of experience as claimed must be attached.

