
TERMS OF REFERENCE FOR THE APPOINTMENT OF A SERVICE PROVIDER FOR THE DEVELOPMENT OF A DEPARTMENT OF MINERAL AND PETROLEUM RESOURCES (DMPR) ORGANIZATIONAL STRUCTURE FOR A PERIOD OF SIX (6) MONTHS

1. BACKGROUND

- 1.1 Following the announcement of the new Cabinet by the President on 30th of June 2024, the configuration of the Government (National Macro Organisation of Government-NMOG) was introduced, and this brought changes such as the split of the Department Minerals Resources and Energy (DMRE) into the Department of Mineral and Petroleum Resources (DMPR) and Department of Electricity and Energy (DEE) and abolishment of the Department of Public Enterprise (DPE) which led to the transferring of functions from DPE to DMPR and DEE.
- 1.2 The start-up organisational structure for the Department of Minerals and Petroleum Resources (DMPR) was configured to operationalise the department based on the existing components and filled posts. Therefore, the department is required to review, align, ensure that its organisation structure is fit for purpose to deliver on its objectives and strategic plan.
- 1.3 In light of the above, the department requires a suitably qualified independent service provider to conduct a full-scale organizational structure review. This will result in the development of an organizational structure that will be approved by the DPSA within a period of 6 months.

2. CONTRACT PERIOD

- 2.1 The contract period will be Six (6) months after signing of the service level agreement.

3. OBJECTIVE

- 3.1 To design and implement a fit-for-purpose organisational structure that aligns with the Department's strategic goals, improves operational efficiency and supports the mandate of the Department.

4. SCOPE OF WORK

4.1 The service provider is expected to deliver on the following:

a. Organisational Assessment

- Review current organisational structure, roles, and reporting lines.
- Analyse existing job descriptions and functions.
- Conduct stakeholder interviews to understand pain points and improvement areas.
- Benchmark industry best practices.

b. Conduct Gap Analysis

- Identify gaps between current structure and desired operational efficiency.
- Assess role overlaps, redundancies, shortfall and bottlenecks.
- Evaluate alignment with strategic goals.

c. Design of Organisational Structure

- Propose revised organisational structure with clear hierarchy and functional divisions/branches
- Define roles, responsibilities, and interdepartmental linkages.
- Ensure scalability to accommodate future growth or changes.
- Conduct work measurement to determine the number of posts required for each role in the department.
- Support the process of approval of the organisational structure

d. Job Descriptions and Role Profiles

- Outline competencies, KPIs, and reporting lines for each role.
- Review existing job descriptions for all positions.

e. Job Evaluation

- Conduct job evaluation of the newly created jobs and reviewed jobs

f. Change Management Plan

- Recommend a phased implementation strategy.
- Develop a communication plan to manage internal stakeholder engagement.
- Support implementation of the new structure

g. Final Report and Deliverables

- Detailed Organisational Chart (current vs. proposed).
- Updated Job Descriptions.
- Implementation Roadmap.
- Executive Summary Report.

5. DELIVERABLES OR PROJECT OUTPUT AND/OR OUTCOME

The successful service provider is expected to perform the following activities with clear deliverables:

- a. Proposed organisational structure that is aligned to the Departmental Mandate.
- b. Reviewed Job Specifications in line with the proposed organisational structure.
- c. All reviewed jobs and newly created jobs evaluated in terms of/using the approved Job Evaluation System for the Public Service.
- d. Consultation with all key stakeholders (Minister, EXCO, MANCO, Organised Labour and DMPR Affected Employees)
- e. Business case report on the proposed organisational structure
- f. Implementation & Change management plan

6. EVALUATION CRITERIA

This bid will be evaluated in four stages, i.e. functionality, mandatory requirements, administrative compliance and point scoring system.

6.1 Gate 01 – Mandatory requirements

6.1.1 The following requirement is mandatory. Bidders who do not comply with the mandatory requirements will be disqualified.

I. Team member must have a job evaluation analysis certificate

6.2 Gate 02 - Functionality

Bidders will be scored in terms of the functional requirements indicated in the table below. The corresponding points and weightings will be used to calculate the overall score a bidder has achieved. The minimum threshold for this bid is **70%**. Bidders who score less than **70%** will be disqualified. Only bidders that score **70%** or more will be considered further.

No.	Evaluation criteria	Points	Weight
1.	Company Experience Bidders should demonstrate experience in organisational design or restructuring. (Attach list of reference projects and testimonials from contactable references)	6 or more projects = 5 points 5 projects = 4 points 4 projects = 3 points 3 projects = 2 points 2 or less projects = 1 point No proof = 0 point	30
2.	Experience of Team Leader and Team Members Experience: Team Leader	6 or more projects = 5	15 10

No.	Evaluation criteria	Points	Weight
	(i) The team leader must have relevant experience in organisational design or restructuring (Attach detailed CV highlighting relevant projects, with contactable references) Team members (i) Team member/s must have experience in organisational design or restructuring	points 5 projects = 4 points 4 projects= 3 points 3 projects= 2 points 2 or less projects = 1 point No indication = 0 points 6 or more projects = 5 points 5 projects = 4 points 4 projects =3 points 3 projects = 2 points 2 or less projects = 1 point No indication = 0 points	5

3.	Qualifications of Team Leader and Team Members Qualifications: Team Leader qualifications (i) Team leader must have a formal relevant tertiary qualification recognised by SAQA in the field of Organisational Design/ industrial Engineering/ Management Services or Organisation & Work Study (Attach certified copies valid for six months of relevant qualification/s).	NQF level 10 = 5 points NQF level 9 = 4 points NQF level 8 = 3 points NQF level 7 = 2 points NQF level 6 or below = 1 point No qualification = 0 points	10 5 5
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No.	Evaluation criteria	Points	Weight
	Team member qualifications (ii) Team member(s) must possess a formal relevant tertiary qualification recognised by SAQA, in the field of Organisational Design/ industrial Engineering/ Management Services, or Organisation & Work Study (Attach certified copies valid for six months of relevant qualification/s)	NQF level 9 or higher = 5 points NQF level 8 = 4 points NQF level 7 = 3 points NQF level 6 = 2 points NQF level 5 or below =1 point	

No.	Evaluation criteria	Points	Weight
4.	Proposal (description of the proposed methodology to be used, a schedule of planned activities) A detailed technical proposal including: (i) Detailed technical approach with methodology explaining the consultant's understanding of requirements in the TOR (ii) Clear methodology to achieve deliverables (iii) Clear workplan including allocation of resources (iv) Clear approach on management of the project (Attach methodology proposal)	Detailed technical Proposal that clearly addresses (i) to (iv) elements of the technical proposal and change management = 5 points Detailed technical Proposal that has clearly addresses (i) to (iv) elements of the technical proposal = 3 points Proposal not addressing one of the elements of the technical proposals = 0 points	45

Formula; $\frac{A}{B} \times 100 = C\%$

Where: A = Total score for the bid under consideration
B = Maximum possible score
C = Percentage score for the bid under consideration

6.3 Gate 03 - Administrative compliance

- (i) Compliance to the specification / Terms of Reference.
- (ii) Fully completed SBDs (Duly signed and dated) listed hereunder

- SBD 1
 - SBD 4
 - SBD 6.1
- (iii) The following will be regarded as noncompliance.
- Price amendments / other amendments without signature/initials.
 - Use of correctional fluid
 - Completion of the bid document in coloured ink other than black ink

6.4 Gate 04 – Point Scoring System

Bids will be evaluated on the 80/20 preference point system as outlined in the Preferential Procurement Regulation of 2022.

- Price points = 80
- Preferential points = 20

6.4.1 The bidder that scores the highest points in this phase will be awarded the tender.

6.4.2 Should more than one bidder score the same number of points, the award will be made to the bidder who scores more points on specific goals.

6.4.3 Should there be more than one bidder who score the same number of points overall and same points on specific goals, the award will be made to the bidder who scored the highest points on functionality.

6.4.4 Should there be more than one bidder who score the same number of points in all aspects, the bid will be determined by the drawing of the lot.

6.4.5 The preferential points will be allocated in terms of the Departmental objectives on specific goals. Points allocation on specific goals are tabulated hereunder.

6.4.6 Bidders who do not submit proof (means of verification) of specific goals claimed will not qualify for preference points for specific goals.

Specific Goal	Number of points (80/20 Preference System)	Means of Verification
Enterprise owned by Black people	4	Identity documents and CIPC document

9. ROLE AND RESPONSIBILITY

- 9.1 Service Level Agreement will be entered into with the successful service provider which will include, *inter alia*, obligations of the DMPR and the successful service provider.
- 9.2 The DMPR reserves the right to appoint more than one service provider for the project.
- 9.3 The successful service provider must develop detailed project schedule/ plan.
- 9.4 The successful service provider will be required to submit payment schedule providing projections for the period of 3 months on work performed.
- 9.5 The service provider shall disclose all information in its proposal regarding any interests that may result in an actual or perceived conflict of interest.

10 CONFIDENTIALITY OF INFORMATION

- 10.1 The names of all the members of the service provider team must be disclosed for the prior approval of DMPR. Any changes, replacements and additions should be submitted for prior approval of DMPR.
- 10.2 All members will have to sign a Non-Disclosure Agreement before project commencement and may be required to undergo security screening and tests as the DMPR deems necessary.
- 10.3 Information/ data to be provided to the service provider will remain the property of DMPR and the service provider should treat all the data with the required confidentiality and return all the data to the DMPR after the completion of the project.

11 PAYMENT

- 11.1 The Department will not make an upfront payment to a successful service provider. Payment will only be made in accordance with the delivery of service that will be agreed upon by both parties and upon receipt of an original invoice.
- 11.2 The payment will be made at the completion of milestones in line with the SLA.

12 TAX CLEARANCE CERTIFICATE

- 12.1 Bidders must ensure compliance with their tax obligations.
- 12.2 Bidders are required to submit their unique personal identification number (pin) issued by SARS to enable the organ of state to view the taxpayer's profile and tax status.
- 12.3 Application for tax compliance status (TCS) or pin may also be made via e-filing. In order to use this provision, taxpayers will need to register with SARS as e-filers through the website www.sars.gov.za.
- 12.4 A bidder may also submit a printed TCS together with the proposal.
- 12.5 In proposals where consortia / joint ventures / sub-contractors are involved, each party must submit a separate proof of TCS / pin / CSD number.
- 12.6 Where no TCS is available but the bidder is registered on the central supplier database (CSD), a CSD number must be provided

13 DOCUMENTATION

Not applicable

14 COST / PRICING

- 14.1 The bidders are requested to provide a quoted proposal regarding the work to be undertaken.
- 14.2 Bidders are required to indicate a ceiling price based on the total estimated time for completion of all phases and including all expenses inclusive of all applicable taxes for the project. The total cost must be VAT inclusive and should be quoted in South African Rands (i.e. ZAR).
- 14.3 Bidders should provide hourly rates as prescribed by Department of Public Service and Administration (DPSA), Auditor- General (AG) or the body regulating the profession of the consultant.
- 14.4 Bidders should provide (Subsistence & Travel (S&T)) rates that are in aligned to the National Treasury instruction note as follows:
 - i) Hotel Accommodation – R1700 per night per person, including breakfast, dinner and parking.
 - ii) Air travel must be restricted to economy class.
 - iii) Claims for kilometres may not exceed the rates approved by the Automobile Association of South Africa.

15 CONDITIONS OF THE CONTRACT

- 15.1 The General Conditions of Contract must be accepted as these are issued by National Treasury and are non-negotiable.
- 15.2 The successful service provider will sign a confidentiality agreement regarding the protection of DMPR information that is not in the public domain.
- 15.3 No state information may be furnished/ communicated to the public or news media by the security service provider or any of their employees.
- 15.4 The successful service provider shall ensure that the contract is executed in line with the scope of work.
- 15.5 The successful service provider may be subjected to security screening by the State Security Agency.
- 15.6 The DMPR reserves the right to verify the authenticity of the information submitted, any falsified information may result in the disqualification or cancellation of the contract.

16 FORMAT OF SUBMISSION OF PROPOSAL

- 16.1 Bidders are requested to submit one (1) copy of technical proposals plus the original.
- 16.2 Bidders are requested to index their proposals for easy reference.

17 PRE-BID MEETING / BRIEFING SESSION DETAILS

- 17.1 A non-compulsory briefing session will be held virtually on 02 September 2025 at 10:00. **Microsoft Team**

Meeting ID: 312 317 701 135 4

Passcode: Cd3fJ9m9

18 CLOSING DATE

- 18.1 Proposals must be submitted on or before **17 September 2025 at 11:00** at Department of Minerals and Petroleum Resources, at 70 Trevena Campus, Corner Meintjies and Francis Baard Street, Pretoria in the bid box marked in the bid box marked Department of Minerals and Petroleum Resources **No late bids will be accepted.**

19 ENQUIRIES

19.1 All general enquiries relating to bid documents should be directed to:

Ms. Lucia Nkhethoa

Tel No: (012) 444 3778

E-mail: Lucia.Nkhethoa@dmre.gov.za

19.2 Technical enquiries can be directed to:

Mr Lucas Mulaudzi

Tel No: 079 501 9968

Email: lucas.mulaudzi@dmre.gov.za