tourism
Department:
Tourism
REPUBLIC OF SOUTH AFRICA

PART A
REQUEST FOR QUOTATIONS (RFQ)

<table>
<tr><td colspan="6">YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE (DEPARTMENT OF TOURISM)</td></tr>
<tr><td>RFQ NUMBER:</td><td>IM1462026</td><td>CLOSING DATE:</td><td>20-08-2026</td><td>CLOSING TIME:</td><td>11H00</td></tr>
<tr><td>DESCRIPTION</td><td colspan="5">APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT THE ORGANISATIONAL CULTURE ASSESSMENT FOR A PERIOD OF SIX (6) MONTHS</td></tr>
<tr><td colspan="6">BID RESPONSE DOCUMENTS MAY BE DEPOSITED IN THE RFQ BOX SITUATED AT (STREET ADDRESS)</td></tr>
<tr><td colspan="6">PHYSICAL ADDRESS : 17 TREVENNA STREET,SUNNYSIDE, PRETORIA 0002
NOTE: IT IS THE RESPONSIBILITY OF THE BIDDER TO ENSURE THAT COMPLETED RFQ DOCUMENT IS DELIVERED TO THE PHYSICAL ADDRESS ON BEFORE THE CLOSING DATE AND TIME.</td></tr>
</table>

BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO		**TECHNICAL ENQUIRIES MAY BE DIRECTED TO:**	
CONTACT PERSON		CONTACT PERSON	**Portia Lethuba / Lizzane Job**
TELEPHONE NUMBER		TELEPHONE NUMBER	**0124446331 / 0124446784**
E-MAIL ADDRESS		E-MAIL ADDRESS	plethuba@tourism.gov.za / ljob@tourism.gov.za

<table>
<tr><td colspan="6">SUPPLIER INFORMATION</td></tr>
<tr><td>NAME OF BIDDER</td><td colspan="5"></td></tr>
<tr><td>POSTAL ADDRESS</td><td colspan="5"></td></tr>
<tr><td>STREET ADDRESS</td><td colspan="5"></td></tr>
<tr><td>TELEPHONE NUMBER</td><td>CODE</td><td></td><td>NUMBER</td><td colspan="2"></td></tr>
<tr><td>CELLPHONE NUMBER</td><td colspan="5"></td></tr>
<tr><td>E-MAIL ADDRESS</td><td colspan="5"></td></tr>
<tr><td>VAT REGISTRATION NUMBER</td><td colspan="5"></td></tr>
<tr><td>SUPPLIER COMPLIANCE STATUS</td><td>TAX COMPLIANCE SYSTEM PIN:</td><td></td><td>OR</td><td>CENTRAL SUPPLIER DATABASE No:</td><td>MAAA</td></tr>
<tr><td>ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES /WORKS OFFERED?</td><td colspan="2">☐Yes ☐No
[IF YES ENCLOSE PROOF]</td><td colspan="2">ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED?</td><td>☐Yes ☐No
[IF YES, ANSWER PART B:3]</td></tr>
</table>

QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS

IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?	☐ YES	☐ NO
DOES THE ENTITY HAVE A BRANCH IN THE RSA?	☐ YES	☐ NO
DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?	☐ YES	☐ NO
DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA?	☐ YES	☐ NO
IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION?	☐ YES	☐ NO

IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN IT IS NOT A REQUIREMENT TO REGISTER FOR A TAX COMPLIANCE STATUS SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 BELOW.

PART B
TERMS AND CONDITIONS FOR BIDDING

1. BID SUBMISSION:

1.1. BIDS MUST BE DELIVERED BY THE STIPULATED DATE AND TIME TO THE CORRECT ADDRESS. ALL COMPLETED DOCUMENTS SHOULD BE HAND DELIVERED AT ***TOURISM HOUSE, 17 TREVENNA STREET, SUNNYSIDE, PRETORIA 0002.*** PHYSICAL SUBMISSION OR HAND DELIVERED RFQ DOCUMENTS MUST BE COMPLETED IN THE REGISTER FOR QUOTATIONS. BIDDERS FAILURE TO COMPLETE THE REGISTER WILL INVALIDATE THE RFQ. LATE BIDS/RFQ WILL NOT BE CONSIDERED WHEN MAKING A DECISION TO AWARD.

1.2. ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED – OR IN THE MANNER PRESCRIBED IN THE BID DOCUMENT. THE **STANDARDS BIDDING DOCUMENTS (SBD) FORMS MUST BE COMPLETED, SIGNED AND RETURNED** WITH THE RFQ / BID DOCUMENTS.

1.3. BIDDER'S ARE NOT ALLOWED TO ALTER THE CONTENT AND SEQUENCE OF INFORMATION IN THE SBD4 FORM.

1.4. THE UNDERSIGNED BIDDER DECLARES AND FURTHER AGREES TO HAVE READ 2010 VERSION OF THE GENERAL CONDITIONS OF CONTRACT (GCC) IS AVAILABLE ON THE NATIONAL TREASURY WEBSITE. TO ACCESS THE GCC THE BIDDER SHOULD CLICK THE FOLLOWING LINK http://www.treasury.gov.za/divisions/ocpo/sc/GeneralConditions/ OR DOWNLOAD THE DOCUMENT FROM THE NATIONAL TREASURY.

1.5. THE **80 / 20** PREFERENTIAL POINT SYSTEM WILL BE APPLIED WHEREIN **80** POINTS IS FOR PRICE AND **20** POINTS IS FOR SPECIFIC GOALS. TENDERS WITH A RAND VALUE OF BETWEEN R 30 000 BUT NOT EXCEEDING R 50 MILLION (INCLUSIVE OF ALL APPLICABLE TAXES). FIRSTLY, THE BID SUBMISSION / RFQ WILL EVALUATED IN LINE WITH THE SET CRITERIA OR FUNTIONALITY (*IF APPLICABLE*) AND THEREAFTER PROPOSAL WILL BE EVALUATED ON POINTS FOR PRICE AND SPECIFIC GOALS.

1.6. THE DEPARTMENT MAY APPLY THE 80/20 POINT SYSTEM IN RESPECT TO TENDERS BETWEEN R 2 000 AND R 30 000 (*INCLUSIVE OF APPLICABLE TAXES*). THAT WILL BE STIPULATED IN THE INVITATION TO BID/RFQ.

1.7. POINTS SCORED FOR **SPECIFIC GOALS WILL BE ADDED TO THE POINTS SCORED FOR PRICE** AND THE TOTAL WILL BE ROUNDED OFF TO THE **NEAREST TWO (2)** DECIMAL PLACES.

1.8. A **TENDER OR RFQ MUST BE AWARDED TO THE TENDERER WHO SCORE THE HIGHEST TOTAL NUMBER OF POINTS** IN TERMS OF THE PREFERENCE POINT SYSTEM (*PRICE AND SPECIFIC GOALS*) UNLESS OBJECTIVE CRITERIA IN TERMS OF SECTION 2 (1)(F) OF THE PPPFA ACT NO 5 OF 2000 JUSTIFY THE AWARD OF THE TENDER TO ANOTHER TENDERER

1.9. BIDDERS ARE REQUIRED TO **SUBMIT RESPONSIVE BIDS BY COMPLETING ALL PRICING AND ITEM INFORMATION** IN LINE WITH THE ENITIRE SCOPE OF WORK/GOODS/SERVICES. SHOULD THE SUPPLIER FAIL TO QUOTE ON THE ENTIRE SCOPE OF WORK AS PER THE RFQ THE DEPARTMENT MAY NOT AWARD THE CONTRACT TO THE SUPPLIER.

1.10. THE DEPARTMENT RESERVES THE RIGHT TO **NEGOTIATE WITH THE BIDDERS PRIOR OR POST AWARD.**

1.11. THE DEPARTMENT MAY **ALLOCATE ZERO/NIL POINTS FOR SPECIFIC GOALS WHERE PROOF IS NOT SUBMITTED** WITH THE RFQ.

1.12. BIDDERS SHOULD INDICATE THE VALIDITY PERIOD **(IN DAYS)** OF PRICE QUOTATION AFTER THE CLOSING DATE

2. TAX COMPLIANCE REQUIREMENTS

2.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.

2.2 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VERIFY THE TAXPAYER'S PROFILE AND TAX STATUS.

2.3 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) PIN MAY BE MADE VIA E-FILING THROUGH THE SARS WEBSITE **WWW.SARS.GOV.ZA**

2.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID.

2.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED; EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER.

2.6 WHERE NO TCS IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.

2.7 NO BIDS WILL BE CONSIDERED FROM PERSONS IN THE SERVICE OF THE STATE, COMPANIES WITH DIRECTORS WHO ARE PERSONS IN THE SERVICE OF THE STATE, OR CLOSE CORPORATIONS WITH MEMBERS PERSONS IN THE SERVICE OF THE STATE."

3. LIST OF RETURNABLES

BIDDERS SHOULD PLEASE ADHERE TO THE FOLLOWING INSTRUCTIONS

a) TICK APPLICABLE BOX

b) ENSURE THAT THE FOLLOWING DOCUMENTS ARE COMPLETED, SUBMITTED AND SIGNED WHERE APPLICABLE

c) USE THE PRESCRIBED SEQUENCE IN ATTACHING THE **ANNEXURES** THAT COMPLETE THE BID OR RFQ DOCUMENT

ANNEXURES	DOCUMENT DECRIPTION	YES	NO
PART A & B	IS BID INVITATION FORM AND **TERMS AND CONDITIONS** FOR BIDDING COMPLETED, SIGNED AND SUBMITTED?		
ANNEXURE A	IS THE **STANDARD BID DOCUMENT (SBD4)** FORM BIDDER'S DISCLOSURE COMPLETED, SIGNED AND SUBMITTED?		
ANNEXURE B	IS PROOF OF OWNERSHIP BY ***WOMAN*** SUBMITTED.		

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		i.SHAREHOLDING (CERTIFICATE) PORTFOLIO BY ***PROOF OF REGISTRATION OF THE COMPANY*** WITH COMPANIES AND INTELLECTUAL PROPERTY REGISTRATION OFFICE (CIPRO) / COMPANIES INTELLECTUAL PROPERTY COMMISSION (CIPC). IN CASE OF JOINT VENTURE, A BIDDER MUST SUBMIT PROOF OF REGITRATION FOR BOTH ENTERPRISES; ii.CERTIFIED COPY (COPIES) OF ID-DOCUMENT(S) OF THE WOMAN OR WOMEN; AND iii.A **CSD FULL REPORT** AND NOT SUMMARIZED PREFERABLY DRAWN PRIOR TO THE CLOSING DATE MUST BE SUBMITTED BY BIDDERS.		
	ANNEXURE C	IS PROOF OF ***OWNERSHIP BY BLACK PERSON (S)*** SUBMITTED. i. SHAREHOLDING (CERTIFICATE) PORTFOLIO BY **PROOF OF REGISTRATION OF THE COMPANY** WITH COMPANIES AND INTELLECTUAL PROPERTY REGISTRATION OFFICE (CIPRO) / COMPANIES INTELLECTUAL PROPERTY COMMISSION (CIPC).IN CASE OF JOINT VENTURE, A BIDDER MUST SUBMIT PROOF OF REGITRATION FOR BOTH ENTERPRISES; ii.CERTIFIED COPY (COPIES) OF ID-DOCUMENT(S) OF BLACK PERSON(S) ; AND iii.A **CSD FULL REPORT** AND NOT SUMMARIZED PREFERABLY DRAWN PRIOR TO THE CLOSING DATE MUST BE SUBMITTED BY BIDDERS.		
	ANNEXURE D	QUALIFYING **EXEMPTED MICRO ENTERPRISE (EME)** – AND OR **QUALIFYING SMALL ENTERPRISE (QSE)** – MUST SUBMIT A VALID B-BBEE SWORN AFFIDAVIT (***VALID FOR A PERIOD OF 12 MONTHS FROM THE DATE SIGNED BY THE COMMISSIONER***) ACCOMPANIED BY CIPS BUSINESS REGISTRATION AND SHARE CERTIFICATE. IN CASE ***OF JOINT VENTURE TO CLAIM POINTS***, A CONSOLIDATED B-BBEE CERTIFICATE ISSUED BY AN ACCREDITED VERIFICATION AGENCY, IRRESPECTIVE OF THE SIZE OF THE COMPANIES INVOLVED IN A JOINT VENTURE MUST BE SUBMITTED. THE DEPARTMENT ***CANNOT ACCEPT JOINT VENTURE*** AFFIDAVIT.		
	ANNEXURE E	IS THE BIDDER'S QUOTED PRICE OR FINANCIAL OFFER SUBMITTED AND ALIGNED WITH THE SCOPE OF WORK? OR STATED IN THE BELOW TABLE OF DECRIPTION OF SERVICE/GOODS?		

4. APPLICATION OF PREFERENCE POINT SYSTEM

4.1 DIFINITIONS

HISTORICALLY DISADVANTAGED INDIVIDUALS (HDI) IS DEFINED AS A SOUTH AFRICAN CITIZEN –

a) WHO, DUE TO THE APARTHEID POLICY THAT WAS IN PLACE, HAD NO VOTING RIGHTS IN THE NATIONAL ELECTIONS PRIOR TO THE INTRODUCTION OF THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, 1983 (ACT NO. 100 OF 1983) OR THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, 1993 (ACT NO. 200 OF 1993) (*"THE INTERIM CONSTITUTION) AND OR*

b) WHO IS A WOMAN, AND / OR

c) WHO HAS DISABILITY

4.2 WITH THE UNDERSTANDING THAT ANY PERSON WHO RECEIVED SOUTH AFRICAN CITIZENSHIP ON OR BEFORE THE INTRODUCTION OF THE INTERIM CONSTITUTION, WILL NOT BE DEEMED TO BE HDI.

4.3 ANY REFERENCE TO WORDS "BID" OR "BIDDER" HEREIN AND/OR IN ANY OTHER DOCUMENTATION SHALL BE CONSTRUED TO HAVE THE SAME MEANING AS THE WORDS "TENDER" OR "TENDERER".

4.4 **"A WOMAN"** REFERS TO A FEMALE PERSON WHO IS A SOUTH AFRICAN CITIZEN

4.5 **"DISABILITY"** REFERS TO A PERSON WITH A PERMANENT PHYSICAL DISABILITY, MENTAL DISABILITY, AWARENESS DISABILITY, WHICH LEADS TO CONFINEMENT OR DISABILITY, OR THE INABILITY TO PERFORM BODILY FUNCTIONS IN THE MANNER OR WITHIN THE CAPACITY OF A NORMAL PERSON.

4.6 **"HDI EQUITY OWNERSHIP"** REFERS TO THE PERCENTAGE OF A PARTNERSHIP OR BUSINESS THAT IS OWNED BY INDIVIDUALS, OR IN THE CASE OF A COMPANY, THE PERCENTAGE OF SHARES WHICH IS OWNED BY INDIVIDUALS WHO ARE ACTIVELY INVOLVED IN THE MANAGEMENT DECISIONS AND DAY TO DAY OPERATIONAL ACTIVITIES OF THE COMPANY OR BUSINESS AND WHO EXERCISES CONTROL IN THE BUSINESS IN RELATION TO THEIR OWNERSHIP AT THE CLOSE OF TENDER. WHERE INDIVIDUALS ARE NOT ACTIVELY INVOLVED IN THE MANAGEMENT AND DAY TO DAY OPERATIONAL ACTIVITIES OF THE BUSINESS AND WHO DOES NOT EXERCISE CONTROL IN RELATION TO THE PERCENTAGE OF THEIR OWNERSHIP, EQUITY OWNERSHIP POINTS CANNOT BE AWARDED.

4.7 **"BLACK PEOPLE"** IS A GENERIC TERM WHICH MEANS AFRICANS, COLOUREDS AND INDIANS WHO ARE CITIZENS OF THE RSA BY BIRTH OR DESCENT OR BY NATURALISATION BEFORE 27 APRIL 1994 OR AFTER.

4.8 **"SMALL ENTERPRISE"** MEANS A SEPARATE AND DISTINCT BUSINESS ENTITY, TOGETHER WITH ITS BRANCHES OR SUBSIDIARIES, IF ANY, INCLUDING COOPERATIVE ENTERPRISES, MANAGED BY ONE OWNER OR MORE PREDOMINANTLY CARRIED ON IN ANY SECTOR OR SUBSECTOR OF THE ECONOMY.

4.9 **"YOUTH"** IS A GENERIC TERM WHICH MEANS PERSONS BETWEEN 14 TO 35 YEARS OF AGE.

4.10 **"EXEMPTED MICRO ENTERPRISE (EME)"** IN TERMS OF THE GENERIC CODES OF GOOD PRACTICE, IT REFERS TO AN ENTERPRISE

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WITH AN ANNUAL TOTAL REVENUE OF R 10 MILLION OR LESS.

4.11 **"QUALIFYING SMALL ENTERPRISE (QSE)"** IN TERMS OF THE GENERIC CODES OF GOOD PRACTICE, IT REFERS TO AN ENTERPRISE WITH AN ANNUAL TOTAL REVENUE OF BETWEEN R 10 MILLION AND R 50 MILLION

4.12 **"SPECIFIC GOALS** "REFERS TO CONTRACTING WITH PERSONS, OR CATEGORIES OF PERSONS, HISTORICALLY DISADVANTAGED BY UNFAIR DISCRIMINATION ON THE BASIS OF RACE, GENDER OR DISABILITY AND IMPLEMENTING PROGRAMME AS PUBLISHED IN THE GOVERNMENT GAZETTE NO. 16085 DATED 23 NOVEMBER 1994.

4.13 **80 / 20 PREFERENCE POINT SYSTEM**

TENDERERS WILL BE AWARDED POINTS AS FOLLOWS:

a)	TENDER PRICE	:	80 POINTS	
b)	WOMEN OWNERSHIP	:	06 POINTS	**SPECIFIC GOALS - MAXIMUM OF 20 POINTS**
c)	BLACK OWNERSHIP	:	12 POINTS	
d)	SMME'S (*EME OR QSE*)	:	02 POINTS	
TOTAL			**100 POINTS**	

4.14 THE POINTS SCORED FOR SPECIFIC GOALS WILL BE ADDED TO THE POINTS SCORED FOR PRICE AND THE TOTAL MUST BE ROUNDED OFF TO THE NEAREST 2 DECIMAL PLACES

4.15 **TENDER PRICE**

THE FOLLOWING FORMULA WILL BE USED TO CALCULATE THE POINTS OUT OF 80 FOR PRICE IN RESPECT OF TENDER WITH A RAND VALUE NOT EXCEEDING R 50 MILLION (INCLUSIVE OF ALL APPLICABLE TAXES). THE LOWEST ACCEPTABLE TENDER MUST SCORE 80 POINTS FOR PRICE, AND OTHER TENDERS WHICH ARE HIGH IN PRICE MUST SCORE FEWER POINTS , ON PRO RATA BASIS.

$$Ps = 80\left(1 - \frac{Pt - Pmin}{Pmin}\right)$$

WHERE -

PS = POINTS SCORED (AWARDED) FOR PRICE OF TENDER UNDER CONSIDERATION

PT = PRICE OF TENDER UNDER CONSIDERATION; AND

PMIN = PRICE OF THE LOWEST ACCEPTABLE TENDER

4.16 SPECIFIC GOALS

4.16.1 **% OWNED BY PEOPLE WHO ARE WOMEN**

A MAXIMUM OF SIX (06) POINTS WILL BE AWARDED TO A TENDERER WHO IS A WOMAN. EQUITY OWNERSHIP FOR WOMEN WILL BE DETERMINED BY THE % OF THE ENTERPRISE OWNED BY SUCH A PERSON OR BY THE % OF SHARES OWNED BY MEMBER/S WHO ARE ACTIVELY INVOLVED IN THE DAY TO DAY MANAGEMENT OF THE COMPANY OR ENTERPRISE. ***DOCUMENTS REQUIRED ARE DETAILED ON ANNEXURE B ABOVE AND MUST BE SUBMITTED WITH THE RFQ/BID RESPONSE TO CLAIM POINTS.***

% OF ENTERPRISE OWNED BY WOMEN----------%

THUS, POINTS AWARDED: $6 \times \frac{\%\, wo}{100} =$ ☐

4.16.2 **% OWNED BY BLACK PEOPLE**

A MAXIMUM OF TWELVE (12) POINTS WILL BE AWARDED TO A TENDERER WHO IS A BLACK AND DID NOT HAVE VOTING RIGHTS ACCORDING TO THE DEFINITION OF AN HDI. EQUITY OWNERSHIP FOR BLACKS WILL BE DETERMINED BY THE % OF THE ENTERPRISE OWNED BY SUCH A PERSON OR BY THE % OF SHARES OWNED BY MEMBERS WHO ARE ACTIVELY INVOLVED IN THE DAY TO DAY ACTIVITIES OF THE COMPANY OR ENTERPRISE. ***DOCUMENTS REQUIRED ARE DETAILED ON ANNEXURE C ABOVE AND MUST BE SUBMITTED WITH THE RFQ/BID RESPONSE TO CLAIM POINTS.***

% OF ENTERPRISE OWNED BY BLACK PERSON(S) WHO DID NOT HAVE VOTING RIGHTS......................%

THUS, POINTS AWARDED: $12 \times \frac{\%\, BO}{100} =$ ☐

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4.17 **SMALL,MEDIUM AND MICRO ENTERPRISES (SMME'S)**

A MAXIMUM OF TWO (2) POINTS WILL BE AWARDED TO A TENDERER WHO IS CLASSIFIED AS SMME

IS THE COMPANY CLASSIFIED AS EME OR QSE? ***DOCUMENTS REQUIRED ARE DETAILED ON ANNEXURE D ABOVE AND MUST BE SUBMITTED WITH THE RFQ/BID RESPONSE TO CLAIM POINTS.***

YES = 2 POINTS

=

NO = 0 POINT

4.18 THE DEPARTMENT CAN ONLY AWARD POINTS PROVIDED SUFFICIENT INFORMATION AND REQUIRED DOCUMENTS ARE CORRECTLY COMPLETED AND RETURNED WITH THE PROPOSALS IN LINE WITH LIST OF RETURNABLE DOCUMENTS ON PARAGRAPH THREE (3) ABOVE. POINTS OBTAINED FOR PRICE SHOULD BE ADDED TO POINTS OBTAINED FOR SPECIFIC GOALS.

4.19 INFORMATION ON THE DETAILED ***CSD FULL REPORT (DIRECTORS / SHAREHOLDERS)*** SHOULD BE THE SAME AND SUPPORTED BY **COPIES OF IDENTITY DOCUMENTS AND COMPANY REGISTRATION DOCUMENTS / SHAREHOLDER CERTIFICATES.**

5. CRITERIA FOR BREAKING DEADLOCK IN SCORING

a) IF TWO OR MORE OF THE TENDERERS HAVE SCORED EQUAL TOTAL NUMBER OF POINTS, THE CONTRACT WILL BE AWARDED TO THE TENDERER THAT SCORED THE HIGHEST POINTS FOR SPECIFIC GOALS;

b) IF TWO OR MORE TENDERES SCORE EQUAL TOTAL NUMBER OF POINTS IN ALL RESPECTS, THE AWARD WILL BE DECIDED BY THE DRAWING OF LOTS

6. DELIVERIES

a. ALL DELIVERIES MAY BE ACCOMPANIED BY A DELIVERY NOTE OR AN INVOICE OF AN OFFICIAL PURCHASE ORDER NUMBER AGAINST WHICH THE DELIVERY HAS BEEN AFFECTED

b. DELIVERIES NOT COMPLYING WITH THE PURCHASE ORDER FORM MAY BE RETURNED TO THE SUPPLIER(S) AT THE SUPPLIER'S EXPENSE.THE DEPARTMENT WILL NOT BE LIABLE FOR PAYMENT OF INCORRECTLY DELIVERED GOODS OR SERVICE

c. BIDDERS SHOULD INDICATE THE PLANNED DELIVERY PERIOD **(IN DAYS)** FROM THE DATE AN ORDER IS ISSUED

7. POPIA DISCLAIMER

7.1 COMPLIANCE WITH PERSONAL INFORMATION ACT, 4 OF 2013
PERSONAL INFORMATION SHARED WITH THE DEPARTMENT OF TOURISM (DEPARTMENT) SHALL BE TREATED WITH CONFIDENTIALITY AND IN COMPLIANCE WITH THE PROTECTION OF PERSONAL INFORMATION ACT, 4 OF 2013 (POPIA) AND OTHER APPLICABLE LAWS. FOR PURPOSES OF THIS DISCLAIMER, "PERSONAL INFORMATION" SHALL BE DEFINED AS DETAILED IN THE PROMOTION OF ACCESS TO INFORMATION ACT, ACT 2 OF 2000 (PAIA) AND POPIA, AND "PROCESSING" AND "FURTHER PROCESSING" SHALL BE READ, INTERPRETED AND UNDERSTOOD AS DETAILED AND DEFINED IN POPIA.

7.2 CONSENT TO PROCESSING AND FURTHER PROCESSING OF PERSONAL INFORMATION
THE DEPARTMENT MAY PROCESS AND FURTHER PROCESS RECEIVED PERSONAL INFORMATION, INTERNALLY OR EXTERNALLY, IN THE EXECUTION OF ITS MANDATE AND/OR AS REQUIRED BY LAW. THE DEPARTMENT MAY SHARE PERSONAL INFORMATION WITH ITS SERVICE PROVIDERS, AGENTS, CONTRACTORS, LEGAL AND OTHER PROFESSIONAL ADVISORS AUTHORISED TO PROCESS THIS INFORMATION. THE DEPARTMENT MAY THUS PLACE RECEIVED PERSONAL INFORMATION IN THE PUBLIC DOMAIN DUE TO THE NATURE AND REQUIREMENTS OF ITS WORK.

7.3 FURTHER PROCESSING OF PERSONAL INFORMATION
YOU FURTHER GRANT THE DEPARTMENT EXPRESS AND/OR IMPLIED PERMISSION TO FURTHER PROCESS RECEIVED PERSONAL INFORMATION AND PLACE IT IN THE PUBLIC DOMAIN, IN THE EXECUTION OF ITS MANDATE AND STATUTORY OBLIGATIONS.

7.4 DUTY OF CARE
THE DEPARTMENT VALUES YOUR PRIVACY AND SHALL TAKE ALL REASONABLE MEASURES TO PROTECT RECEIVED PERSONAL INFORMATION.

7.5 EXEMPTION FROM LIABILITY
THE DEPARTMENT (INCLUDING ITS OFFICIALS AND/OR EMPLOYEES) ACCEPTS NO LIABILITY WHATSOEVER, FOR ANY LOSS, DAMAGE (WHETHER DIRECT, INDIRECT, SPECIAL OR CONSEQUENTIAL) AND/OR EXPENSES OF ANY NATURE WHATSOEVER WHICH MAY ARISE AS A RESULT OF, OR WHICH MAY BE ATTRIBUTABLE DIRECTLY OR INDIRECTLY, FROM INFORMATION MADE AVAILABLE HEREIN, OR ACTIONS OR TRANSACTIONS RESULTING THEREFROM

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NO	SCOPE OF WORK (DESCRIPTION SERVICES OR GOODS)	QUANTITY	AMOUNT
1.	**1. OBJECTIVE** 1.1 The primary objective is to undertake an independent organisational culture assessment and provide recommendations to strengthen organisational effectiveness, employee engagement, and alignment with the department's strategic priorities. 1.2 The assessment seeks to: a) Measure and understand shared values, beliefs, and behaviours that define the workplace culture. b) Establish a baseline of the current organisational culture and workplace climate. c) Measure employee engagement and morale. d) Identify gaps between organisational values and employees lived experiences. e) Evaluate leadership effectiveness and management practices. f) Assess communication information-sharing processes. g) Uncover underlying cultural challenges, systemic biases, and counterproductive behaviours. h) Assess employee readiness to organisational change and strategic shift. i) Evaluate the effectiveness of previous cultural initiatives. j) Provide a safe, structured platform for employee feedback. k) Identify variations in culture and engagement across teams, branches, and units. l) Identify barriers affecting organisational performance, building readiness for transformation. m) Determine the alignment between organisational culture and the department's strategic plan. n) Develop recommendations and interventions to strengthen organisational effectiveness. o) Develop a tailored change management strategy to support upcoming culture changes. p) Provide actionable recommendations to foster a culture aligned with the organization's mission and vision, facilitating sustainable change. **2. SCOPE OF WORK** **The service provider will be required to:** 2.1 Conduct the organisational culture assessment through a detailed review of Department's culture utilising surveys, interviews, focus groups, and analyse of existing documentation and policies that relate to culture. 2.2 The assessment will cover approximately 500 departmental employees, and the following will be required for the assessment: a) Co-develop a detailed project implementation plan. b) Develop survey instruments and methodologies. c) Develop electronic assessment questionnaires. d) Conduct workshops and information sharing sessions with staff on the completion of the survey. e) Distribute the electronic questionnaire to all staff. f) Conduct focus group discussions, one-on-one interviews with key stakeholders, and executive management consultations. g) Conduct a department-wide culture survey. h) The assessment shall measure the following aspects: i. Organisational value and behaviours; ii. Leadership and management effectiveness; iii. Departmental overall employees' satisfaction; iv. Improvement of team performance and collaboration; v. Organisational Communication; vi. Employee wellness and workplace climate; vii. Change management and organisational readiness; viii. Diversity, equity, and inclusion; and ix. Organisational trust. i) Analyse both quantitative and qualitative data; j) Identify organisational culture strengths, gaps, challenges, misalignment, risks, and opportunities. 2.3 This exercise would impact on the sense of security of employees and that must be mitigated through a proper change management and employee engagement strategy. Therefore, the service provider will be required to develop a Change Management Strategy for this project and ensure its implementation throughout the project lifespan. The strategy must cover the following: a) **The Change Readiness Assessment**: Gauging the organization's readiness for change, identifying potential obstacles, and assessing attitudes toward change.		

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b) **Stakeholder Engagement and Communication**: Defining a strategy to engage stakeholders at all levels to promote participation and buy-in.

c) **Risk Management**: Identify risk and provide mitigations.

d) **Training and Capacity Building**: Providing training and tools to prepare employees and leaders for the change process.

e) **Evaluation and Monitoring Framework**: Establishing key metrics and evaluation methods to monitor progress, impact, and employee adaptation over time.

2.4 Prepare a draft organisational culture Diagnostic Report.

2.5 Facilitate validation workshops with relevant stakeholders.

2.6 Present findings and recommendations to the Management Committee (MACNO) and Senior Management, MANCO, and Top Management.

2.7 Hand-over final close-out report with implementation plan and corporate organisational culture aligned to departmental strategy.

3. METHODOLOGIES

3.1 The service provider will be required to utilise a quantitative and qualitative method for data collection consisting of the following:

a) **Quantitative Assessment**: consist of an online survey questionnaire and paper-based questionnaires, which will be limited to only employees who may not be able to access the online survey.

b) **Qualitative Assessment**: consist of focus group discussions, One-on-one interviews with key stakeholders, and executive management consultations to gather insights on current cultural perceptions and openness to change readiness. Analyse existing documentation and policies that relate to culture and change readiness.

4. DELIVERABLES

4.1 The Service Provider is expected to deliver on the following:

a) Inception Report.

b) Monthly progress reports.

c) Change Management Strategy Document: A detailed plan outlining the change management approach, including communication, stakeholder engagement, training, and risk mitigation strategies.

d) Communication Toolkit: A set of communication tools (e.g., templates, FAQs) to aid in conveying the change process.

e) Approved survey instruments/questionnaire and methodologies.

f) Training and Workshop Materials: Materials and resources for employee workshops on adapting to change, resilience, and culture alignment.

g) Culture and Change Management Assessment Report: A comprehensive report summarizing the findings on organizational culture and readiness for change, identifying cultural strengths, challenges, and change resistance points.

h) Report on the proposed desired culture which provide actionable recommendations to foster a culture aligned with the organization's mission and vision, facilitating sustainable change.

i) Organisational culture transformation implementation plan aligned to the departmental strategic plan 2025-2030. Provide actionable recommendations to foster a culture aligned with the organization's mission and vision, facilitating sustainable change.

j) Presentation of a comprehensive report with finding and recommendations to key stakeholders.

k) Monitoring and Evaluation Plan: A framework with metrics and processes for tracking the success of cultural changes and employee adaptation to changes.

5. EVALUATION CRITERIA

The 80/20 evaluation criteria will be applied, with price constituting 80 and BBBEE points constituting 20 points. In addition, functionality will be assessed as indicated below:

No	Criteria	Weights
1.	**Company Knowledge and Experience** 1.1 The service provider should have at least ten (10) years of experience in organisational development and change management, conducting organisational culture surveys and developing comprehensive organisational culture assessment in the public and private sectors. 1.2 Demonstrate knowledge and experience in conducting organisational culture assessment projects. 1.3 Proof from contactable references indicating that similar projects were executed should be attached, preferably on a formal letterhead of the organisation where such projects were undertaken.	25
2.	**Team leader and Team members qualification and experience:** 2.1 The team leader with a minimum Post Graduate Degree (NQF Level 8) in Management Services/Work Study/Organisational Development/ Operations Management/ Organisational Industrial Psychology/Human Resource Management. 2.2 The team leader must have at least ten (10) years of experience in conducting organizational culture assessment projects. 2.3 Team members with a minimum Degree (NQF Level 7) in Management Services/Work Study/Organisational Development/ Operations Management/ Organisational Industrial Psychology/ Human Resource Management. 2.4 Team members with a minimum of 5 years' experience in conducting organisational culture assessment projects. 2.5 CVs with contactable references and copies of qualifications must be attached.	25
3.	**Project plan:** 3.1 A comprehensive project proposal that demonstrates comprehension and competence to deliver on what is required. 3.2 A project plan outlining the following elements: key activity, time frames, milestones, and budget breakdown. 3.3 A schedule of resources to be committed to the project. 3.4 Proposed methodology. 3.5 Alignment of proposed methodology with required outputs. 3.6 Analysis and reporting methods. 3.7 Sound understanding and interpretation of the TOR and project objectives. 3.8 Understanding and conceptualization of the assignment (technical approach and research design).	40
4.	**Skills Transfer:**	10

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		Service providers are required to demonstrate how they will transfer skills to internal officials regarding the project.			
		Total	100		

For the purpose of evaluating functionality, the following values will be applicable:

1=	Poor	Will not be able to fulfil the requirements
2=	Fair	Will partially fulfil the requirements
3=	Good	Will be able to fulfil the requirements
4=	Very Good	Will be able to fulfil the requirements adequately
5=	Excellent	Will fulfil the requirement exceptionally

Only bidders who score a minimum of 70 out of 100 points will qualify for further assessment, i.e. price and specific goals.

2	**TOTAL PRICE EXCLUDING VAT**		
	VAT@ 15 % (*ONLY IF THE BIDDER/SUPPLIER IS REGISTERED FOR VAT*)		
	GRAND TOTAL INCLUDING VAT (*TOTAL BID OR RFQ PRICE*)		

NB: FAILURE TO SUBMIT DULY COMPLETED FORMS AND SIGNED AUTHORISATION DECLARATION, WITH THE REQUIRED ANNEXURE(S), IN ACCORDANCE WITH THE ABOVE PROVISIONS MAY INVALIDATE THE BID FOR SUCH GOODS OR SERVICES OFFERED.

PORTIA LETHUBA

NAME AND SURNAME

DIRECTOR ------------------------------

DATE: 14/07/2026

SIGNATURE OF BIDDER:..

CAPACITY UNDER WHICH THIS BID IS SIGNED:..

(Proof of authority must be submitted e.g. company resolution)

DATE:..

INITIALS------