



REQUEST FOR PROPOSALS

FOR

FOR A CONSULTANT TO REVIEW ALL EXISTING HUMAN RESOURCES (HR) POLICIES AND DEVELOP DETAILED, BEST-PRACTICE-ALIGNED HR PROCEDURES.



1. INTRODUCTION

- 1.1 Technology Innovation Agency (TIA, organisation) an entity of the Department of Science Technology and Innovation (DSTI) was established in terms of the TIA Act (Act No. 26 of 2008), with the objective to stimulate and intensify technological innovation in order to improve economic growth and the quality of life of all South Africans by developing and exploiting technological innovations.

2. PURPOSE

The **Technology Innovation Agency (TIA)** is a public entity mandated to support technological innovation across various sectors in South Africa. As part of strengthening its internal governance, compliance, and operational effectiveness, TIA seeks the services of a qualified service provider or consultancy to review all existing Human Resources (HR) policies and develop detailed, best-practice-aligned HR procedures.

3. BACKGROUND

The organization recognizes that its Human Resources (HR) policies are critical in promoting a fair, consistent, and legally compliant workplace. These policies guide staff behavior, define roles and responsibilities, and support the organization's strategic goals.

Given ongoing changes in the external and internal environment—including updates in labor legislation, shifts in workplace practices such as remote work, and a renewed focus on diversity, equity, and inclusion—there is a need to conduct a comprehensive review of existing HR policies. This review is also driven by the organization's recent growth, structural changes, and feedback from employees highlighting potential gaps and inconsistencies in current policies.

To ensure the HR framework remains relevant, transparent, and aligned with best practices, the organization is commissioning a structured review of all HR policies, procedures, and guidelines. This Terms of Reference outlines the purpose, scope, methodology, and governance of the policy review process.

4. SCOPE OF WORK

The successful bidder will be expected to undertake the following:

Review and Assessment

- Inventory and evaluate all existing HR policies and guidelines.
- Assess alignment with:
 - BCEA (1997)
 - LRA (1995)
 - Employment Equity Act (1998)
 - Skills Development Act (1998)
 - OHS Act (1993)
 - POPIA (2013)
 - Other relevant public sector regulations or prescripts (e.g., PFMA, DPSA HR Guidelines)
- Conduct stakeholder consultations to understand operational challenges and needs.

Policy Redrafting and Recommendations

- Revise existing HR policies where necessary.
- Recommend and draft any additional policies required to ensure completeness.
- Ensure all policies are practical, inclusive, clear, and in line with best practice.

Development of Procedures

- For each HR policy, develop a clearly defined Standard Operating Procedure (SOP).
- SOPs must include process flows, responsible parties, timelines, required documentation, and escalation protocols.
- Use visual tools such as flowcharts where possible.



Building & Change Management Support

- Provide guidance documents or templates for implementation.
- Offer at least two training or orientation sessions for HR personnel and line managers.

Final Deliverables

- HR Policy Review Report (including gap analysis and legal compliance assessment)
- Revised and newly developed HR policies
- Procedure manuals (SOPs) aligned to each policy
- Summary user guides and visual flowcharts
- Training materials and workshop facilitation

5. PROPOSAL SUBMISSION REQUIREMENTS

Company Profile

- Company background, services, and relevant experience in HR policy and legislative compliance.

Team Composition

- Names, qualifications, and roles of consultants to be assigned to the project.

Project Methodology

- Detailed approach and methodology to be followed.
- Tools and frameworks to be used in the review and development process.

Work Plan and Timelines

- Project phases with detailed milestones and timeframes (preferably not exceeding 12 months).

Relevant Experience

- At least 3 case studies or examples of similar work done (preferably within the public sector or SOEs).
- References with contact details.

Financial Proposal

- Detailed breakdown of professional fees and disbursements.
- VAT status and total cost including VAT.

6. DURATION OF CONTRACT

The duration of the contract shall be a minimum of 12 months with the possibility of one-year extension. Pricing to be provided for the period stipulated for TIA to compare, assess and approve.

7. PROPRIETARY INFORMATION

TIA considers this Request for Proposal (RFP) and all related information, either written or verbal, which is provided to the Bidder, to be proprietary to TIA. It shall be kept confidential by the Bidder and its officers, employees, agents and representatives.

The Bidder shall not disclose, publish, or advertise this specification or related information in part or as a whole to any third party without the prior written consent of TIA. This applies regardless of whether the recipient of this RFP responds with a proposal or not.

8. ENQUIRIES & RESPONSES

All communication and enquiries regarding this proposal shall be submitted in writing to mapule.msiza@tia.org.za with "Assessment Tool / System" as the subject.

9. MEDIUM OF COMMUNICATION

All documentation submitted in response to this RFQ must be in English.

10. VERIFICATION OF DOCUMENTS BY THE SERVICE PROVIDERS

Respondents should check the numbers of the pages to satisfy themselves that none is missing or duplicated. No liability will be accepted by TIA in regard to anything arising from the fact that pages are missing or duplicated.

11. SUBMISSIONS OF RFQs

11.1 The proposal should be submitted at: mapule.msiza@tia.org.za copy scm@tia.org.za

11.2 It is the responsibility of the prospective supplier to ensure that the proposal is submitted by no later than 31 July 2025.

12. GENERAL TERMS AND CONDITIONS

12.1 The Respondent is responsible for all costs incurred in the preparation and submission of the proposal

12.2 Kindly note that TIA is entitled to:

12.2.1 Amend any RFQ conditions, validity period, specifications, or extend the closing date and/or time of RFQs before the closing date. All Respondents, to whom the RFQ documents have been issued, will be advised in writing of such amendments in good time;

12.2.2 Verify any information contained in a proposal;

12.2.3 Not to appoint any bidder;

12.2.4 Vary, alter, and/or amend the terms of this RFQ, at any time prior to the finalisation of its adjudication hereof;

12.2.5 An omission to disclose material information, a factual inaccuracy, and/or a

misrepresentation of fact may result in the disqualification of a proposal, or cancellation of any subsequent contract.

- 12.2.6 TIA reserves the right not to accept the lowest proposal or any proposal in part or whole. TIA normally awards the contract to the Bidder who proves to be fully capable of handling the contract and whose Proposal is technically acceptable and/or financially advantageous to TIA. Appointment as a successful contractor shall be subject to the parties agreeing to mutually acceptable contractual terms and conditions. In the event of the parties failing to reach such an agreement within 30 days from the appointment date, TIA shall be entitled to appoint the contractor who was rated second, and so on.
- 12.2.7 TIA also reserves the right to award this RFQ as a whole or in part without furnishing reasons.
- 12.2.8 TIA also reserves the right to cancel or withdraw from this RFQ as a whole or in part without furnishing reasons and without attracting any liability.
- 12.2.9 The Bidder hereby offers to render all of the services described in the attached documents (if any) to TIA on terms and conditions and in accordance with the specifications stipulated in this RFQ documents (and which shall be taken as part of, and incorporated into, this proposal at the prices inserted therein).
- 12.2.10 This proposal and its acceptance shall be subject to the terms and conditions contained in this RFQ document.
- 12.2.11 The Respondent shall prepare for a possible presentation should TIA require such and the Respondent shall be notified thereof no later than 4 (four) days before the actual presentation date.
- 12.2.12 Validity period: 90 days
- 12.2.13 Failure to comply with any of the terms and conditions as set out above will invalidate the Proposal.
- 12.2.14 TIA's decision on proposals received shall be final and binding



13. **MANDATORY REQUIREMENTS**

- a) CV's of Consultants must be attached
- b) Proof of previous projects executed submitted in the form of Three (3) reference letters
- c) Suppliers must be registered on the Central Supplier Database (CSD)
- d) Suppliers must have a tax compliant status on the CSD by the time of appointment.

14. EVALUATION CRITERIA

a) First Stage evaluation criteria

Table 15.1

Adjudication categories and criteria	Weight	Maximum Score
<u>Relevant Experience & Track Record-</u> Demonstrated experience in reviewing, drafting, or aligning HR policies and SOPs, particularly in the public sector or similar institutions. 5 = 10 years or more + 5 or more similar projects 4 = 7–9 years + 3 - 4 similar projects 3 = 5–6 years + 2 projects 2 = 3–4 years + 1 project 1 = less than 3 years or no relevant experience	0.5	5
2. Proven track record and references - References from past clients for similar work. • Five reference letters = 5 • Four reference letters = 4 • Three reference letters = 3 • Two reference letters = 2 • One reference letter = 1	0.1	5

3. Methodology and approach: Clarity and suitability of the proposed methodology to review, update, and align policies and SOPs with best practices and applicable legislation. 5 = Comprehensive, tailored and innovative methodology and approach 3= General or unclear methodology and approach 1 – Weak or inappropriate methodology and approach	0.2	5
4. CVs of Team members proposed to be attached - Academic and professional qualifications of team members (HR, labour law, organizational development, etc.). 5 = All team members have advanced degrees in HR, Labour Law, or related fields + 10 or more years of relevant experience 4 = Most team members have relevant degrees + 8–9 years of relevant experience 3 = Team has relevant qualifications + 5–7 years of experience 2 = Some team members with qualifications + 3–4 years of experience 1 = Inadequate qualifications or less than 3 years of relevant experience	0.2	5

Adjudication categories and criteria	
Total weighted score/Maximum possible score	1.0
Minimum qualifying score (expressed as percentage)	70%

b) Pricing (Value for Money)

- Detailed breakdown of professional fees and disbursements.
- VAT status and total cost including VAT

Second Stage: Evaluation in terms of (80/20) Preference Points System (Specific goals)

Service providers who obtain the threshold of 70% will be evaluated further based on the 80/20 Preference point system.

Specific Goal	Points	Proof
At least 51% black ownership	10	Share register / CSD report
Less than 51% black ownership	0	
At least 51% black women ownership	10	Share register / CSD report
Less than 51% black women ownership	0	
Total points for specific goals	20	
Price	80	Quotation
Total	100	

SBD 4

BIDDER'S DISCLOSURE

1. PURPOSE OF THE FORM

Any person (natural or juristic) may make an offer or offers in terms of this invitation to bid. In line with the principles of transparency, accountability, impartiality, and ethics as enshrined in the Constitution of the Republic of South Africa and further expressed in various pieces of legislation, it is required for the bidder to make this declaration in respect of the details required hereunder.

Where a person/s are listed in the Register for Tender Defaulters and / or the List of Restricted Suppliers, that person will automatically be disqualified from the bid process.

2. Bidder's declaration

2.1 Is the bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest¹ in the enterprise, employed by the state? **YES/NO**

2.1.1 If so, furnish particulars of the names, individual identity numbers, and, if applicable, state employee numbers of sole proprietor/ directors / trustees / shareholders / members/ partners or any person having a controlling interest in the enterprise, in table below.

Full Name	Identity Number	Name of State institution

¹ the power, by one person or a group of persons holding the majority of the equity of an enterprise, alternatively, the person/s having the deciding vote or power to influence or to direct the course and decisions of the enterprise.

2.2 Do you, or any person connected with the bidder, have a relationship with any person who is employed by the procuring institution? **YES/NO**

2.2.1 If so, furnish particulars:

.....

.....

2.3 Does the bidder or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise whether or not they are bidding for this contract? **YES/NO**

2.3.1 If so, furnish particulars:

.....

.....

3 DECLARATION

I, the undersigned, (name)..... in submitting the accompanying bid, do hereby make the following statements that I certify to be true and complete in every respect:

- 3.1 I have read and I understand the contents of this disclosure;
- 3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect;
- 3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However, communication between partners in a joint venture or consortium² will not be construed as collusive bidding.
- 3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.
- 3.4 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
- 3.5 There have been no consultations, communications, agreements or arrangements made by the bidder with any official of the procuring institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.
- 3.6 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

² Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.



I CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 1, 2 and 3 ABOVE IS CORRECT.

I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 6 OF PFMA SCM INSTRUCTION 03 OF 2021/22 ON PREVENTING AND COMBATING ABUSE IN THE SUPPLY CHAIN MANAGEMENT SYSTEM SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....
Signature

.....
Date

.....
Position

.....
Name of bidder

SBD 6.1

PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2022

This preference form must form part of all tenders invited. It contains general information and serves as a claim form for preference points for specific goals.

NB: BEFORE COMPLETING THIS FORM, TENDERERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF THE TENDER AND PREFERENTIAL PROCUREMENT REGULATIONS, 2022

1. GENERAL CONDITIONS

1.1 The following preference point systems are applicable to invitations to tender:

- the 80/20 system for requirements with a Rand value of up to R50 000 000 (all applicable taxes included); and
- the 90/10 system for requirements with a Rand value above R50 000 000 (all applicable taxes included).

1.2 To be completed by the organ of state

(delete whichever is not applicable for this tender).

- a) The applicable preference point system for this tender is the 90/10 preference point system.
- b) The applicable preference point system for this tender is the 80/20 preference point system.
- c) Either the 90/10 or 80/20 preference point system will be applicable in this tender. The lowest/highest acceptable tender will be used to determine the accurate system once tenders are received.

1.3 Points for this tender (even in the case of a tender for income-generating contracts) shall be

awarded for:

- (a) Price; and
- (b) Specific Goals.

1.4 To be completed by the organ of state:

The maximum points for this tender are allocated as follows:

	POINTS
PRICE	80
SPECIFIC GOALS	20
Total points for Price and SPECIFIC GOALS	100

- 1.5 Failure on the part of a tenderer to submit proof or documentation required in terms of this tender to claim points for specific goals with the tender, will be interpreted to mean that preference points for specific goals are not claimed.
- 1.6 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.

2. DEFINITIONS

- (a) **“tender”** means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation;
- (b) **“price”** means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;
- (c) **“rand value”** means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
- (d) **“tender for income-generating contracts”** means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions; and

(e) “the Act” means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000).

3. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES

3.1. POINTS AWARDED FOR PRICE

3.1.1 THE 80/20 OR 90/10 PREFERENCE POINT SYSTEMS

A maximum of 80 or 90 points is allocated for price on the following basis:

80/20 or 90/10

$$Ps = 80 \left(1 - \frac{Pt - P_{min}}{P_{min}} \right) \quad \text{or} \quad Ps = 90 \left(1 - \frac{Pt - P_{min}}{P_{min}} \right)$$

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmin = Price of lowest acceptable tender

3.2. FORMULAE FOR DISPOSAL OR LEASING OF STATE ASSETS AND INCOME GENERATING PROCUREMENT

3.2.1. POINTS AWARDED FOR PRICE

A maximum of 80 or 90 points is allocated for price on the following basis:

80/20 or 90/10

$$Ps = 80 \left(1 + \frac{Pt - P_{max}}{P_{max}} \right) \quad \text{or} \quad Ps = 90 \left(1 + \frac{Pt - P_{max}}{P_{max}} \right)$$

Where



Ps = Points scored for price of tender under consideration
Pt = Price of tender under consideration
Pmax = Price of highest acceptable tender

4. POINTS AWARDED FOR SPECIFIC GOALS

- 4.1. In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender. For the purposes of this tender the tenderer will be allocated points based on the goals stated in table 1 below as may be supported by proof/ documentation stated in the conditions of this tender:
- 4.2. In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the tender documents, stipulate in the case of—
- (a) an invitation for tender for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or
 - (b) any other invitation for tender, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system, then the organ of state must indicate the points allocated for specific goals for both the 90/10 and 80/20 preference point system.

Table 1: Specific goals for the tender and points claimed are indicated per 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.

Note to tenderers: The tenderer must indicate how they claim points for each preference point system.)

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)	Number of points claimed (90/10 system) (To be completed by the tenderer)	Number of points claimed (80/20 system) (To be completed by the tenderer)
At least 51% black ownership		10		
Less than 51% black ownership		0		
At least 51% black women ownership		10		
Less than 51% black women ownership		0		

DECLARATION WITH REGARD TO COMPANY/FIRM

4.3. Name of company/firm.....

4.4. Company registration number:

4.5. TYPE OF COMPANY/ FIRM

- ☐ Partnership/Joint Venture / Consortium
- ☐ One-person business/sole propriety
- ☐ Close corporation
- ☐ Public Company
- ☐ Personal Liability Company
- ☐ (Pty) Limited
- ☐ Non-Profit Company
- ☐ State Owned Company

[Tick applicable box]

4.6. I, the undersigned, who is duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the specific goals as advised in the tender, qualifies the company/ firm for the preference(s) shown and I acknowledge that:

- i) The information furnished is true and correct;
- ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;
- iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 4.2, the contractor may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct;
- iv) If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have

–

(a) disqualify the person from the tendering process;

(b) recover costs, losses or damages it has incurred or suffered as a result of that

person's conduct;

- (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
- (d) recommend that the tenderer or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been applied; and
- (e) forward the matter for criminal prosecution, if deemed necessary.

.....	
SIGNATURE(S) OF TENDERER(S)	
SURNAME AND NAME:	
DATE:	
ADDRESS:	
	
	
	