



PROCUREMENT REPORT

DESCRIPTION:

**PR000006928: APPOINTMENT OF A SERVICE PROVIDER
TO CONDUCT AN ORGANISATIONAL DESIGN
STRATEGY/REVIEW**

REQUESTING DEPARTMENT:

CENTER OF EXCELLENCE

RESOLUTION REQUIRED:

REQUEST FOR APPROVAL

ESTIMATED CONTRACT VALUE:

R 856,136.00 (VAT EXCLUSIVE)



RFQ PR000006928: Appointment of Service Provider to Conduct an Organisational Review

1. PURPOSE

The purpose of this submission is to request the Head: Procurement to approve the award of PR000006928 for the Organisational Design Strategy/Review as follows:

Name of Bidding Entities	Solution Offered	Contract Duration	Estimated Contract Value (VAT Excl.)
Holystic Approach Development Cc JV Crossroads Consulting House Cc	Organisational Design Strategy/ Review	Once off	R 856,136.00
Total Bid Price (VAT Excl)			R 856,136.00

2. BACKGROUND INFORMATION

2.1 Business Case

Sasria SOC Ltd is a state-owned company and the only short-term insurer that provides cover to individuals and businesses that have assets in South Africa, as well as government entities against special risks such as strikes, riots, public disorder, civil commotion as well as terrorism. Sasria seeks to appoint a suitably qualified and experienced service provider to conduct an Organisational Design Strategy (Org Design) review and implementation process. The purpose of this initiative is to ensure alignment of structure and strategy, eliminate inefficiencies, strengthen capability, and support future growth and transformation.

2.2 Bid Scope

The scope of the projects will include but not limited to:

a. **Diagnostic Phase**

- Conduct situational analysis of the current structure and operating model consisting of 8 Divisions.
- Assess alignment between strategy, processes, people, and structure.
- Identify gaps, duplication, inefficiencies, or redundancies.

b. **Design Phase**

- Develop future-fit organisational structure aligned to strategic objectives.
- Define roles, responsibilities, reporting lines and spans of control.
- Ensure alignment with regulatory and governance frameworks and policies.



c. Capability Mapping

- Conduct skills and capability assessment.
- Identify critical roles and skills required for future operating models.

d. Change Management and Implementation Planning

- Develop a phased implementation plan.
- Provide change management and communication support.
- Support stakeholder engagements and transition planning.

Deliverables

Deliverables in terms of this RFQ are as follows:

2.2.1. Inception Report

2.2.2. Diagnostic Report & Organisational Health Insights

2.2.3. Future Organisational Design Blueprints

2.2.4. Implementation Roadmap

2.2.5. Change Management and Communication Plan

2.2.6. Staff Training and Transition Support

2.2.7. Final Report and Close-Out Presentation

For detailed tender requirements, see the RFQ document attached hereto as **Annexure A**.

2.3 RFQ Background

The table below reflects further details for this RFQ:

RFP Issue Date	RFP Closing Date & Time	Number of Bids Received on time	Number of Late Bids Received
16 July 2025	25 July 2025 @ 12:00 PM	02	01

2.4 Potential Bidders

The following service providers were invited to submit proposals/ quotes:

- Holystic Approach Development Cc **JV**
- Stratalign (Pty) Ltd
- PricewaterhouseCoopers Inc
- Catalyst Consulting (Pty) Ltd
- Strass Business Consulting (Pty) Ltd
- Nkululeko Leadership Consulting (Pty) Ltd

Note: The potential bidders were identified through CSD.

The following service providers submitted proposals/ quotes:



- Holystic Approach Development Cc **JV** Crossroads Consulting House Cc
- Stratalign (Pty) Ltd

Note: Late Submission

- Strass Business Consulting (Pty) Ltd: **Submitted on 25 July 2025 12:20**

Bidders that did not respond:

- Catalyst Consulting (Pty) Ltd: A follow-up email was sent after the RFQ closing date, but the bidder did not reply to our request and did not provide any reasons.
- PricewaterhouseCoopers Inc: A follow-up email was sent after the RFQ closing date, but the bidder did not reply to our request and did not provide any reasons.
- Nkululeko Leadership Consulting (Pty) Ltd: A follow-up email was sent after the RFQ closing date, but the bidder did not reply to our request and did not provide any reasons.

List of bidders provided on the bid register (Annexure B)

3. EVALUATION PROCESS

3.1 Evaluation Committee and Declaration of Interest

The Bid Evaluation Committee (BEC) was established to assess the proposals received from the bidders. The BEC consisted of the following members:

- a) Malesela Pitjeng (Functionality)
- b) Monalisa Dlamini (Functionality)
- c) Thobile Moeketsi (Functionality)
- d) Thandeka Ngozi (Price and Specific Goals)

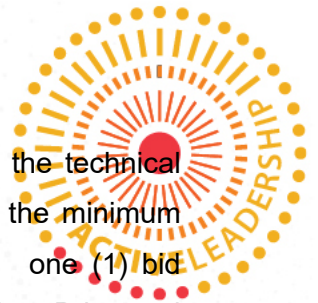
Note: The BEC members signed the declaration of interest i.e. all members declared that they have no interest in any of the bidders referenced in this report, which may raise possible conflict of interest.

3.2 Evaluation Process

The Evaluation Process entailed the following:

3.2.1 Level 1 - Governance Verification: During this level, bid responses are reviewed in terms of compliance with bid requirements such as registration on Central Supplier Database (CSD); confirmation tax compliance; signed Declaration of Interest form and completion of all SBD forms. **See Annexure C.**

3.2.2 Level 2 – Technical Evaluation:



Phase 1: During this level, bid responses are evaluated in accordance with the technical criteria, where after bidders are disqualified on the basis of failing to obtain the minimum qualifying score of 70 points. Two (02) bid responses were evaluated, and one (1) bid response qualified and advanced to the next level of the evaluation process i.e., Price and Specific Goals evaluation. See the technical evaluation report/scorecards attached hereto as **Annexure D**.

3.2.3 Level 3 – Price and Specific Goals Evaluation: During this level, bid responses are evaluated in accordance with the Price and Specific Goals criteria. See the Price and Specific Goals evaluation report attached hereto as **Annexure E**

3.3 Evaluation Criteria & Weighting

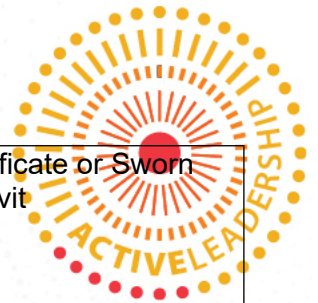
This tender was evaluated in terms of the following criteria:

CRITERIA	Points
1. Technical	100
Minimum Qualifying Score	70
2. Preference points system:	100 Points
2.1 Price	80
2.2 Specific Goals	20

Criteria for Specific Goals

Below is the specific goal(s) allocated for this RFQ. Bidders are required to provide valid and sufficient proof as indicated in the table below to claim the preference points indicated.

Specific Goal to be measured	Points allocated out of a maximum 20.00 points	Proof required to allocate points
1. The tenderer is:	15.00	Valid Sworn Affidavit
a) An Exempted Micro Enterprise (EME) or		
b) A Qualifying Small Enterprise (QSE) or	15.00	Valid B-BBEE certificate or Sworn Affidavit for QSE that are at least 51% black owned
c) A Generic enterprise	10.00	Valid B-BBEE certificate
d) A Generic enterprise (Prime Contractor) subcontracting at least 20% of the contract to either a EME or QSE.	15.00	1. Valid B-BBEE certificate and 2. A signed subcontracting agreement (between the Prime Contractor and Subcontracting parties) 3. Sworn Affidavit for EME or QSE that are at least 51% black owned



2. Additional points if the tenderer is at least 51% black Owned <i>(a Prime contractors B-BBEE certificate or Affidavit will be used in the case of subcontracting arrangements)</i>	5.00	Valid B-BBEE certificate or Sworn Affidavit
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4 **SUMMARY OF EVALUATION RESULTS**

4.1 **Technical Evaluation**

The technical evaluation was conducted in one (1) phase.

Phase 1: Technical Requirements

The technical evaluation criteria included, amongst others, the following:

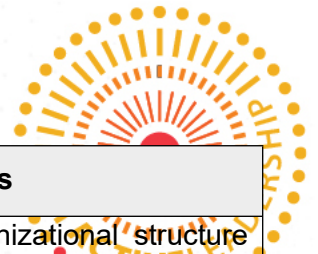
- Approach and Methodology (40 points)
- Bidder's Experience (20 points)
- Team Members (15 points)
- Reference Letters (25 points)

The table below reflects the technical score for disqualified bidder:

Name of Bidding Entity		Score	Technical Comments
1.	Stratalign (Pty) Ltd	56,33	The bidder submitted a clear methodology and approach that demonstrates a strong understanding of the project's objectives however, the bidders' proposed team lead does not demonstrate expertise or qualification in Organisational Design, particularly in organisational structure optimisation. The bidder has provided only two relevant references of work completed within the past ten years.

The table below reflects the technical score of the one (01) qualified bidder.

Name of Bidding Entity		Score	Technical Comments
1.	Holystic Approach Development Cc JV Crossroads Consulting House Cc	94,67	The bidder demonstrated experience by providing five reference letters that prove that they have done similar work before. The methodology and approach are clear and the bidder demonstrates a strong understanding of the project's objectives. The bidders' proposed support staff demonstrate expertise and qualifications in Organizational



Name of Bidding Entity	Score	Technical Comments
		Design with a primary focus on organizational structure optimization. bidder also proposed two personnel, Cobus and Francois, who possess the relevant qualifications.

Note: Bidders had to score a minimum of 70 points in order to be considered for further evaluation on Price and Specific Goals. The one (01) bidder met the minimum qualifying score and therefore evaluated further on Price and Specific Goals.

4.2 Price Analysis

Holystic Approach Development Cc **JV** Crossroads Consulting House Cc

Activity/ Deliverable	Resource(s)	Rate/Hour per resource	Number of hours	Total Cost (VAT Excl.)
Inception report	Francois Doman	R950	16	R15,200.00
	Makhosi Tisani	R950	16	R15,200.00
Diagnostic report and Org Health Insights	Cobus Terblance	R950	40	R38,000.00
	Symmetrix Business Performance Assessment Tool	–	–	R75,000.00
Future Organisational Design Blueprints	Francois Doman	R950	120	R114,000.00
	Makhosi Tisani	R950	100	R95,000.00
	Cobus Terblance	R950	120	R114,000.00
Implementation Roadmap	Francois Doman	R950	20	R19,000.00
	Makhosi Tisani	R950	20	R19,000.00
Change Management and Communication Plan	Lulekwa Ngcwabe	R950	160	R152,000.00
	Francois Doman	R950	20	R19,000.00
	Makhosi Tisani	R950	60	R57,000.00
Staff Training and Transition Support	Francois Doman	R950	20	R19,000.00
	Makhosi Tisani	R950	20	R19,000.00
Final Report and Close-Out Presentation	Francois Doman	R950	16	R15,200.00
	Makhosi Tisani	R950	16	R15,200.00
	Cobus Terblance	R950	16	R15,200.00
	Lulekwa Ngcwabe	R950	16	R15,200.00
Disbursements				R24,936.00
Total Bid Price (VAT Excl.)				R 856,136.00



4.3 Price and Specific Goals Scores

Name of Bidding Entity	Price (Excl. VAT)	Price Score 80	Entity Size	Entity Size Score	51% Black Owned	Total Specific Goals Score/ 20	Total Consolidated Scores
Holystic Approach Development Cc JV Crossroads Consulting House Cc	R 856,136.00	80.00	None	0,00	0,00	0.00	80.00

5 BUDGET

The Centre of Excellence has a budget of R 750,000.00 for the organisational review in the current financial year. The COE has committed that there will be sufficient budget to cover the costs and has confirmed via email that they will cover the deficit of R 106,136.00.

6 ATTACHMENTS

Annexure A: RFQ Document

Annexure B: Opening Register

Annexure C: Governance Report

Annexure D: Technical Evaluation Scorecards

Annexure E: Price and Specific Goals Evaluation Report

7 GOVERNANCE ON THE RECOMMENDED BIDDER: HOLYSTIC APPROACH DEVELOPMENT CC

Checks Conducted	Results
Central Supplier Database	The bidder is registered on the National Treasury CSD, and no irregularities were found on the CSD Registration Report.
Tax Compliance	The CSD report dated 12 August 2025 confirmed that the bidder is tax-compliant.
National Treasury Database of Restricted Suppliers	The CSD report dated 12 August 2025 confirmed that the bidder is not listed on the National Treasury Database of Restricted Suppliers.
Declaration of Interest	The bidder and its principals declared that no conflict of interest exist in terms of this project or its association with Sasria in this regard.



Checks Conducted	Results
Entity Size	EME
Black Shareholding %	Black Shareholding: 100% Black Women Shareholding: 100%
Shareholders	Nomakwayi Tisani: 100%

8 **GOVERNANCE ON THE RECOMMENDED BIDDER: CROSSROADS CONSULTING HOUSE CC**

Checks Conducted	Results
Central Supplier Database	The bidder is registered on the National Treasury CSD, and no irregularities were found on the CSD Registration Report.
Tax Compliance	The CSD report dated 12 August 2025 confirmed that the bidder is tax-compliant.
National Treasury Database of Restricted Suppliers	The CSD report dated 12 August 2025 confirmed that the bidder is not listed on the National Treasury Database of Restricted Suppliers.
Declaration of Interest	The bidder and its principals declared that no conflict of interest exist in terms of this project or its association with Sasria in this regard.
Entity Size	EME
Black Shareholding %	Black Shareholding: 0% Black Women Shareholding: 0%
Shareholders	Marthinus Frederick Geyser: 70% Cobus Terblanch: 30%

9 **RECOMMENDATION**

Based on the evaluation results above, it is recommended that the Head of Procurement approve the award of PR000006928, for the organisational review to **Holystic Approach Development Cc JV Crossroads Consulting House Cc** at an estimated total contract value of **R 856,136.00 (VAT Excl.)**

10 VERIFICATION AND SIGNATURE

The signatories below hereby declare that they have no interest in any of the bidders referenced in this report, which may raise a possible conflict of interest.



Compiled by: Thandeka Ngozi
Strategic Sourcing Specialist

Reviewed by: Tebogo Ledwaba
Senior Strategic Sourcing Specialist

Supported by: Monalisa Dlamini
BEC Member

Supported by: Malesela Pitjeng
BEC Member

Supported by: Thobile Moeketsi
BEC Members

Supported by: Melusi Kubheka
Head: Centre of Excellence

Approved by: Pinky Hlungwani
Head of Procurement