

Request for Quotation

RFQ NUMBER:	CO0022407RFQ00000009/2
CLOSING DATE:	Date: 23 October 2024 Time: 11:00
DESCRIPTION	Implement Organisation Development Design and Change Management.
ADDRESS	CO - Central Office ARC-CO 1134 Park Street, Hatfield PRETORIA
ENQUIRY	Supply Chain Management Attention: Hloki Mabelebele Email: Mabelebele@arc.agric.za
Special Condition (1 Original Bid Proposal)	TENDER BOX 1134 PARK STREET, HATFIELD
TERMS OF REFERENCE	ATTACHED ON PAGE (12-16)

1. You are kindly requested to submit a written quotation to the Agricultural Research Council as per below or attached terms of reference (TOR).

Description	Quantity	Unit of Measure
ARC requires the services of a service provider to assist ARC with implementing organisational design and change management for a period of six (6) months.		

2. **Essential Administrative Requirements:**

- 2.1. Only bidders registered on the Central Supplier Database (CSD) will be considered. Bidders shall include the CSD registration number and full CSD report with the bid proposal.
- 2.2. Only bidders that claim specific goals will be considered for scoring on the 20 points as per the 80/20 principle.

2.3. Completed and signed Standard Bidding Documents (SBD) forms included in the bid document.

2.4. **ONE (1) ORIGINAL BID PROPOSAL should be deposited to ARC Tender Box.**

3. The above specified goods/services should be delivered / rendered to the ARC- Institute at above-mentioned delivery address.
4. The particulars of the guarantee that will apply to the goods quoted for, with the particular regards to the period and extent of the warranty must be clearly stated. Where services are required, service providers must submit documentation pertaining the relevant experience.
5. Your written quotation must be emailed depending on the instructions given in the email or advert.
6. All price quotations that have a rand value of R 2,000.00 to below R 50,000,000.00, including VAT, will be evaluated by applying the 80/20 principle as prescribed by the Preferential Procurement Policy Framework Act 5 of 2022 and its Regulations.
7. The lowest acceptable price will score 80 points, Specific goals for the tender and points claimed are indicate per the table below:

Specific Goals	Percentage Ownership (1%)	Points (20)	Ponts (10)
Ownership by HDIs	51%+	6	3
Ownership by Women	51%+	4	2
Ownership by Youth	51%+	4	2
Ownership by PwD	51%+	2	1
BEE Status	Level 1 - 4	2	1
RDP Goals	RDP Goals	2	1
TOTAL POINTS		20	10

8. Standard conditions:
 - 8.1. The validity of the quotations must be indicated.
 - 8.2. Prices quoted should be in South African Rand and inclusive of VAT costs such as delivery, insurance, taxes, etc.
 - 8.3. No price adjustments or amendment of the delivery particulars contained in paragraph 8.2 will be considered by the ARC.
 - 8.4. The supplier accepts full responsibility for the proper execution and fulfilment of the goods/services quoted for.
 - 8.5. ARC reserves the right to accept or reject any special terms and conditions that may qualify the goods/services to be provided.
 - 8.6. Quotes should be submitted on an official letterhead and duly signed.
 - 8.7. Goods and services should be supplied / rendered upon receipt of a purchase order from the ARC.

8.8. The General Conditions of Contract issued by National Treasury are applicable.

8.9. The ARC supply chain management code of conduct is applicable.

8.10. Standard Bidding Documents (SBD) forms must be signed and returned together with the quotation. Failure to comply may result to disqualification of your quotation.

8.11. Your quotation must indicate the delivery date.

8.12. The ARC reserve the right to do due diligence on the quotations.

8.13. The ARC reserves the right to benchmark prices quoted.

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:
Price; and
Specific Goals.

1.4 **To be completed by the organ of state:**

The maximum points for this tender are allocated as follows:

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmax = Price of highest acceptable tender

	POINTS
PRICE	80

SPECIFIC GOALS	20
Total points for Price and SPECIFIC GOALS	100

- 1.1 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.
- 1.2 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.

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:

$$\begin{array}{ccc}
 80/20 & \text{or} & 90/10 \\
 P_s = 80 \left(1 - \frac{P_t - P_{min}}{P_{min}} \right) & \text{or} & P_s = 90 \left(1 - \frac{P_t - P_{min}}{P_{min}} \right)
 \end{array}$$

Where

P_s = Points scored for price of tender under consideration
 P_t = Price of tender under consideration
 P_{min} = Price of lowest acceptable tender

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

3.1.1. POINTS AWARDED FOR PRICE

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

$$P_s = 80 \left(1 + \frac{P_t - P_{max}}{P_{max}} \right) \text{ or } P_s = 90 \left(1 + \frac{P_t - P_{max}}{P_{max}} \right)$$

3. POINTS AWARDED FOR SPECIFIC GOALS

- 3.1. 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:
- 3.2. 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.)

Specific goals	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)
Percentage (%) Ownership by HDI's		Points (6)		
51% and above		6		
Below 51%				
Percentage (%) Ownership by Women		Points (4)		
51% and above		4		
Below 51%				
Percentage (%) Ownership by Youth		Points (4)		
51% and above		4		
Below 51%				
Percentage (%) Ownership by PwD		Points (2)		
51% and above		2		
Below 51%				
RDP Goals		Points (2)		
RDP Goals		2		
BEE Status		Points (2)		
Level 1-4		2		

DECLARATION WITH REGARD TO COMPANY/FIRM

- 3.1. Name of company/firm.....
- 3.2. Company registration number:
- 3.3. 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]

3.4. 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:

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 interest 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.

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.

Full Name	Identity Number	Name of State institution

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 consortium 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.

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

2.2 Do you, or any person connected with the bidder, have a relationship with any person who is employed by

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.

..... Signature	 Date
..... Position	 Name of bidder

TERMS OF REFERENCE:

ORGANISATIONAL DESIGN IMPLEMENTATION AND CHANGE MANAGEMENT FOR A PERIOD OF SIX (6) MONTHS.

1. BACKGROUND INFORMATION

The ARC was established as a Public Entity on 1 December 1990, under the then Ministry of Agriculture (now reconfigured as the Ministry of Agriculture, Land Reform and Rural Development). The ARC is listed as a Schedule 3A Public Entity in terms of the Public Finance Management Act (Act No.1 of 1999) (PFMA) and is required to ensure full compliance with all prescripts and regulations arising from the PFMA. Specifically, the ARC was established in terms of the Agricultural Research Act (No. 86 of 1990), from which it derives its core mandate. The objectives of the ARC outlined in the Act are to conduct research, drive technology development and transfer (dissemination) information, in order to:

- promote agriculture and industry;
- facilitate/ensure natural resource conservation;
- alleviate poverty; and
- contribute to better quality of life.

ARC has recently undertaken an Operating Model and Organisational Structure development project, which was concluded in November 2023. The proposed operating model and structure, seeks to address a number of “as is” challenges through the design of what our “future state” should look like, in order for us to function efficiently, effectively and strategically. The total workforce of the organisation is 1946 (excluding 390 contract employees).

2. PURPOSE

The Agricultural Research Council (ARC) requires the services of a professional service provider to assist it in implementing specified organisational design project outcomes and change management.

3. SCOPE OF WORK

The successful service provider should be experienced in delivering the following:

3.1 Analysing, planning and ensuring a successful organisational design implementation:

- 3.1.1 Analysing the recently developed operating model and organisational structure against the current structure and provide recommendations on changes to the proposed design to ensure alignment with organisational strategy and goals.
- 3.1.2 Developing a comprehensive implementation plan that outlines how the organisation will transition to the new structure in a way that is effective and aligned with the findings and recommendations of the assessment/ recommendations report.
- 3.1.3 The implementation plan must clearly outline the implementation phases in order of priority following an assessment of the organisation’s change readiness, capacity and change fatigue risks.

- 3.1.4 The service provider will work alongside HCM (skills transfer) to identify talent gaps, develop a talent acquisition strategy and identify the right hires for any new positions.
- 3.1.5 Designing and maintaining rules for the span of control in different business units.
- 3.1.6 Checking the consistency of job descriptions with internal policies and procedures.
- 3.1.7 Guiding the recruitment processes to implement the new structure based on HCM principles and best practice.
- 3.1.8 Making adjustments to the organisational design implementation plans as needed based on evaluation findings.

3.2 Ensuring Stakeholder Engagement and Support:

- 3.2.1 Developing communication plans and engagement strategies to ensure that all stakeholders are informed and involved throughout the process.
- 3.2.2 Engaging with key stakeholders at all levels of the organisation to build support for the change initiative and to ensure a seamless transition.
- 3.2.3 Preparing and presenting all reports required in terms of OD Implementation including report bi-weekly on progress to established project committee and monthly to other ARC governance structures i.e. Senior and Executive Management Committee (SEMPCO) and Executive Management Committee (EMC), Council and Council Committees.

3.3 Managing change:

- 3.3.1 Developing a comprehensive change management strategy to guide the organisation through the redesign process outlining key messages, audience, channels, and timing for communication efforts.
- 3.3.2 The change management strategy and communication plan must cover the first 6 months of implementation up to 12 months post-implementation.
- 3.3.3 Identifying potential resistance to change and develop strategies to facilitate smooth transitions and minimise disruptions to operations.
- 3.3.4 Providing support and resources to help employees navigate the transition to the new organisational structure.
- 3.3.5 Providing training and support to Managers, Change Agents and HCM teams on managing staffing changes resulting from the redesign and leading their teams through the transition.
- 3.3.6 Identifying and developing the right metrics to measure and assess the overall success of the change initiative.

3.4 Assessing and managing organisation design implementation risk:

- 3.4.1 Conducting a thorough assessment to identify potential risks associated with the organisational design implementation.
- 3.4.2 Preparing the organisational design implementation risk register.

4. DURATION OF CONTRACT

The contract is for a period of six (6) months from the issuance of an official purchase order, the following must be completed by the end of the contract:

- 4.1 Final Organisational Design Implementation Report.

- 4.2 All consultations on the new structure and associated engagement and change management throughout the process of OD implementation.
- 4.3 All placements (positions identified through OD process) to be aligned with job descriptions and evaluation.

5. BID REQUIREMENTS

Prospective service providers should submit the following bid documents together with their bid proposal;

- 5.1. Valid Tax PIN number from SARS.
- 5.2 CSD report (recent and updated Central Supplier Database report).
- 5.3 Completed and signed all the Standard Bidding Documents (SBD Forms).
- 5.4 Company profile with curriculum vitae together with bid proposal detailing the capability, suitability, and detailed plan to deliver the requirements.

6. MANDATORY REQUIREMENTS

- 6.1 Valid and updated proof of registration with at least one relevant registration body such as SABPP, SARA, IPM or related.
- 6.2 At least three (3) reference letters from their past clients, including company name, company letterhead, contact person and contact telephone numbers on OD and Change Management projects successfully completed in the past five (5) years

Failure to comply with any of the supporting documentation listed above will result in your bid being disqualified.

7. PRICING

The service provider shall provide a detailed breakdown of costs (VAT inclusive) which include but not limited to activities mentioned/outlined in the bid requirements.

8. SUBMISSION OF COMPANY PROFILE WITH RELEVANT EXPERIENCE OF THE SERVICE PROVIDER

Record of accomplishment of the lead person and team should all have the following requirements;

- 8.1 At least 10 years relevant experience in conducting OD implementation processes in organisations of similar size.
- 8.2 Evidence that the service provider has conducted similar exercises previously and successfully at different clients.

- 8.3 A profile of the team to be assigned to the project showing areas of proven and extensive experience in OD Implementation and Change Management, presentation and report writing.

9. EVALUATION CRITERIA

The proposal will be evaluated in terms of 80/20 evaluation systems in line with Preferential Procurement Regulations of 2022.

9.1 Bidders who score a minimum threshold of **70** out of 100 points on the evaluation criteria will be considered for further evaluation on Price and B-BBEE.

9.2 Bidders who fail to obtain the required minimum threshold will be disqualified.

9.3 Bidders who meet the minimum functional threshold **may be** required to make a presentation to the BEC for additional clarity on their bid proposal.

Description	Weighting
9.2.1 At least 10 years' experience in conducting OD implementation processes - Less than 10 years' experience: 0 points - At least 10 years' experience: 3 points - More than 10 years' experience: 5 points	35
9.2.2 Bidders are requested to submit at least three (3) reference letters from their past clients, including company name, company letterhead, contact person and contact telephone numbers, on OD and Change Management projects successfully completed in the past five (5) years. - Non submission of letter: 0 point - Three (3) reference letters: 3 points - More than 3 (3) reference letters: 5 points	15
9.2.3 A profile of the team to be assigned to the project showing areas of proven and extensive experience in OD implementation and change management. - Less than ten (10) years' experience: 0 point - At least ten (10) years' experience: 3 points - More than ten (10) years' experience: 5 points	25
9.2.4 Detailed project plan (The project plan should address the following): 5 points Timing per phase: 1 point	25

• Milestones/ phases per process: 1 point • Engagement plan for leadership and other stakeholders: 1 point • Metrics to be used for measuring and assessing the success of the change initiative: 1 point • Skills transfer plan: 1 point	
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Technical Functional Criteria	Weightings
• Total technical/functional score	100
• Minimum functional threshold	70
• Points allocated for price	80
• Points allocated for B-BBEE	20
• Total points for Price and B-BBEE Preference Points	100