

CONDUCT WORK STUDY

CLOSING DATE: 29/10/2024

CLOSING TIME: 11H00AM

NAME OF SERVICE PROVIDER:

.....
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Title : Appointment of Service Provider to Conduct Work Study
LNW Requisition No : RFQ 10044825
Date of Issue : 17.10.2024
Closing Date : 29.10.2024
Project Location : Lepelle Northern Water Head Office - Polokwane

1. PURPOSE

The purpose of this specification is to appoint a Service Provider to conduct a comprehensive work study for Lepelle Northern Water (LNW).

2. BACKGROUND

Lepelle Northern Water (“LNW”) is a public water utility, wholly owned by the state, established in terms of the Water Services Act No 108 of 1997. LNW adopted an organisational and functional structure to ensure effective and efficient human resources capacity.

LNW would like to appoint a reputable service provider to conduct a comprehensive work study to inform LNW’s in terms of the required human resources capacity to achieve its mandate to ensure effective and efficient infrastructure maintenance and operation including the administration support in line with the business strategic objectives.

3. CHALLENGES

- 3.1 Some department’s within LNW’s consists of seven layers, which typically causes a vague accountability, long work cycle, decision turnaround time and high operating costs.
- 3.2 The positions are not clearly justifiable, and the creation of positions are created on ad hoc basis.
- 3.3 Deadlines for reporting are continuously moved or missed and information access takes time to be retrieved.
- 3.4 Some departments/Units are either overstaffed or understaffed.

4. SPECIFICATION

Quotations are hereby invited from qualified service providers to meet the following requirements in terms of skills and experience:

- i. The Service Provider should have competency to conduct a comprehensive work study exercise within the public entity, specifically the water sector.
- ii. Must have capacity and skills to assess the organisational structure.
- iii. Must have skill sets to understand the core business of LNW as well as the corporate strategic plan.

5. SCOPE OF WORK

The service provider should provide the following to Lepelle Northern Water:

- a) Read and analyse LNW strategic documents and systems that will give you an insight of LNW core business.
- b) To analyse the current LNW functional structure and identify units/ departments that are overstaffed and understaffed to assess the required positions to ensure effective and efficient performance
- c) Analyse the objectives of each unit and provide a staff ratio required per function areas within a unit of department.
- d) Analyse the departments and units functional structure misalignment and recommend a proper functional structure or reporting lines
- e) Assess duplicate and overlapping roles and responsibilities and recommend a proper job design.
- f) Conduct interviews for all jobs incumbents in Head Offices and all Schemes/Plants.
- g) Analyse the existing job profiles for the organisation and make recommendations in terms of positions requiring job redesign.
- h) Conduct a motion study which will focus on the systematic method of observing, documenting, and analysing work processes to improve efficiency.
- i) Design skills audit template and conduct skills audit to identify the skills gaps for all units/ departments.
- j) Compile a comprehensive report with findings and recommendations and submit them to LNW for consideration to Exco, HR, Social and Ethics Committee and the Board.

Lepelle Northern Water structure consists of approximately 108 positions and 390 employees as per the below table. The detailed total number of employees will be shared with the successful bidder.

Departments	Total Positions
Chief Executive	13
Strategy, Planning, Monitoring and Evaluation	10
Corporate Services	20
Finance	19
Engineering	13
Operations and Maintenance	33
Total	108

6. OUTPUT AND / OUTCOMES

- Bi-weekly and monthly reports/ discussions on progress.
- Capacity development
- Skills audit report
- Comprehensive work study report.

7. PRICE SCHEDULE

N0.	Description	Price
1	Conducting Work Study Service	
	Total Excl Vat	R
	Vat 15%	R
	Total Incl Vat	R

Payment will be done on deliverables or after completion of the project subject to the signing of the Service Level Agreement.

NB: - Pricing above must include all chargeable items - deliverables, disbursement, travelling and any other related cost to the exercise. No items will be paid outside the above fixed price.

9. PROCUREMENT PROCESS

The normal LNW process will be followed in line with the company's SCM policy and procedures with no deviations from the normal anticipated at this stage.

Validity of RFQ	:	30 days
Period	:	12 months
Advert date	:	17/10/2024
Closing date	:	29/10/2024

10. EVALUATION CRITERIA

Preferential Points System will be used to evaluate this bid in line with the Preferential Procurement Policy Framework Act, 2022. *Bidders will be evaluated on mandatory first, then functionality and only those qualifying by achieving the minimum cut off point of 70% will be evaluated on administrative compliance and then price and Specific Goals.*

THIS BID WILL BE EVALUATED AND ADJUDICATED ACCORDING TO THE FOLLOWING CRITERIA:

1. Relevant specifications
2. Value for money
3. Capability to execute the contract
4. LNW SCM Policy
5. PPPFA and associated regulations
6. Quotations will be evaluated in terms of the following stages:

10.1 Bid Evaluation Method

Bids will be evaluated in terms of the following two stages:

- Stage 1: Evaluation on Mandatory
- Stage 2: Evaluation on Functionality (Minimum of 70% to be scored)
- Stage 3: Evaluation on 80/20 or 90/10 preferential points system (Price and Specific Goals).

Stage 1: Mandatory requirements (Pre-qualification)

- The JV agreement for JV partners to be submitted indicating percentage split for partners to render agreement valid.
- Proof of registration on the Central Suppliers Database (CSD)
- Completion of pricing schedule in full
- Three (3) reference letters
- Methodology with timelines

NB: Failure to comply with any of the above requirements will lead to disqualification.

Stage 2: Evaluation on Functionality

Under quality/functionality, service providers must achieve a minimum of 70% of quality/functionality points to be considered for further evaluation in stage 3 (Evaluation on Price and Specific Goals).

NB: Only the combined Price & Specific Goals points will determine the highest point scoring bidder to be awarded the contract.

Stage 2 – Functionality Criteria

EVALUATION CRITERIA Phase 1 All pre-qualified bids will be evaluated on functionality. The evaluation criteria and weighting for measuring functionality are indicated.	Points
Experience	
1. COMPANY EXPERIENCE (30) Successfully completed traceable service for Work Study Service.	15 points

EVALUATION CRITERIA Phase 1 All pre-qualified bids will be evaluated on functionality. The evaluation criteria and weighting for measuring functionality are indicated.	Points
➤ One reference is 5 points to the maximum of 3 references which will equal 15 Points. The Bidder must complete summary of the team members as per the table 2 fully. Failure to comply, zero point will be allocated. (Attach reference letter/s for the completed projects/work)	
Human Capital Capacity (15) i. CV of key personnel relevant to project indicating experience in organisational work study. a. Lead Consultant: ➤ Postgraduate qualification (NQF Level 8) in Organisational Development / Industrial Psychology/ Public Administration or equivalent (3 points) ➤ Successfully managed 5 projects on Work Study Service detailed on the CV (5 points) b. Project Manager: ➤ Undergraduate qualification (NQF Level 7) in Organisational Development / Industrial Psychology/ Public Administration or equivalent (3 points) ➤ Successfully coordinated 4 projects on Work Study Services detailed on the CV (4 points) The Bidder must complete summary of the team members as per table 3 fully. Failure to comply, zero point will be allocated. Please attach recently certified (last 6 months) copies of qualifications and ID for key personnel.	8 points 7 points

The bidder must submit a summary of the projects completed and key personnel resume in the tables presented below.

No.	Project Description	Project Period (Start Date- End Date)	Project Value (incl. Vat)	Client Name	Client Contact Details
1					
2					
3					
Please attach reference letters from the client's indicating a successful completion project as per the client's summary.					

Table 2: Projects Completed

N0.	Member Role	Full Name	Academic Qualifications	Key Area of Specialisation	Years of Experience
1					
2					
Please attach CV, ID and qualifications of team members indicating a successful completion of the project. .					

Table 3: Summary of Personnel/ Team Members

Minimum points to be scored is 35 points (70) out of 50 points. Point's allocation under functionality will be split as per JV agreement (percentage split)

Stage 3: Evaluation on Price and Specific Goals 80/20 or 90/10

Financial offer and Specific Goals

- 1) Score tender evaluation points for financial offer.
- 2) Confirm that tenderers are eligible for the Specific Goals claimed, and if so, score tender evaluation points for Specific Goals.
- 3) Calculate total tender evaluation points.
- 4) Rank tender offers from the highest number of tender evaluation points to the lowest.
- 5) Recommend tenderer with the highest number of tender evaluation points for the award of the contract, unless there are compelling and justifiable reasons not to do so.

NB: NO BIDDER WILL BE CONSIDERED FROM PERSONS IN THE SERVICE OF THE STATE
(see definition on SBD 4 attached)

Scoring functionality

core functionality in each of the categories stated in the Tender Data and calculate total score for functionality.

Scoring Financial Offers

Score the financial offers of remaining responsive tender offers using the following formula:

$N_{FO} = W_1 \times A$ where:

N_{FO} = the number of tender evaluation points awarded for the financial offer.

W_1 = the maximum possible number of tender evaluation points awarded for the financial offer as stated in the Tender Data.

A = a number calculated using either formulas 1 or 2 below as stated in the Tender Data.

Formula	Basis for comparison	Option 1	Option 2
1	Highest price or discount	$(1 + \frac{(P - P_m)}{P_m})$	P/P_m
2	Lowest price or percentage commission/fee	$(1 - \frac{(P - P_m)}{P_m})$	P_m/P

where:

P_m = the comparative offer of the most favourable tender offer.
 P = the comparative offer of tender offer under consideration.

The 80/20 or 90/10 Preferential Point System will be used to evaluate the bid.

Table 2: Preference Points Allocation (As per the Preferential Procurement regulations 2022) #	Specific Goals	Means of verification	80/20 Points	90/10 Points
1	Disability (Minimum of 1 shareholder ownership in the company)	CSD Report	5	2.5
2	Black women (100% Black women ownership in the company)	CSD Report	5	2.5
3	Black ownership (100% black ownership in the company)	CSD Report	5	2.5
4	Black Youth (Minimum of 1 shareholder Black youth ownership in the company)	CSD Report	5	2.5
Total Points		20	10	10

The points scored by the tenderer in respect of the level of Specific Goals contribution must be added to the points scored for price.

11. ADMINISTRATIVE COMPLIANCE

- i. Valid Tax pin certificate from SARS
- ii. Letter of Good standing, COIDA

- iii. Completed and signed SBD forms (SBD 6.1 and 4)
- iv. Company registration documents
- v. All quotation documents must be completed in full and in black ink (No tampering of bid documents with either correction fluid, sticky papers or any other thing which can indicate that the bid document has been tampered with)

- ✓ ***All certified copies must not be older than three months from RFQ closing date.***
- ✓ ***Lepelle Northern Water reserves the right to verify any information provided by service provider.***

Other Required Documents

- Municipal current rates account not more than three months old should be submitted (Proof of address similar to address of place of office operation. Lease agreement with account municipal statement or shareholders address acceptable as proof of office address (conformation letter endorsed by commission of Oath)
- Certified ID copies of the company shareholders

NOTE:

- a) ***The JV partners must submit both mandatory and administrative documents for each Company.***
- b) ***Preferred JV service providers will be required to submit a JV bank account and VAT number***
- c) ***The client reserves the right to verify any information provided by the service provider. Falsified references/experience will lead to disqualification and blacklisting in terms of the SCM process in conjunction with legal processes.***
- d) ***The service provider must comply with all terms and conditions including requirements as stipulated in the Tender Documents to be evaluated further.***
- e) ***LNW is not compelled to accept the lowest or any quotation.***
- f) ***LNW reserves the right to reduce the scope of works by more than 50%***
- g) ***The contract period is three years renewable annually subject to performance.***

- h) LNW reserves the rights to negotiate pricing with the recommended service provider.*
- i) LNW reserves the right to increase or reduce the scope of the project.*

Please note that the above required documents will be deemed as mandatory to the preferred bidder. Required documents will be requested for submission within two working days and failure to submit will be deemed as non-responsive.

12. CONTRACT CONDITIONS

- Full adherence to the contract and other applicable Acts will be applicable during the course of the contract; and
- Submission of detailed report per service rendered (no payment will be made until final approval of the report by the end user)
- Full adherence to the Occupational and Health and Safety Act, Act 85 of 1993 and other applicable Acts will be applicable during the course of the contract.
- The successful bidder will be expected to sign a confidential clause agreement.

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All quotations must be submitted via email to SCM Unit – SCM Officer Ms. Mamokidi Mangena at the following email address: - mamokidim@lepelle.co.za

Technical Enquiries can be directed to the project manager Representative (Ms Kate Ramolobe) contact number 015 295 1800/ kater@lepelle.co.za or mphumziz@lepelle.co.za>