



an agency of the
Department of Arts and Culture

07/05/ 2020

TERMS OF REFERENCE
SAHRA/HR/01/06/2020

THE SOUTH AFRICAN HERITAGE RESOURCES AGENCY (SAHRA) INVITES SUITABLY QUALIFIED AND EXPERIENCED SERVICE PROVIDERS TO SUBMIT PROPOSALS FOR THE REVIEW AND DEVELOPMENT OF A PERFORMANCE MANAGEMENT SYSTEM

1. PURPOSE

- 1.1. The South African Heritage Resources Agency (SAHRA) invites suitably qualified and experienced service providers to submit proposals for the review and development of a performance management system

2. BACKGROUND

- 2.1. The South African Heritage Resources Agency (SAHRA) is an agency of the Department of Arts and Culture and is the national administrative body responsible for the management and protection of South Africa's cultural heritage resources.
- 2.2. Following challenges with the current performance management system, the SAHRA wishes to appoint a suitably qualified and experienced service provider review the current performance management system and to develop an improved and suitable performance management system for SAHRA.

3. SCOPE OF THE SERVICE REQUIRED

- 3.1 A comprehensive review of the current performance management system at SAHRA and an improved and more suitable system is required which meets the following objectives:

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- 4.1.1 Create a basis for several administrative decisions: strategic planning, succession planning, promotions and rewards system.



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- 4.1.2 Ensure that the employees' duties are linked to and contribute to the mission, goals and results of the entity.
- 4.1.3 Ensure Performance objectives are identified for each employee which provide a clear understanding of the quantity and quality of work expected
- 4.1.4 Ensure the establishment of a process for boosting employee performance by encouraging employee empowerment, motivation and implementation of an effective reward mechanism.
- 4.1.5 Establish a process for evaluating performance relative to expectations
- 4.1.6 Develop a procedure for addressing employee performance that falls below expectations
- 4.1.7 Establish a process which captures employee skills and promote personal growth and advancement in their career by helping them identify their development needs and acquire the desired knowledge and skills
- 4.1.8 Provide a framework for documenting work planning and performance review to facilitate decision-making
- 4.1.9 Promote a two-way system of communication between the supervisors and the employees for clarifying expectations about the roles and accountabilities, communicate the functional and organizational goals, provide a regular and a transparent feedback for improving employee performance and continuous coaching.

5 REQUIREMENTS TO BE INCLUDED IN THE SUBMISSION

- 5.1 To guarantee an objective and fair evaluation process, all proposals submitted must be in accordance with format as described in the scope of work. Failure to provide all or any part of the requested information in the required format may result in a proposal being excluded from the evaluation process.
- 5.2 The project submissions must have the following deliverables:
 - 5.2.1 Provide a detailed proposal for the performance management system of SAHRA;
 - 5.2.2 Provide a detailed proposal of the change management system model that is suitable for the implementation of the proposed performance management system at SAHRA.



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5.3 The proposal must include a company/organisation profile, comprising a description of your organisation, its primary business activity, clients, experience, management, sub-contractor profiles, etc., including reference companies whom they offer the same services were rendered to.

5.4 Eligible service providers should have a good knowledge of performance management systems.

6 TERMS AND CONDITIONS

- a) All costs and expenses incurred by the potential service providers relating to their project proposal will be borne by each respective service provider. SAHRA is not liable to pay such costs and expenses or to reimburse or compensate service providers in the process under any circumstances, including the rejection of any proposal or the cancellation of this project.
- b) SAHRA reserves the right to request new or additional information regarding each bidder and any individual or other persons associated with its proposal.
- c) SAHRA may require responsive bidders to present and discuss their proposals in person.
- d) SAHRA reserves the right not to make any appointment from the proposals submitted.
- e) Bidders shall not issue any press release or other public announcement pertaining to details of their project proposal without the prior written approval of SAHRA.
- f) Bidders are required to declare any conflict of interest they may have in the transaction for which the bid is submitted or any potential conflict of interest. It is important that bidders declare their conflict of interest through completion of relevant attached forms.
- g) SAHRA reserves the right not to consider further any bid where such a conflict of interest exists or where such potential conflict of interest may arise.



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- h) Any and all project proposals shall become the property of SAHRA and shall not be returned.
- o) The bid offers and proposals should be valid and open for acceptance by SAHRA for a period of **120 days** from the date of submission.
- j) Bidders are advised that submission of a proposal gives rise to no contractual obligations on the part of SAHRA.
- k) SAHRA reserves the right not to award the bid to the bidder that scores the highest points.
- l) Disputes that may arise between SAHRA and a bidder must be settled by means of mutual consultation, mediation (with or without legal representation) or, when unsuccessful, in a South African court of law.
- m) In addition to adherence to the specific terms and conditions of proposals, provided in this document, the bidder shall be bound by the provisions of the General Conditions of Contract attached hereto, an original signed copy of which must be submitted together with all other bid documentation.
- n) All returnable bid documents must be completed in full and submitted together with the bidder's proposal. Should the returnable documents not be completed, the bid will not be considered any further.
- o) The successful bidder will be subject to supplier clearance process as prescribed by the National Treasury. This process includes verification of supplier and its shareholders/directors/members' status on the list of defaulters and restricted suppliers.
- p) The proposal must include a company profile/ organization profile, comprising a description of the organization of the bidder, its primary business activity, clients experience, management etc, including at least **three** references for companies, to whom the service provider has supplied the same service.



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- q) After the successful service provider has received the purchase order, they must be able to deliver in full compliance with South African approved standards and in compliance to the specifications provided.

7 RETURNABLE DOCUMENTS

- a. SBD 1 Invitation to BID
- b. SBD 2 Tax Clearance Requirements
- c. SBD 3 Pricing Schedule
- d. SBD 4 Declaration of Interests form.
- e. SBD 6.1 Preference points claim form (valid BBBEE certificate must be submitted together with this completed document).
- f. SBD 7.2 Contract Form (Rendering Services).
- g. General Conditions of Contract
- h. SBD 8 Declaration of Bidder's Past Supply Chain Management Practices.
- i. SBD 9 Certificate of Independent Bid Determination.

NB: Failure to submit completed returnable forms as mentioned above will disqualify your quotation.

8 ANTICIPATED TIME SCHEDULE AND PROCESS

Request for Quotations Issued	Website /e-Tender/ Tender Bulletin	26 June 2020
Closing Date	SAHRA Head Office	17 July 2020

9 EVALUATION CRITERIA

- a) All proposal offers received shall be evaluated based on the following phase out approach:
- **Phase one:** Compliance to the terms of reference and conditions of the tender. Failure to meet any of the conditions of the tender will automatically disqualify your tender on this phase.



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Phase two: Meeting the minimum threshold of the prequalification criteria (functionality), which is 60 points. **Prequalification criteria (functionality).**

No.	Criteria	Points Allocated
1	<p>Number of years of experience in the review/development of the performance management system,</p> <p>9 or more years = 5 7 – 8 years = 4 5 -6 years = 3 3 - 4 years = 2 1 – 2 years = 1 Less than 1 year = 0</p> <p>The service provider to submit Company profiles and curriculum-vitae's (CV's) of the Lead Consultant as proof of number of years and experience in in the review/development of the performance management system.</p>	50
2	<p>Number of projects successfully completed in the review/development of the performance management system,</p> <p>9 or more years = 5 7 – 8 years = 4 5 -6 years = 3 3 - 4 years = 2 1 – 2 years = 1 Less than 1 year = 0</p> <p>The service provider must submit reference letters on the referee's letter head and with full contactable details .</p>	50
	TOTAL POINTS	100



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- **Phase three:** preference points for Broad-Based Black Economic Empowerment (BBBEE) Status Level of Contribution (80/20 preference points system), where 80 points are allocated to price, and 20 points are located to BBBEE status level as follows:

B-BBEE Status Level of Contributor	Number of points (80/20 system)
1	20
2	18
3	14
4	12
5	8
6	6
7	4
8	2
Non-compliant contributor	0

10 Price (Vat included)

80 Points for price will be awarded with reference to the total fixed proposal amount inclusive of VAT. The service provider with the lowest price shall score the maximum 80 points.



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11 SUBMISSION OF BIDS

Tenders must be submitted in a sealed envelope, marked as confidential and for the attention of **Supply Chain Management - Bid No: SAHRA/HR/01/06/2020**
Project Name: Performance Management System

BIDS must be placed in the Tender Box located at:
SAHRA's Head Office
111 Harrington Street,
Cape Town

SAHRA takes no responsibility for mailed tender documents. It is the onus of the service provider to ensure that the document is placed in the Tender Box before closing date and time.

12 CLOSING DATE AND TIME

CLOSING DATE: 17 JULY 2020 AT 11H00 – NO LATE BIDS WILL BE ACCEPTED.

For technical information and supply chain related enquiries, please send your query in writing to:

Ms. Ayanda Mkhize
Supply Chain Manager
South African Heritage Resources Agency
111 Harrington Street
Cape Town
8000
Email: amkhize@sahra.org.za