



an agency of the
Department of Arts and Culture

08 April 2021

TERMS OF REFERENCE SAHRA
SAHRA/HR/09/04/2021

THE SOUTH AFRICAN HERITAGE RESOURCES (SAHRA) INVITES SUITABLY QUALIFIED AND EXPERIENCED SERVICE PROVIDERS TO SUBMIT PROPOSALS FOR THE REVIEW OF THE CURRENT ORGANISATIONAL STRUCTURE REVIEW, JOB GRADING AND SALARY STRUCTURE OF THE ENTITY.

1. PURPOSE

1.1. The purpose of this advert is to appoint a consultant or consulting firm to Review organisational structure, job grading and salary structure of South African Heritage Resources Agency (SAHRA).

2. BACKGROUND

2.1. The South African Heritage Resources Agency (SAHRA) is an agency of the Department of Sports 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 the successful completion of the new five (5) year strategic plan for the period 2020 to 2025, SAHRA Council approved a review of its organisational structure, job grading and salary structure to improve and sustain performance within the entity.



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3. SCOPE OF THE SERVICE REQUIRED

3.1 SAHRA recognises that there is an opportunity to improve its organisational structure and to increase organisational efficiency and effectiveness, ensuring the best use of staff and SAHRA resources. SAHRA is committed to building a more focused, responsive, and resource conscious and results oriented organisation. An organisational review will be helpful in this process.

3.2 The organisational review will be based on the following principles:

3.2.1 SAHRA will make final decisions on any proposed changes to the current organizational structure processes.

3.2.2 The current level of service will not be compromised and should be improved.

3.2.3 The organisational review will incorporate fiscal responsibility.

3.2.4 Design an organogram that facilitates business continuity as well as enables SAHRA to deliver its mandate.

3.2.5 Identify areas of organisational development and propose the necessary action steps to develop such areas.

3.2.6 Propose and implement a change management model that is suitable for the organisation's dynamics.

3.2.7 Necessary consultations with all stakeholders before finalisation of the proposed structure.

4 REQUIREMENTS TO BE INCLUDED IN THE SUBMISSION

4.1 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.

4.2 The organizational structure review project and alignment must consider the mandate and strategy of SAHRA.

4.3 The structure must be fully costed and be futuristic.

4.4 The proposal must include a company/organisation profile, comprising a description of your organisation, its primary business activity, clients, experience, management, sub- contractor.



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profiles, etc., including reference companies whom they offer the same services were rendered to. It is expected of the bidders to provide SAHRA with a detailed project plan to be utilised to execute the project from start to finish, indicating timelines applicable and specifying the responsible parties.

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

4.6 The project submissions must have the following deliverables:

4.6.1 Provide a detailed report on the proposed organisational structure of SAHRA;

4.6.2 Provide a detailed report on the proposed job grades of SAHRA and

4.6.3 Provide a detailed report on the proposed salary structure of SAHRA.

5 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.



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- 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.
- 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.



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- 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.
- 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.

6 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.

7 ANTICIPATED TIME SCHEDULE AND PROCESS

Request for Quotations Issued	Website /e-Tender/ Tender Bulletin	09 April 2021
Closing Date	SAHRA Head Office	23 April 2021



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8 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.
- **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 organisational structure, job grading and salary structure,</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 organisational structure, job grading and salary structure.</p>	50

2	<p>Number of projects successfully completed in the review/development of the organisational structure, job grading and salary structure,</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



- **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

9 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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10 SUBMISSION OF BIDS

Tenders must be submitted in a sealed envelope, marked as confidential and for the attention of
Supply Chain Management – Ms Ayanda Mkhize

Bid No: SAHRA/HR/09/04/2021

Project Name: Review of the Structure

BIDS must be placed in the Tender Box located at:

**SAHRA's Head Office
111 Harrington Street,
Cape Town
8001**

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.

11 CLOSING DATE AND TIME

CLOSING DATE: 23 April 2021– 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