



SOUTH AFRICAN HERITAGE RESOURCES AGENCY

# SOUTH AFRICAN HERITAGE RESOURCES AGENCY

## SCM TERMS OF REFERENCE

RFQ SAHRA 23/2025: APPOINTMENT OF A SUITABLY QUALIFIED  
SERVICE PROVIDER FOR TRAINING FOR HUMAN RESOURCE AUDIT  
PROCESS TRAINING.



  
SOUTH  
AFRICAN  
HERITAGE  
RESOURCES  
AGENCY



## TERMS OF REFERENCE REQUEST FOR QUOTATIONS FOR THE SERVICES OF SUITABLY QUALIFIED SERVICE PROVIDERS TO PROVIDE TRAINING FOR HUMAN RESOURCE AUDIT PROCESS TRAINING.

### 1. PURPOSE

- 1.1 The South African Heritage Resources Agency (SAHRA) hereby invites suitably qualified service provider to provide the Human Resource Audit Process Training.

### 2. BACKGROUND

- 2.1 SAHRA has annual audits conducted by internal and external auditors. It is important for the Human Resources Department to be prepared for the when auditors will take place to have clean audits. The importance of HR auditing in compliance, effectiveness, and efficiency of HR practices, as well as the organization's commitment to continuous improvement of HR functions.

### 3. PURPOSE

- 3.1 To enhance the knowledge and skills of HR personnel and relevant stakeholders in conducting effective HR audits. This training aims to ensure compliance with legal requirements, align HR practices with organizational goals, and improve overall HR performance.

### 4. OBJECTIVES

By the end of the training, participants should be able to

- 4.1. Understand the principles and frameworks of HR auditing.
- 4.2. Identify the key areas of focus in an HR audit.
- 4.3. Develop effective audit methodologies and tools.
- 4.4. Analyse and interpret audit findings.
- 4.5. Recommend actionable improvements based on audit outcomes.
- 4.6. Understand compliance requirements related to labour and employment laws

## 5. SCOPE OF THE TRAINING

This training will cover the following key areas:

- 5.1. Introduction to HR Auditing: Definitions, purpose, and relevance.
- 5.2. Legal and Compliance Framework in HR.
- 5.3. Setting objectives and scope for HR audits.
- 5.4. Different types of HR audits (e.g., compliance, operational, strategic).
- 5.5. Data collection and analysis methodologies.
- 5.6. Reporting and presenting audit findings.
- 5.7. Developing an action plan for improvement.
- 5.8. Best practices in HR auditing.

## 6. TARGET AUDIENCE

The training is intended for:

- 6.1 HR Managers
- 6.2 HR Professionals
- 6.3 Compliance Officers
- 6.4 Line Managers with HR responsibilities
- 6.5 Internal Auditors and Risk Management Teams

## 7. TRAINING METHODOLOGY

The training will be delivered through a combination of the following methods:

- 7.1 Lectures and presentations
- 7.2 Group discussions and activities
- 7.3 Case studies and practical exercises
- 7.4 Role-playing scenarios
- 7.5 Tools and templates that participants can use in real audits.

## 8. DURATION

The training program will last for 2 days with each session spanning approximately 8 hours including breaks.

## 9. LOCATION

The training will be conducted at Cape Town, SAHRA's headquarters or online platform.

## 10. FACILITATOR(S)

The training will be conducted by qualified facilitators with expertise in HR auditing and significant experience in the field.

## 11. EVALUATION AND FEEDBACK

Participants' understanding and skills will be assessed through:

pre-and post-training assessments.

Feedback forms to gather participants' responses regarding training effectiveness and areas for improvement.

## 12. CERTIFICATION

The course should be NQF aligned. Participants should give a certificate at the end of the training.

Total number of attendees is 4.

## 13. TIMELINE

A timeline for the preparation, execution, and follow-up of the training will be established, highlighting key milestones and deadlines by the Service Provider.

## 14. REPORTING RESPONSIBILITIES

Responsibility for training logistics, participant communication, and post-training follow-up will be assigned to specific Service provider.

## 15. CONCLUSION

The above Terms of Reference provide a structured approach to planning and executing the HR Auditing Process Training. This framework ensures that the training is aligned with organizational objectives and maximizes participant engagement and learning outcomes.

## 16. 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 will not be 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 people 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 with 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.
- h) Any and all project proposals shall become the property of SAHRA and shall not be returned.



- i) The bid offers and proposals should be valid and open for acceptance by SAHRA for a **period of 90 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 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.

## 17. RETURNABLE DOCUMENTS

- a. SBD 1 Invitation to BID
- b. Proof of Tax Compliance Status Pin
- 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

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

## 18. EVALUATION CRITERIA

- a) All proposal offers received shall be evaluated based on the following phase out approach:
- **Phase one:** Compliance with the Terms of Reference and conditions of the tender. Failure to meet any of the conditions of the tender will automatically disqualify your tender in this phase.
  - **Phase two:** The applicable preference point system for this tender is the 80/20 preference point system. Preference points on specific goals are as follows.

Preference Point System	Points
Price	80
Special Goals	20
Black owned company	8
Women	4
Youth	5
Disability	3
<b>Total points for Price and SPECIFIC GOALS</b>	<b>100</b>

## 19. 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 a maximum of 80 points.

## 20. SUBMISSION OF PROPOSALS

Tender Offers may be submitted marked with the tender number, tender name, and closing date and for the attention of the Supply Chain Management Unit- **Quote No: RFQ SAHRA 23/2025.**

Bids to be submitted by email to: [tenderinfo@sahra.org.za](mailto:tenderinfo@sahra.org.za)

It remains the onus of the service provider to ensure that their Tender Offer reaches the SAHRA office no later than the closing date and time. SAHRA will not be held liable and/or responsible for late submissions.

## 21. CLOSING DATE AND TIME

**Closing Date: 08 September 2025 at 11h00am**

**No late PROPOSALS will be accepted.**





**11. For technical information, please contact:**

Ms. M Pilusa  
HR Manager  
South African Heritage Resources Agency  
111 Harrington Street  
Cape Town  
8000  
Tel: +27 21 4624502/ 8692  
Email: [mpilusa@sahra.org.za](mailto:mpilusa@sahra.org.za)

**12. For Supply Chain related enquiries, please contact:**

Ms. Mandisa Tantsi  
Acting Senior SCM Compliance Officer  
South African Heritage Resources Agency  
111 Harrington Street  
Cape Town  
8000  
Tel: 021 462 4502/8665  
E-mail: [mtantsi@sahra.org.za](mailto:mtantsi@sahra.org.za)

