



SOUTH AFRICAN HERITAGE RESOURCES AGENCY

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SCM TERMS OF REFERENCE

RFQ SAHRA 21/2025: APPOINTMENT OF A
RECRUITMENT AGENCY TO FACILITATE A
RECRUITMENT PROCESS

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1. INTRODUCTION

- 1.1 The South African Heritage Resources Agency (SAHRA) would like to invite suitably qualified and experienced service providers to submit proposals for the provision of competency-based recruitment services. The recruitment of the Chief Financial Officer (CFO) is envisaged to be finalized by 30 November 2025.

2. BACKGROUND

- 2.1 SAHRA is a statutory organization established under the National Heritage Resources Act, No 25 of 1999. The primary objective of SAHRA is to coordinate the identification and management of the national estate which is defined as heritage resources of cultural and other significance.
- 2.2 Recruitment and selection processes have evolved over the years. To keep abreast with the current best practices, the organization has adopted a consistent approach of competency-based interviewing.

3. DISCUSSIONS

Scope of engagement

- 3.1 Bidders are hereby invited to submit proposals and quotations on the basis of the following scope:
 - 3.1.1 Liaison with the Corporate Services Committee of the Council of SAHRA.
 - 3.1.2 Assisting the Corporate Services Committee of SAHRA with the review of drafted adverts.
 - 3.1.3 Handling the advertising of the post in the recommended print media.
 - 3.1.4 Evaluating applications received and recommending candidates for short listing.
 - 3.1.5 Handling the scheduling, overall logistics and administration of interviews.
 - 3.1.6 Facilitating the conducting reference checks and verification of qualifications of the shortlisted candidates.
 - 3.1.7 Facilitating the conducting psychometric assessments of the shortlisted candidates post the interviews.
 - 3.1.8 Providing administrative and advisory support to the interview panel.

4. RESPONSIBILITIES

4.1 **SAHRA**

- 4.1.1 SAHRA will provide the respective agency with the draft Job specification and any other relevant information required by the service provider.

4.2 **SERVICE PROVIDER**

- 4.2.1 The service provider will be responsible for the following:
 - 4.2.1.1 Review of the draft advert.
 - 4.2.1.2 Advertise the position through the relevant media.
 - 4.2.1.3 Response handling.
 - 4.2.1.4 Facilitate pre-screening Interviews.
 - 4.2.1.5 Providing SAHRA with long lists which would lead to the approval of well-considered shortlists.
 - 4.2.1.6 Facilitating interviews with well-considered and short-listed candidates.
 - 4.2.1.7 Facilitating competency based on psychometric assessments in line with the positions.
 - 4.2.1.8 Progress and Interview Reports.
 - 4.2.1.9 Liaise with the Corporate Services Committee of the Council of SAHRA, which Committee shall be responsible for all interviews.

5. REQUIREMENTS FOR CONTENT OF PROJECT PROPOSAL

- 5.1 Failure to provide all or any part of the requested information – in the required format – will result in a proposal being excluded from the evaluation process.
 - 5.1.1 **Company/Organization**
 - 5.1.1.1 Company/ organization profile - Description of your organization, its primary business activity, clients, experience, management, etc.
 - 5.1.2 Affiliation with relevant bodies as a recruitment agency will be an added advantage.
 - 5.1.3 **Experience**
 - 5.1.3.1 The service provider must have a good track record in recruitment of executives for corporate clients. Proof of evidence should be provided.
 - 5.1.4 **Cost**
 - 5.1.4.1 The cost of recruitment must be clearly stated and detailed on the pricing schedule and must be VAT inclusive.

6. TERMS AND CONDITIONS OF PROPOSALS

- 6.1 All costs and expenses incurred by potential service providers relating to their project proposal will be borne by the respective service providers. 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.
- 6.2 While SAHRA endeavors to ensure that all information provided to all potential service providers is accurate, it makes no warranty as to the accuracy or completeness of any information provided by it.
- 6.3 SAHRA reserves the right to waive deficiencies in project proposals. The decision as to whether a deficiency may be waived or may require the rejection of a project proposal may be solely within the discretion of SAHRA.
- 6.4 SAHRA reserves the right to request new or additional information regarding each service provider and any individual or other persons associated with its project proposal.
- 6.5 SAHRA reserves the right not to make any appointment from the proposals submitted.
- 6.6 Service providers shall not make available or disclose details pertaining to their **project** proposal with anyone not specifically involved, unless authorized to do so by SAHRA.
- 6.7 Service providers shall not issue any press release or other public announcement pertaining to details of their project proposal without the prior written approval of SAHRA.
- 6.8 Service providers are required to declare any conflict of interest they may have in the transaction for which the tender is submitted or any potential conflict of interest. SAHRA reserves the right not to consider further any proposal where such a conflict of interest exists or where such potential conflict of interest may arise.
- 6.9 A **valid original Tax Pin**, issued by the South African Revenue Services, must be submitted, **failing which the relevant service provider's proposal shall not be considered.**
- 6.10 Any and all project proposals shall become the property of SAHRA and shall not be returned.
- 6.11 The proposals should be valid and open for acceptance by SAHRA for a period of 90 days from the date of submission.
- 6.12 Service providers are advised that submission of a project proposal gives rise to no contractual obligations on the part of SAHRA.
- 6.13 SAHRA reserves the right not to accept any proposal which does not comply with the TERMS OF REFERENCE and conditions set out in the proposal documents.
- 6.14 SAHRA reserves the right not to award the proposal to the service provider that scores the highest points.
- 6.15 Disputes that may arise between SAHRA and a service provider must be settled by means of mutual consultation, mediation (with or without legal representation) or, when unsuccessful,

in a South African court of law.

- 6.16 All returnable proposal documents must be completed in full and submitted together with the service provider's proposal.
- 6.17 The "Requirements for content of the project proposal" section above outlines the information that must be included in proposal offers. Failure to provide all or part of the information may result in your proposal being excluded from the evaluation process.
- 6.18 All goods/service or products to be supplied to SAHRA shall be in full compliance with South African approved standards and in compliance to the specifications provided.
- 6.19 It is the conditions of this RFQ that, a quotation is submitted together with the following completed forms:
- a) SBD 1 Invitation to BID.
 - b) Tax Compliance Status Pin
 - c) SBD 3 Pricing Schedule (Breakdown of pricing).
 - 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 may automatically disqualify your quotation. Please ensure that you submit an original valid pin and CSD Registration Report.

- 6.20 SAHRA reserves the right to remove certain aspects of its requirements in order meet its budget for the project.

7. EVALUATION CRITERIA

7.1 All bid offers received shall be evaluated based on the following criteria:

7.1.1 **Phase one:** Compliance to the terms of reference and conditions of the proposal / tender. Failure to meet any of the conditions of the proposal / tender will automatically disqualify your proposal / tender on this phase.

7.1.2 **Phase two:** Prequalification criteria (Obtaining the minimum threshold of **70** for functionality as set out below)

Criteria	Points Allocated
<p>1. Number of CFO's successfully recruited.</p> <p>10 Executives = 10 9 Executives = 9 8 Executives = 8 7 Executives = 7 6 Executives = 6 5 Executives = 5 4 Executives = 4 3 Executives = 3 2 Executives = 2 1 Executives = 1</p> <p>Submit the full details of Executives successfully recruited, supported by reference letter for each recruitment from the client. The reference letter(s) must not be older than 5 years in the letterhead of the previously serviced client and should reflect at least name of the client, description of the position, year completed, contactable reference name and contact details</p>	60
<p>2 Number of years of experience the company has in Recruitment and Selection of Executives:</p> <p>10 years' experience = 10 9 years' experience = 9 8 years' experience = 8 7 years' experience = 7 6 years experience = 6 5 years experience = 5</p>	10

4 years experience =4	
3 years experience =3	
2 years experience = 2	
1 year experience =1	
Submit Company Profile and executive appointment reference letters (Based on dates the appointments took place)	
3 Expertise and Network	
The service provider must demonstrate specialized knowledge and access to top-tier talent.	
Executive Financial Search Specialization: They must have a proven track record specifically in C-suite financial roles (CFO, VP of Finance, etc.), not just general recruitment. Look for experience in your specific industry or a comparable business model (e.g., fast-growth tech, regulated manufacturing, private equity-backed).	4
Deep Market Knowledge: The firm should clearly articulate the current compensation trends and the competitive landscape for the specific type of CFO you need. They should know the difference between a strategic CFO, a financial controller, and a capital markets specialist.	3
Access to Passive Talent: A core value of an executive search firm is its ability to reach candidates who are not actively applying for jobs. They should have a robust, current, and proprietary network of high-performing, currently employed CFOs.	3
2. Process and Methodology	
The service provider's process must be thorough, objective, and tailored to your specific needs.	
Candidate Profiling and Assessment: They must demonstrate a structured methodology for defining the ideal CFO profile that goes beyond the job description. This includes:	2
Strategic Needs Analysis: Ability to interview your CEO and board to define not just the technical skills, but the strategic challenges the new CFO must solve (e.g., IPO readiness, M&A integration, digital transformation).	2
Balanced Skill Assessment: A systematic way to evaluate both technical expertise (financial planning, compliance, risk management) and soft skills (leadership, communication, commercial acumen).	2
Discreet and Confidential Search: For senior executive roles, the search must be conducted with the utmost discretion to protect both your company's information and the candidates' current employment.	2
Rigorous Vetting and Referencing: Their process for screening and conducting references must be comprehensive, including in-depth behavioral interviews and, ideally, 360-degree referencing (speaking with former peers, subordinates, and supervisors, not just the provided list).	2
3. Cultural and Strategic Alignment	
The provider must act as a true partner that understands your organization's unique environment.	
Cultural Fit Assessment: The ability to understand your company's unique culture, values, and executive team dynamics and screen candidates for compatibility. A technically brilliant CFO who doesn't fit the culture is a high-risk	3

hire.	
Communication and Partnership: Clear, consistent, and proactive communication throughout the search lifecycle. They should be willing to provide candid feedback on the search process, candidate availability, and your role definition.	3
Post-Placement Support: Offering some form of guarantee or follow-up to ensure the new CFO successfully integrates and meets the defined objectives. This demonstrates their confidence and long-term commitment.	4
TOTAL	100

7.1.3 A bidder must obtain a minimum of **60 points** on the prequalification phase in order to progress to the next phase. Failure to obtain 60 points will render your proposal non-responsive.

8. Pricing Schedule

All bid offers must submit the following:

- 8.1 A completed pricing schedule as Detailed below is based on a CTC amount of **R1 379 118 (One million, three hundred and seventy nine thousand and one hundred and eighteen rands).**

Detail	R
Review of the draft advert.	
Advertise the position through the (1) one newspaper with a national footprint .	
Response handling from both print Media and electronic media.	
Facilitate pre-screening Interviews.	
Providing SAHRA with long lists which would lead to the approval of well-considered shortlists.	
Facilitating interviews with well-considered shortlists and short-listed candidates.	
Facilitating competency based on psychometric assessments in line with the positions.	
Progress and Interview Reports.	
Liaise with the Corporate Services Committee of the Council of SAHRA, which Committee shall be responsible for all interviews.	
VAT (where applicable)	
Total	

NB: Failure to fulfill requirements under 8.1 and 8.2 will render the bid non- responsive.

8.2 Phase 3: Price s Specific Goals

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 allocated to BBBEE status level as follows;

Preference Point System	Points
Price	80
Specific Goals	20
Black owned company	8
Women	4
Youth	5
Disability	3
TOTAL	100

9. PRICE (VAT INCLUDED)

Price must be quoted in South African currency and must be inclusive of VAT. Bidders are further requested to indicate their price in all elements listed on the pricing schedule including management and transactional fee of the requested service. Price will be evaluated based on 80 points and applicable formula of calculating points scored by each bidder.

10. SUBMISSION OF PROPOSALS

Project proposals must be sent via e-mail to tenderinfo@sahra.org.za for the attention of Supply Chain Management - **Quote No: RFQ SAHRA 21/2025**

11. CLOSING DATE AND TIME: 06 November 2025 @ 11:00

NO LATE PROPOSALS WILL BE ACCEPTED

Contact person regarding Terms of Reference:

Ms. Masiye Pilusa
HR Manager
TEL: 0214624502

E-mail: mpilusa@sahra.org.za

South African Heritage Resources Agency

PO Box 4637
Cape Town 8000

Contact person regarding Supply Chain Management Process:

Ms. Mandisa Tantsi

Acting Supply Chain Compliance Officer

E-mail: mtantsi@sahra.org.za

TEL: 0212028665

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