



SOUTH AFRICAN HERITAGE RESOURCES AGENCY

TERMS OF REFERENCE

RFQ SAHRA 28/2025

THE SOUTH AFRICAN HERITAGE RESOURCES AGENCY (SAHRA) INVITES A SUITABLY QUALIFIED AND EXPERIENCED SERVICE PROVIDERS TO SUBMIT QUOTATIONS MEDIATION AND CONFLICT MANAGEMENT TRAINING.



TERMS OF REFERENCE

The South African Heritage Resources Agency Invites Suitably Qualified Service Providers to Submit Quotations for Mediation and Conflict Management Training.

1. Purpose

- 1.1. The South African Heritage Resources Agency (SAHRA) hereby invites suitably qualified service providers to submit quotations for the provision of Mediation and Conflict Management Training.
- 1.2. The primary objective is to procure a qualified service provider to deliver targeted training on:
 - a. External stakeholder resolution and mediation techniques
 - b. Managing disputes with third parties, including communities and/or families, government entities, and heritage stakeholders
 - c. Building communication strategies that foster collaboration and reduce tension
 - d. Developing practical tools and frameworks for conflict prevention and resolution to foster agency.

2. Background

- a. The South African Heritage Resources Agency (SAHRA) is the national administrative body responsible for the protection of South Africa's cultural heritage. As part of its commitment to fostering a constructive and collaborative working environment, SAHRA seeks to enhance internal capacity in mediation and conflict management, both within the workplace and in engagements with external stakeholders.
- b. Given the complex nature of heritage management, which often involves diverse interests and perspectives, it is essential that SAHRA staff are equipped with the skills to navigate conflict constructively and mediate disputes effectively.



3. Scope of Services

3.1. The appointed service provider will be expected to:

- a) Design and deliver a tailored training programme for SAHRA staff (approximately 5 / five participants)
- b) Facilitate interactive workshops (in-person or hybrid blended, but ideally in person) over a period of [2 to 3 days]
- c) Provide training materials, toolkits, and post-training resources (project/assignment due 6 months later, making use of a SAHRA-specific case study)
- d) Include case studies relevant to heritage management and stakeholder engagement
- e) Offer post-training support, follow-up consultations, and project/assignment discussion and feedback sessions. This would be a round table discussion facilitated by the course convener, resulting in constructive feedback from contemporaries who participated.

4. Target Audience

- 4.1. SAHRA management and operational staff, specific to core business, linking directly to their engagement with external stakeholders.
- 4.2. Heritage officers, managers, and senior managers, and stakeholder engagement personnel.
- 4.3. Any other staff identified as requiring external stakeholder conflict management capacity (possibly Legal).

5. Deliverables

- 5.1. Detailed training plan and curriculum, inclusive of workbook / manual.
- 5.2. Facilitation of training sessions
- 5.3. Participant feedback and evaluation report
- 5.4. Report from trainer/course facilitator/convenor to indicate the participants' abilities.
- 5.5. Final training report summarizing outcomes, recommendations, and future capacity needs

6. Expertise Required

6.1. The service provider must demonstrate:

- a. Relevant qualifications in conflict management, psychology, or organizational development and proven experience in conflict resolution training (CV, with qualifications & experience)
- b. Familiarity with public sector and heritage-related stakeholder dynamics, including cultural sensitivities, making use of specific case studies.
- c. Strong facilitation skills and ability to engage diverse audiences
- d. Accreditation / CPD point equivalent? Certification (work skills resources)

7. Location and Duration

7.1. Training will be conducted at SAHRA's offices or a designated venue in Cape Town and Pretoria, or via hybrid online and in-person. Due to the nature of the required training in person training is preferred.

7.2. Duration: [2] days/sessions, ideally within [by end of 2025 calendar year]

8. Submission Requirements

8.1. Interested service providers must submit:

- a. Company profile and relevant experience
- b. Proposed methodology and training outline
- c. CVs of facilitators/trainers
- d. Budget breakdown and pricing structure
- e. References from previous similar assignments
- f. Accreditation

9. Contractual and Reporting Arrangements

9.1. The selected service provider will enter a contract with SAHRA and report to the designated project manager. All deliverables must be submitted in accordance with agreed timelines and formats.

10. Requirements to be Included in the Submissions

- 10.1. To guarantee an objective and fair evaluation process, all proposals submitted must be in accordance with the 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.
- 10.2. The full training Programme must be outlined in the quote. Compulsory Information to be included.
- 10.3. The proposal must include a company/organisation profile, comprising a description of your organisation, its primary business activity, clients, experience, management, and subcontractor profiles, etc., including at least three reference companies to which they offered the same services.
- 10.4. Proof of current accreditation as a training service provider.
- 10.5. The quote must include two pricing options – one for individuals wishing to obtain a full certificate upon submission of assignments(s) and a written examination, and one for individuals who may opt to attend the course and obtain a certificate of participation but not necessarily a formally recognised certificate.

11. Terms and Conditions of Tendering

- 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 the completion of the relevant attached

forms.

- g) SAHRA reserves the right not to consider further any bid where such a conflict of interest exists or where such a 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 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 the supplier clearance process as prescribed by the National Treasury. This process includes verification of the 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, client 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 with the specifications provided.

12. Returnable Documents

- a) SBD 1 Invitation to BID
- b) 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 togetherwith 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 disqualify your quotation.

13. Anticipated Time Schedule and Process.

Request for Quotations	Request for Quotations from accredited service providers registered with SAHRA SCM	10 October 2025
Submission of Proposals and closing of bid	Proposals submitted to SAHRA	17 October 2025
Opening of bids	Bids opened at SAHRA Head Office	17 October 2025

Note: There will be a no tender briefing session for this service.

14. 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 at this phase.
 - **Phase two:** 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
Special Goals	20
Black owned company	8
Women	4
Youth	5
Disability	3
TOTAL	100

- b) 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.

15. Submission of Offer

Quotations must be submitted in a sealed envelope, marked as confidential and for the attention of: **Supply Chain Management-Quote No: RFQ SAHRA 28/2025.**

Quotations Must be emailed to tenderinfor@sahra.org.za

SAHRA takes no responsibility for mailed tender documents. It is the onus of the service provider to ensure that the document reaches the email on or before the closing date and time.



16. CLOSING DATE AND TIME: 17 October 2025 @ 11: am

NO LATE QUOTATIONS WILL BE ACCEPTED

For technical information, please contact:

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For Supply Chain related enquiries, please contact:

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