



SOUTH AFRICAN HERITAGE RESOURCES AGENCY

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TERMS OF REFERENCE

RFQ SAHRA 52/2026 - THE SOUTH AFRICAN HERITAGE RESOURCES AGENCY (SAHRA) INVITES SUITABLY QUALIFIED AND EXPERIENCED SERVICE PROVIDERS FOR CO-SOURCING OF THE SUPPLY CHAIN MANAGER POSITION FROM A SAICA ACCREDITED ACCOUNTING FIRM FOR A PERIOD OF 6 MONTHS.

TERMS OF REFERENCE (TOR)

1. Background

The South African Heritage Resources Agency (SAHRA) hereby invites suitably qualified and experienced service providers to submit quotations for the provision of SCM Manager services through a dedicated co-sourced individual for a period of 6 months.

2. Purpose

The purpose of this TOR is to define the scope of responsibilities, performance expectations, and accountability framework for the SCM Unit, ensuring alignment with SAHRA's strategic objectives and compliance with applicable legislation.

3. Objectives

- Ensure effective and efficient procurement and supply chain processes.
- Align SCM activities with SAHRA's strategic and operational plans.
- Promote compliance with PFMA, Treasury Regulations, PPPFA, CIDB and other relevant legislation.
- Safeguard SAHRA's assets and resources.
- Enhance transparency, accountability, and service delivery.

4. Scope of Work

The SCM Unit is responsible for:

- Business management and strategic alignment.
- Demand and acquisition management.
- Logistics and contract management.
- Movable asset management.
- Audit, quality assurance, and risk management.
- Resource management and reporting.

5. Key Performance Areas (KPA) – SCM Manager

KPA	Job Activities	KPI
Business Management	Develop and maintain strategic procurement plans; maintain SCM policies; manage stakeholder relations; support CFO's office; promote innovation	Procurement plans finalized by 31 March; SCM policies up to date
Demand & Acquisition Management	Develop and maintain supplier database; establish bid committees; manage contracts; conduct market analysis; implement performance management	Compliance with PFMA & Treasury Regulations; efficient acquisition; accurate tender processes; supplier database updated quarterly
Logistics Management	Develop ordering/receipting systems; ensure suppliers are paid within 30 days; manage contracts	Suppliers paid within 30 days; monthly reporting of commitments; contracts updated
Moveable Assets	Implement asset management plan; safeguard assets; manage asset register; disposal strategies	Accurate and updated asset register; effective safeguarding of assets
Audit, Quality Assurance & Risk Management	Conduct risk assessments; implement controls; train staff; provide audit information; ensure GRAP/PFMA compliance	Reduced audit queries; compliant financial statements; acquisitions compliant with checklists
Management of Resources	Manage material, financial, and human resources; supervise SCM staff; provide reports	Efficient resource management; effective staff management; timely reporting
Risk Management	Conduct risk assessments; implement controls to prevent irregular expenditure	Risks identified and mitigated; compliance with checklists

6. Deliverables

- Procurement and performance plans.
- Quarterly and annual SCM reports.
- Updated SCM policies and procedures.
- Accurate asset register.
- GRAP and PFMA-compliant financial statements components of assets and capital commitments.

7. Job Requirements

Education & Experience

- BCOMM Honours degree in Finance / Supply Chain Management
- Minimum 5 years relevant experience (public sector focus), with at least 2 years in management.
- Knowledge of PFMA, PPPFA, Treasury Regulations, CIDB, and SCM practices.
- Completion of three-year articles within the public sector.
- CIPS qualification advantageous

Skills

- Business administration, financial management, ERP systems (ACCPAC/Pastel).
- Ability to compile/analyse financial statements.
- Strong problem-solving, risk management, and quality assurance skills.
- Team management, coaching, relationship management, and decision-making.
- Strong report writing skills (for reports and submissions)

Language & Numerical Skills

- Ability to interpret regulations, write reports, and present to stakeholders.
- High-level numerical analysis and financial calculations.

Professional Registrations

- SAICA / CIPS or equivalent advantageous.

Computer Skills

- Proficiency in Microsoft Office (Excel, Word, PowerPoint).
- Experience with procurement ERP systems.

8. Governance & Reporting

- Reports to CFO's office.
- Monthly and quarterly reporting required.
- Performance monitored through KPIs and compliance audits.

9. TERMS AND CONDITIONS OF PROPOSALS

- 9.1. 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.
- 9.2. SAHRA reserves the right to request new or additional information regarding each bidder and any individual or other persons associated with its proposal.
- 9.3. SAHRA may require responsive bidders to present and discuss their proposals in person.
- 9.4. SAHRA reserves the right not to make any appointment from the proposals submitted.
- 9.5. 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.
- 9.6. 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.
- 9.7. 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.
- 9.8. Any and all project proposals shall become the property of SAHRA and shall not be returned.
- 9.9. 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.
- 9.10. Bidders are advised that submission of a proposal gives rise to no contractual obligations on the part of SAHRA.

- 9.11. SAHRA reserves the right not to award the bid to the bidder that scores the highest points.
- 9.12. 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.
- 9.13. 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.

- 9.14. All returnable bid documents must be completed in full and submitted together with the bidder's proposal.
- 9.15. 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.
- 9.16. 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 entities, to whom the service provider has supplied the same service.
- 9.17. 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.

10. RETURNABLE DOCUMENTS

- a) SBD 1 Invitation Bid
- b) SBD 2 Tax Compliance Status Pin
- c) SBD 3.3 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) Contract Form – Rendering of Services
- g) Proof of registration with National Treasury Database CSD Report)

11. MANDATORY REQUIREMENTS

List the team member's title,

- Must have a minimal of B Com Accounting honours degree / Honours degree in a Supply chain management related qualification
- Must be a member of a recognised regulatory body e.g. SAICA / CIPS
- Must provide a detailed CV detailing roles and responsibilities relating to SCM & Assets
- Must be a supporting reference letter from the firm bidding
- Must have minimum of 5-year related experience and 2-year management experience
- Completed Annexure of Rates (refer annexure A included with bid documents)

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

SAHRA reserves the right to revise any aspect of these timeframes at any stage, and to amend the process at any stage.

b) EVALUATION CRITERIA

11.1. 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 proposal. Failure to meet any of the conditions of the proposal will automatically disqualify your proposal on this phase.
- **Phase two:** Preference points on specific goals as follows.

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

6.2 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.



12. SUBMISSION OF PROPOSALS

Project proposals must be submitted in a sealed envelope, marked as confidential and for the attention of **Supply Chain Management - Bid No: RFQ SAHRA 52/2026**

It must be posted to the following address: South African Heritage Resources Agency, P.O. Box 4673, Cape Town, 8000, or SAHRA Head Office, 111 Harrington Street, Cape Town.

Closing date for bid offers and proposals: DATE:09 March 2026 at TIME: 11:00am no late proposals will be accepted after closing time.

For Technical information, please contact:

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Finance Contractor
Heritage Unit South African Heritage Resources Agency
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Cape Town 8000
Tel: 021 462 4502
Email: ptiyago@sahra.org.za

For the Supply Chain related enquiries, please contact:

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Supply Chain Management
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Cape Town 8000
Tel: 021 462 4502
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Annexure A - Rates pricing schedule

SCM Manager Role

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Hourly rate (VAT inclusive)	

