



BID SPECIFICATION

DEVELOPMENT AND IMPLEMENTATION OF ORGANISATIONAL CULTURE TRANSFORMATION AND CHANGE MANAGEMENT PROJECT FOR THE PERIOD OF THREE YEARS

TENDER NO: HR/012/2020

NAME OF BIDDERS	
TENDER AMOUNT	

FOR MORE INFORMATION:

Xhanti Ben-Mazwi

Office: +27 15 962 8610

EMAIL: xhanti.benmazwi@univen.ac.za

Date: 23 August 2020

SUBMISSION TO BID SPECIFICATION COMMITTEE FOR APPROVAL.

BSC MEMBERS	SIGNATURE	DATE OF APPROVAL
Chairperson		
SCM		
Technical (End User)		
Legal Department		

Company Name:	
Contact person:	Mr/Mrs/Ms/Dr/Prof
Contact number: Office	
Cell number:	
Email Address:	
Address:	

TABLE OF CONTENTS

SECTION	DESCRIPTION	PAGE #
1	Tender Notification	4
2	Background & Introduction	5
3	Company Details	7
4	Technical specification	13
5	Mandatory submission	30
6	Functionality Requirements	31
7	Pricing Table	35
8	SBD 4,8&9	40

1. Tender Notice & Invitation to Tender

Companies fully accredited to provide human resource related services are hereby invited to render their proposals for University of Venda (UNIVEN) at their facilities situated in Thohoyandou as specified herein, and in accordance with the General Conditions of Offer are requested to complete these documents in full, place them in a new envelope, seal and mark the envelope with the proposal number and description, and deposit it in the Tender Box at the address provided in this document. All documents must comply with the conditions set out herein.

Documents can be downloaded from the University Website www.univen.ac.za

University of Venda
Mphephu Drive, Opposite Khoroni Hotel
Thohoyandou
0950

A non-refundable deposit of R477.00 can be deposited into Univen bank account as follows:

Bank: Absa
Account Name: Univen Tender Deposits
Account Number: 1000000538
Reference: 0015616

Tender documents to be submitted at the University Main gate tender box of the University of Venda at the address indicated above.

FOR ANY ENQUIRIES

Contact: Mr. X Ben- Mazwi
Email: xhanti.benmazwi@univen.ac.za

The closing date for the submission of tender documents is the 28 September 2020 at 12H00 Midday.

2. Introduction, Background and Objectives

UNIVEN seeks to appoint a reputable Service Provider(s) for a period of three years to develop and implement an Organisational Culture transformation and Change Management service at the University of Venda.

The University of Venda is established in terms of Higher Education Act, Act no 101 of 1997 as amended to primarily provide quality higher education and training through:

- Teaching and learning,
- Research and development,
- Community engagement and development.

An organisation's culture is its identity. It is how the company views itself and how the company wishes to be viewed by the outside world but, building the desired culture is not quite as easy as we think. Since people are the most important assets of any organisation and hiring top-notch people can be challenging, it makes sense to look at what it takes to build a culture that attracts and retains top talent in an organisation.

The University of Venda has just completed its five (5) year Strategy which was approved by Council earlier in 2020. The strategy has a number of implications on the organisational architecture, operational plan, macro organisational structures and business processes. The Vice Chancellor and Principal is communicating the approved business strategy and operating model.

The University of Venda requires a Service Provider to undertake Organisational Culture Definition and change management strategy for the University towards the roll-out of the five-year strategy. The main objectives of the project are to conduct:

2.1 Organisational Culture Assessment: Organisational cultural assessment is meant to ascertain whether there are any behaviours and practices that inhibit the organisation from achieving its strategic objectives. The Service provider is expected to:

- Engage with leadership team and the whole organization to assess the current organisational culture.
- Identify cultural inhibitors.

- Compile and submit recommendations on organisational culture changes.

2.2 Organisational Culture Design: The thriving organisational culture in the organisation is considered as a basis against which the desired culture is designed from. Without understanding of the organization's current trajectory, the future cannot be determined. The service provider will be expected to:

- Design the University of Venda's desired culture to ensure that behaviors and practices are optimal for the achievement of the University's strategic objectives.
- Identify gaps between desired culture and current thriving culture.
- Assist the University to develop a plan to implement new culture.

2.3 Organisational Culture Alignment/ Transformation: The University will have to align the desired culture to the approved University strategy, ensuring that the right plans and processes are in place to support the implementation of the new culture. The Service Provider will assist the University through:

- 2.3.1** Facilitation of the implementation of desired culture.
- 2.3.2** Implementation of initiatives to embed the desired culture.
- 2.3.3** Facilitation of employee engagement.
- 2.3.4** Facilitation of organisational change management.
- 2.3.5** Develop mechanisms for reviewing the effectiveness of implemented culture.
- 2.3.6** Conduct Culture due diligence & integration.
- 2.3.7** Provide Organisational Culture Advisory services.

2.4 Measurement & Evaluation: The Service Provider should provide hard data to measure, support, and sustain our organisational culture work so all employees can understand how it impacts the people and performance.

2.5 Deliver a report that analyses the organisational culture findings and makes recommendations on strategies to sustain the Organisational Culture once defined and adopted. The report will form the basis for future organisational culture and climate surveys in the University of Venda.

SERVICE PROVIDER'S TERMS OF REFERENCE

It is the intention of UNIVEN to enter into a formal Service Level Agreement with the successful Service Provider(s) to provide the services described hereunder.

The Terms of Reference (ToR) would serve to guide the process of selecting and appointing a qualified service provider by ensuring a match between the specification requirements of the UNIVEN as an entity and the knowledge and experience of the service provider.

These ToRs and the service provider's proposal will form the basis of the service level agreement to be entered into between the parties.

Completion of Tender Documents

(i) The original tender document must be completed fully in black ink and signed by the authorised signatory to validate the tender. Declaration must be completed and signed by the authorised signatory and returned. Failure to do so will result in the disqualification of the tender.

(ii) Tender documents may not be retyped. Retyped documents will result in the disqualification of the tender.

(iii) The complete original tender document must be returned. Missing pages will result in the disqualification of the tender.

(iv) No unauthorised alteration of this set of tender documents will be allowed. Any unauthorised alteration will disqualify the tender automatically. Any ambiguity has to be cleared with the contact person for the tender before the tender closure.

BUSINESS INFORMATION	
Title (Prof./Dr/Mr/Mrs/Ms and Surname)	
Business Trading Name (as per CIPRO)	
Previous Name of Business (if Applicable)	
PHYSICAL ADDRESS OF THE BUSINESS	POSTAL ADDRESS OF BUSINESS
CONTACT DETAILS	
Office	
Mobile	
Accounts Department	
Business Email	
Business Registration Number	
Tax Number	
VAT (if applicable)	
Do you have any previous Univen Experience? If so, elaborate.	
Authorised Signature	

3. PROHIBITION OF RESTRICTIVE PRACTICES

3.1 In terms of section 4 (1) (b) (iii) of the Competition Act No. 89 of 1998, as amended, an agreement between, or concerted practice by, firms, or a decision by an association of firms, is prohibited if it is between parties in a horizontal relationship and if a bidder (s) is / are or a contractor(s) was / were involved in collusive bidding (or bid rigging).

3.2 If a bidder(s) or contractor(s), based on reasonable grounds or evidence obtained by the purchaser, has / have engaged in the restrictive practice referred to above, the purchaser may refer the matter to the Competition Commission for investigation and possible imposition of administrative penalties as contemplated in the Competition Act No. 89 of 1998.

3.3 If a bidder(s) or contractor(s), has / have been found guilty by the Competition Commission of the restrictive practice referred to above, the purchaser may, in addition and without prejudice to any other remedy provided for, invalidate the bid(s) for such item(s) offered, and / or terminate the contract in whole or part, and / or restrict the bidder(s) or contractor(s) from conducting business with the public sector for a period not exceeding ten (10) years and / or claim damages from the bidder(s) or contractor(s) concerned.

4. RIGHTS RESERVED

Bidders should take note that UNIVEN reserves the right to negotiate terms and conditions after the selection of the successful tender. UNIVEN reserves the right to accept any proposal submitted, or reject all proposals. UNIVEN may request clarification in writing on any aspect of a response to this invitation.

5. PARENT/SUBSIDIARY COMPANY

A Company shall be defined as a legal persona and tender documents submitted shall reflect those of the registered Company in terms of the Companies Act. A Subsidiary Company tendering shall not submit the Parent Company's information in terms of Company Registration, BBBEE certificate, SARS certificate and financial statements. All Directors of the tendering Company, all Members of the Close Corporation and partners in a Partnership or Joint Venture must enclose a certified copy of their Identity Document and proof of their share of ownership.

6. TAXES AND DUTIES

No contract shall be concluded with any bidder whose tax matters are not in order. Prior to the award of a bid SARS must have certified that the tax matters of the preferred bidder are in order, i.e. a valid tax Clearance Certificate.

7. DECLARATION OF INTEREST

The Tender document must include a signed declaration of interests.

8. CONSORTIUMS AND JOINT VENTURES

Only Consortiums and Joint Ventures legally formed and in existence for a minimum of three years will be considered

9. SUBMISSION OF FINANCIAL RECORDS

In terms of New Companies Act, Tenderer to submit Audited Financial Statements (AFS) most recent AFS not older than 12 months. Certain Companies may not require Audited Financial Statements such as Sole Traders, Partnerships and Close Corporations, as long they abide within the New Companies Act. On the 11 May 2011, the New Companies Act emphasised that Close Corporation inception after that date have to audit their AFS. The Audited Financial Statements are to be attested by a qualified Chartered Accountant (SA) by “expressing an audit opinion that the Company’s AFS are immaterial”.

10. VALIDITY PERIOD

Bids shall remain valid for 120 (one hundred and twenty) days after the tender closure date. During the validity window period of the tender, should the Tenderer withdraw this tender or is unable to meet contractual requirements, the University may exercise additional remedies available in its option, to withdraw or cancel the agreement.

11. ACCEPTANCE OR REJECTION OF A TENDER

The University reserves the right to withdraw any invitation to tender and/or to re-advertise or to reject any tender or to accept a part of it. The University does not bind itself to accepting the lowest tender or the tender scoring the highest points.

12. PRICES

Prices charged by the Service Provider for goods delivered and services performed under the contract shall not vary from the prices quoted in the bid document, with the exception of any price adjustments authorized or by the purchaser's request for bid validity extension, as the case may be.

13. PROMOTION OF ACCESS TO INFORMATION ACT 2 OF 2000

In relation to section 37 (1) (a) (b) and s9 (b) (i) of this Act, the Bidder shall not, without the purchaser's prior written consent, disclose the contract, or any provision thereof, or any specification, plan, drawing, pattern, sample, or information furnished by or on behalf of the purchaser in connection therewith, to any person other than a person employed by the supplier in the performance of the contract. Disclosure to any such employed person shall be made in confidence and shall extend only as far as may be necessary for purposes of such performance.

14. PROTECTION OF PERSONAL INFORMATION ACT, 2013

The successful Service Provider shall abide in the protection of personal information of the University of Venda. Privacy includes the right to protection against unlawful collection, retention, disseminating and use of personal information. The successful bidder shall have the right of privacy of this Act subject to justifiable limitation that are aimed at protecting other rights and important interest.

15. LEGITIMACY OF INFORMATION

Bidders declare information furnished in this tender to be precise, accurate and bonafide. In the event where a contract has been awarded on the strength of the information furnished by the bidder which, after the conclusion of the relevant agreement, is proved to have been incorrect, the University may, in addition to any other legal remedy it may have, recover from the contractor all costs, losses or damages incurred or sustained by the University as a result of the award of the contract.

16. LOBBYING AND CANVASSING

No lobbying and canvassing by tenderers in any form to staff member or student of the UNIVEN, for the purposes of influencing the evaluation process and awarding of the tender, will automatically disqualify the tenderer from the evaluation process and subsequent consideration.

17. NATURE OF SERVICE

The nature of service the University enters with the successful bidder is based on the price offered and accepted for the duration of the contract. In the event that prices increase due to external environmental factors such as Industry factors in relation to increase to International prices.

18. TERMS OF CONTRACT

The term of the contract will be for five (5) years, the contract will however be reviewed on an annual basis after an evaluation of the performance of the Service Provider has been undertaken by the University's Supply Chain Management. At the expiry of the contract, the contract may be extended by mutual agreement until the University invites tenderers to bid on the tender of this nature.

19. TERMS & CONDITIONS OF TENDER

1. The University reserves the right to reduce or increase the total quantity of items required in the tender.
2. The highest bidder would not necessarily have to be appointed by Univen and Univen as such reserves the right to appoint any or no one at all.
3. No sub-service providers/sub-contracting will be allowed.
4. The price should be vat inclusive at 15% and must be quoted in South African rands (ZAR)
5. The tender submitted must remain Valid for 120 days after closing date
6. All returnable documents must be in a separate file, clearly indexed and separated by marked sheets
7. Initials must be on all pages in the tender document
8. All proposals are to be sealed. No open proposal will be accepted
9. All proposals are to be clearly marked with the Project number and the name of the bidder
10. Each bidder to submit 2 files i.e. Tender Document and List of Returnable Documents (clearly separated by file dividers)
11. No tender will be considered after the closing date and time.
12. Tender Box will be opened in public straight after the closing time
13. The proposal shall be valid for a minimum of 4 months (120 days) calculated from the closing date.
14. Appointment as a successful bidder shall be subject to parties agreeing on mutually acceptable contractual terms and conditions.
15. In the event that parties are failing to reach an agreement, Univen reserves the right to appoint an alternative supplier.
16. No regret letters will be sent to unsuccessful bidders.
17. Any enquiry regarding this bid invitation and specification shall be submitted in writing to xhanti.benmazwi@univen.ac.za with tender number as reference or subject.
18. Enquiries shall only be entertained until 5 working days before the closing date of the tender.
19. All documentation submitted in response to this tender must be in English
20. Univen reserves the right to:
 - a. Extend the closing date through the same medium of communication used for invitation.

- b. Extend tender validity period before the expiry date of the original validity period. This will be done in writing to all bidders.
 - c. Verify any information contained in the tender proposal.
 - d. Request any further documentary proof regarding any declaration
 - e. Award this tender as a whole or in part.
 - f. Cancel or withdraw this tender as a whole or in part.
21. The contract will be reviewed annually based on performance where applicable.
 22. The Service Provider will be required to provide proof that he/she has the necessary expertise, experience and knowledge in the Human Resource industry.
 23. The University reserves the right to reduce or increase the total quantity of items required in the tender.
 24. The successful tenderer will be required to allow University personnel to carry out reference checks about his/her performance elsewhere before a tender is awarded.
 25. The highest bidder would not necessarily have to be appointed by Univen and Univen as such reserves the right to appoint any or no one at all.
 26. No sub-service providers/sub-contracting will be allowed.
 27. It will be expected that the prices will be competitive and comparable with similar enterprises.
 28. University shall not entertain enquiries 5 days before the closing date.

20 OVERVIEW

20.1 ADDITIONAL CONDITIONS

- 20.1.1 **All prices must be inclusive of VAT (15%) and quoted in South African rands (ZAR).**
- 20.1.2 All payments will be made in accordance with "General Conditions Regarding Offer".
- 20.1.3 This offer does not commit UNIVEN to pay any costs incurred in the negotiations, and to submit a price, technical, or other revisions of their proposals as may result from negotiations.
- 20.1.4 Proposals must remain open for a period of one hundred and twenty days (120) days from date of closure and may be accepted at any time during the said period of one hundred and twenty days (120) days.
- 20.1.5 The lowest or only offer would not necessary have to be accepted by UNIVEN and the institutions as such, reserves the right to accept any or no proposal at all.
- 20.1.6 **No faxed, electronic or late documents shall be accepted.**
- 20.1.7 **bidder must comply with the POPA ACT No. 4 OF 2013**

21 TECHNICAL SPECIFICATIONS

21. REQUEST FOR OFFER

UNIVEN Locations & Personnel

University of Venda
Mphephu Drive, Opposite Khoroni Hotel
Thohoyandou
0950

Hours of Operation

UNIVEN office hours: 08:00 – 16:30 Monday to Friday

21.1 CONTRACTUAL TERMS AND CONDITIONS

The duration of the contract will thus cover of three years for a Development and Implementation of Organisational Culture Transformation and Change Management.

21.2 INTRODUCTION

University of Venda (UNIVEN) wishes to procure services of:

21.2.1 A qualified Consultant to develop and implement Organisational Culture Transformation and Change Management

21.3 TENDER REQUIREMENTS

UNIVEN requires the following from the Service Provider:

21.4 Occupational Health Safety Act

The Service Provider shall accept liability in terms of Section 37 of the Occupational Health and Safety Act (No. 85 of 1993).

21.5 Liaison

- The Service Provider shall appoint a representative who shall work in close co-operation with the University's Project Manager to facilitate the flow of accounts, payments, information, solving of problems, etc. between the parties.
- The University shall likewise appoint a Project Manager to communicate with the Service Provider's representative on an on-going basis to monitor the standard and quality of the hygiene service provided and to attend to operational as well as technical problems in a positive manner
- The Service Provider's representative shall liaise with the University's Project Manager on a weekly basis and as required.

21.4.2 **Monitoring**

- The University has the final prerogative to declare that all the services rendered by the Service Provider conform to the specifications of the contract in terms of quality and process.
- Control sheets and management reports shall be submitted to the University monthly.

21.4.3 **Communication**

- The University shall communicate with the Service Provider on an on-going basis about routine issues and to monitor the standard and quality of the service rendered.
- The University shall also address operational and technical problems that may arise in consultation with the Service Provider.
- A Technical Forum with identified role players from the University and Service Provider will be held on at least a quarterly basis.
- Monthly and other ad hoc meetings will be held with the Service Provider and other stakeholders as determined by the University.

21.7 **QUESTIONNAIRE: ORGANISATIONAL FINANCIAL AND INFRASTRUCTURE CAPACITY OF THE BIDDER**

- | | |
|----|---|
| A. | The information requested will assist the University to evaluate the organisational and infrastructure capacity of the bidder to perform the specified requirements of this bid. |
| B. | The University reserves the right to carry out to verify the validity all or some of the information provided. |
| C. | The information provided in this section is therefore of critical importance. If, after careful consideration, the University is of the opinion that the bidder does not have the capacity, managerial/supervising skills to properly manage, perform and maintain the requirements of this bid, such a bid shall not be considered for acceptance. |
| D. | Bidders may furnish additional information in writing, and attach it to the last page of this section when submitting the bid. |
| E. | Where applicable the appropriate “YES” or “NO” block must be marked with an “X”. |

21.7.1 Contract duration

The appointed service provider shall be required to start immediately after signing the contract and provide the required services for a period of three(3) years with the option to extend the contract for a further two years, subject to annual review of service provider's performance

21.7.2 Total Number of Employees :

Designation	Number
Management	
Administration	
Supervisors	
Other	

Is the proposed bid price linked to the exchange rate? If yes, the bidder must ensure all prices are inclusive of South African rands and must provide contingency in fluctuations of exchange rate in the quoted price.	Yes	No

Payment will be linked to specified deliverables after such deliverables have been approved by Univen	Comply	Not Comply

Univen reserves the right to consider the guidelines on consultancy rates as set out in the National Treasury Instruction 03 of 2017/2018: Cost Containment Measures , where relevant. The bidder must indicate if their proposed rates are in line with the provisions of the referred National Treasury Instructions: Cost Containment Measures	Comply	Not Comply
Substantiate/Comments		

Does the Service Provider have the competency, resources and proven track record to carry this assignment of Developing and Implementation of Organisational Culture and Change Management	Yes	No

21.8 **SCOPE OF WORK**

This brief is for a Service Provider to develop change management strategy and deliver an Organisational Culture initiative that will assist the University to define its Organisational Culture and make recommendations on strategies to address identified gaps between the current organisational culture and the new culture. It is expected that the Service Provider will provide advice on the best research methodology to achieve the project objectives.

The project will include:

- i) Development of a comprehensive project plan for the project.
- ii) Familiarisation with the University's current organisational culture and recommendations for designing the desired culture.
- iii) Consultation with the University management team, staff and other stakeholders.
- iv) Development of organisational culture assessment methodologies.
- v) Definition of organisational culture for the University of Venda.

- vi) Delivery of the University's report of publishable quality that includes an executive summary of key findings, overview of the methodology, analysis of collected data, identification of current organisational culture, and recommendations on the desired culture and monitoring and evaluation.
- vii) Change management strategy that covers all aspects of organisational change that will be embedded in all key projects of the University.
- viii) Presentation of key findings of organisational culture assessment to key stakeholders
- ix) Design and printing of the final report.

21.8.1 Expected Outputs

a) Preparation/planning for the Organisational Culture Project:

A customised Organisational culture change plan clearly articulating the objectives of the project:

- i) The methodology outlining the activities of the project.
- ii) A detailed Project plan for the execution of the organisational culture project.
- iii) Stakeholder consultation matrix for the organisational culture Project.

b) Facilitation of the Organisational Culture Definition Process:

The service provider should be able to articulate the following processes on the plan:

- i) Determine requirements.
- ii) Assessment of current organisational culture.
- iii) Determine development needs and plan for training on organisational culture initiatives.

c) The output of the organisational culture definition should be a detailed report outlining key considerations based on findings on:

- i) The Organisational Culture definition process undertaken and key outcomes;
- ii) Strategic recommendations on organisational culture assessment findings for the University of Venda;
- iii) Strategic actionable points on the organisational culture recommendations for the University.
- iv) Strategic recommendations on placement deployment/re-deployment of employees based on the newly approved organisational strategy.

d) The Service Provider is expected to design the organisational culture definition process and to develop a project plan with time frames to it.

e) Expected results of the project:

- i) Facilitate the roll-out of the strategy by developing and implementing a change management strategy towards the roll-out of the strategy. Change management approach towards the implementation of the strategy.
- ii) The service provider to use a culture change approach to embed the strategy to the level of operationalization.
- iii) Service provider to use a business process reengineering to ensure that there is alignment of the strategy and organisational architecture or macro organisational structure that supports the strategy.
- iv) Organisational Change Management Strategy
- v) Organisational culture assessment report;
- vi) Organisational culture definition report based on engagements;
- vii) University of Venda's profiled culture analysis with identified gaps for development;
- viii) Overall report on the University of Venda's Organisational culture with M&E templates.

f) The Service Provider / Company must display the following:

21.8.2 Professional competence

Capability:

- i) Knowledge and experience: proven success in the field of change management and organisational culture covering survey research, collating and interpreting data, report writing and presentation of findings;
- ii) Availability for the full duration of contract;
- iii) Location, size and resources;
- iv) Ability to meet project timelines;

Include a company profile and describe your expertise and capacity to deliver the required project deliverables. Provide brief (1/2-page max.) synopses of the CVs of proposed consultants/personnel.

21.8.3. Past performance and current work

- i) Current and previous work, with emphasis on previous Higher education, public/not-for-profit sector experience;
- ii) Experience working with centralised and decentralised organisations;
- iii) Contactable references: include details of recent contactable clients.

21.8.4 Customer Service

The successful bidder must demonstrate high level of Industrial Psychology competence, communication skills, project management, customer centric service, decision making skills, leadership skills in driving the project and embrace cultural diversity within the Institution.

21.8.5 Innovation

Successful bidder shall demonstrate involvement in activities which involve the use of leading technologies and best practice that are relevant to this project. Briefly demonstrate your creativity in performing Culture Change (or similar jobs).

21.8.6 Compliance to conditions of contract

- i) The successful respondent will be required to execute a contract containing the University's Standard Agreement for the Provision of Services, supplied with this Request for Proposal.
- ii) The University of Venda shall not be under any legal obligation to accept a proposal unless and until a contract has been signed with the preferred successful respondent.
- iii) Respondents are required to indicate their compliance with the Government's Standard Agreement for the Provision of Services.
- iv) Respondents must provide full details of any areas of non-compliance with the standard contract by detailing the section number together with any amendments that would render the provision acceptable to the respondent.

The Service Provider key deliverables:

Phase 1: Align, Integrate Executive Management Committee (EMC) and develop a cultural transformation strategy

- i) Identify leadership style/skill that will ensure Univen adapts to changes in environment. Human Resource Management to provide a competency framework amongst other documents;
- ii) Analyse gaps and facilitate leadership competence proficiency through a coaching plan;
- iii) Assist executives to develop a core identity (one goal orientation/mindset);
- iv) Develop a team that collaborates in ensuring enterprise strategy implementation;
- v) Identify blockages that inhibit team performance and achievement. Implement interventions to manage and address the blockages;
- vi) Assist EMC to define an appropriate culture for Univen and prepare them to be custodian of the culture;
- vii) Review the leadership commitment statement to develop a behavioural code of conduct amongst the EMC members, and to ensure implementation thereof;
- viii) Review work done on cultural change in 2020 and develop strategy that EMC will use in changing organisational culture.

Phase 2: Execute the culture transformation strategy

- i) Facilitate discussions with employees regarding future state;
- ii) Create a plan to bring about the culture change (e.g. training, coaching and mentoring):
 - Reinforcement and embedding company values;
 - Co-create behaviours, attitudes and artefacts that are desired in future state;
 - How to deal with resistance?
 - How to monitor and evaluate?
 - What methodology do we use?
 - What are the time lines?
- iii) Transfer of skills within Human Resource Management, Champions and Managers

EVALUATION PROCESS

22. METHODOLOGY

The evaluation of proposals will be divided into two (2) phases:

Phase 1: Mandatory (Pre-qualification check)

The pre-qualification check requires verification of compliance with:

- Hurdle requirements as described in the proposal document;
- Mandatory documentation – whether all required documentation and/or certification have been included.

Note: No points are allocated to this phase; however, proposals that do not meet the pre-qualification requirements will not advance to the next phase of the evaluation process.

Phase 2: Evaluation of proposals based on *Functionality* and the BBBEE Preference point system as criteria:

This phase of the evaluation is conducted in two (2) stages – first *functionality* will be assessed and then in accordance with 80/20 preference point.

Stage 1: Evaluation of functionality

The evaluation criteria for functionality will take into account *quality, reliability, viability and durability* of all equipment as well as the Proposer's technical *capacity* and *ability* to execute and maintain a contract.

The evaluation criteria, weights, applicable values and/or minimum qualifying score for functionality will be made available to all attendees at the compulsory information session.

Note: No proposal will be considered further unless the *minimum qualifying score/percentage* for functionality has been achieved.

Stage 2: Evaluation in terms of the 80/20 preference point system

Only proposals that achieved the *minimum qualifying score/percentage* for functionality will be considered further in terms of the 80/20 preference point system.

The formulae to be utilized in calculating points scored for the preference point system will be made available to all attendees at the compulsory information session.

EVALUATION PROCESS (CONTINUED)

Step 1 will be the calculation of points for price where the lowest proposal will score 80 points for price, while proposals with higher prices will score lower points for price on a pro-rata basis.

The following formula will be utilized to calculate the points for price in respect of proposals with a Rand value below R50 000 000 (all applicable taxes included):

$$P_s = 80 \left(1 - \frac{P_t - P_{min}}{P_{min}} \right)$$

Where:

P_s = Points scored for comparative price of proposal or offer under consideration;

P_t = Comparative price of proposal or offer under consideration; and

P_{min} = Comparative price of lowest acceptable proposal or offer.

Step 2 will be the *calculation of points for the B-BBEE status level of contribution* where 20 points will be awarded to a proposer for attaining the B-BBEE status level of 1, and lower points will be awarded to proposer with lower B-BBEE status levels as per table below:

B-BBEE Status Level of Contributor	Number of Points
1	20
2	18
3	14
4	12
5	10
6	8
7	6
8	2
Non-compliant contributor	0

Note: *Non-compliant contributors* or failure to provide *certification* substantiating the B-BBEE status level of contribution will result in the Proposer being awarded zero (0) points for the preference point system.

EVALUATION PROCESS (CONTINUED)

23. CALCULATING THE FINAL SCORE

The points scored for *price* (step 1) will be added to the points scored for *B-BBEE status level of contribution* (step 2) to obtain the Proposer's total points scored out of 100.

- UNIVEN may request additional information, clarification or verification in respect of any information contained in or omitted from the proposal. This information will be requested in writing;
- UNIVEN may conduct a due diligence on any Supplier, which may include interviewing customer references or other activities to verify a Supplier's or other information and capabilities (Including visiting the Supplier's various premises and/or sites to verify certain stated information) and in this instances the Supplier will be obliged to provide UNIVEN with all necessary access and assistance;
- UNIVEN may shortlist Supplier and may request presentations from short-listed Supplier;
- UNIVEN may enforce whatever measures it considers necessary to ensure the confidentiality and integrity of the contents of the Proposal;
- UNIVEN will evaluate the Proposals with reference to UNIVEN set and approved evaluation criteria guided by the procurement policy as indicated. UNIVEN reserve the right to appoint a specialist/consultant to assist in performing such evaluations.

PHASE 1: PRE-QUALIFICATION / MANDATORY REQUIREMENTS

- UNIVEN has defined minimum pre-qualification/mandatory criteria listed in the table below that must be met by the Supplier in order for UNIVEN to accept an offer for evaluation.
- The pre-qualification evaluation will be carried out by UNIVEN is to determine which Proposer's responses are compliant or non-compliant with the proposal specifications/requirements issued by UNIVEN as part of the proposal process.
- Where there is failure to comply with the pre-qualification criteria and UNIVEN is for any reason unable to verify whether the pre-qualification criteria are fully complied with, the proposal will be disqualified.
- No points allocated for mandatory requirements. Suppliers not meeting these mandatory requirements will be disqualified from the evaluation process.

EVALUATION PROCESS (CONTINUED)

PRE-CHECKING OF DOCUMENTS :

24. MANDATORY SUBMISSIONS – STAGE

PLEASE COMPLETE THE TABLE BELOW AND ATTACH SUPPORTING DOCUMENTS

		Y/N	Office use only
1	Payment of Proposal Fees of R477.00 (incl. VAT) and proof of payment attached		
2	Valid Compensation for Occupational Injuries and Diseases Act (COIDA)		
3	Company Registration Certificate – CIPC		
4	Valid SARS Pin		
5	Signed JV Agreement (where applicable)		
6	Comprehensive Company Profile		
7	Valid Certified ID Copies of all Company Directors within 3 months old)		
8	Current Proof of Business Address (Provide lease agreement or municipal utility bill)		
9	Fully Initialled & Completed tender document pages		
10	Signed Declaration of Interest		
12	Bank Account Confirmation Letter		
13	Positive Written Reference Letter/s from previous/current clients		
14	Board Resolution: Certificate for authority for signature		
15	Audited Annual Financial Statement within 12 months (2019/2018)		
16	Completion of the Standard Bidding Forms (SBD 4, 8, 9)		

All relevant sections complete and signed and all pages of tender document initialled by authorized signatory. Proof attached that signatory is duly authorized to enter into contractual agreement with University of Venda on behalf of the organization

DECLARATION

I declare that all relevant documentations have been included with the bid document and all the tender conditions have been adhered to.

.....

Name

.....

Signature

.....

Date

.....

Capacity

.....

Name of Firm

EVALUATION PROCESS (CONTINUED)

1. SERVICE PROVIDERS

PHASE 2: FUNCTIONALITY AND BBBEE PREFERENCE POINT CRITERIA:

Stage 1: Functionality

In Stage 1 Supplier will be assessed in terms of experience in a similar environment, financial stability, operational capacity, and quality management standards. Only Suppliers scoring 70% and more will be considered for Stage 2;

* Functionality points will be scored and allocated by UNIVEN according to table below

FUNCTIONALITY ASSESSMENT CRITERIA	Weight	Score	Total
<u>Company Experience</u> The bidding company must have at least Five (5) years' experience in carrying out projects of the same scope/and or magnitude.	20		
Points will be allocated as follows: <ul style="list-style-type: none"> • 5 and more years of experience (20 points) • 3-4 years of experience (10 points) • 2 years of experience (5 points) 			
<u>Facilitators Experience</u> The bidder's proposed facilitators for both Phases (1-2) must have at least three (3) years' relevant experience in Change Management and Organisational Culture/ Development. The bidder must provide Comprehensive CV/Profile of the proposed facilitator; and the CV/profile and certified(within 3 months) qualifications must clearly highlight the facilitators' expertise and years of experience: Three (3) years and Change Management &	20		

Organisational Culture Facilitation.			
Points will be allocated as follows: <ul style="list-style-type: none"> Provision of Comprehensive CV with three (3) and more years of experience (20 points) One to two (1-2) years of experience (10 points) 			
<u>Methodology and Approach for Phase 1 & 2</u> The bidder must demonstrate thorough understanding of the objectives and deliverables of this project and propose a method and approach for both phases. The methodology should be in line with best practice methodologies in the market.	30		
Points will be allocated as follows: <ul style="list-style-type: none"> Excellent (30 points) Good (20)Points Satisfactory(10) Points Poor (00 points) 			
The bidder must provide a detailed project timeline with dates from the project inception to the project close out date (Project Turn Around Time)			
The bidder must have provide a project plan for Phase 1 & 2	30		
Points will be allocated as follows: <ul style="list-style-type: none"> 2 Years (30) points) 3 years (20) 4 Years (10) 			

Presentation Case Study:

Case Study: Demonstrate as to how to:

- i) promote cultural transformation to EMCs strategy document
- ii) deliver operational cultural transformation and change management to employees

PRICING SCHEDULE:**Phase 1: Align, integrate Executive Teams and develop a culture transformation strategy (1)**

Activity/Deliverables	Resource(s)	Rate/Hour per resource	Number of hours	Total cost (Vat inclusive)
Disbursements				
Sub-Total (1)				

Note: these are the deliverables highlighted in Phase 1 under scope of work

Phase 2: Execution of cultural transformation strategy (2)

Activity/Deliverables	Resource(s)	Rate/Hour per resource	Number of hours	Total cost (Vat inclusive)
Disbursements				
Sub-Total (2)				

Note: these are the deliverables highlighted in Phase 2 under scope of work

Executive Coaching (3)

Description	Year	Hours per Annum	Hourly rate (Vat inclusive)	Annual Cost (Vat inclusive)
Coaching	1			
	2			
	3			
Sub-Total (3)				

Total Bid Price:

Description	Amount VAT inclusive
Sub-Total (1)	
Sub-Total (2)	
Sub-Total (3)	
Total bid price (VAT inclusive)	

TOTAL IN RANDS(VAT INCLUSIVE)

4 DECLARATION OF INTEREST AS PER SBD4 REQUIREMENTS

4.1. Is the owner of the company a Departmental Official?

☐

Yes

☐

No

4.2. If Yes, was the approval of the employer obtained?

☐

Yes

☐

No

4.3. Are you, or any person connected with the service provider, aware of any relationship(family, friend, other) between any other person employed by the State who will be involved with the evaluation and or Adjudication of this bid?

☐

Yes

☐

No

4.4. If Yes Furnish particulars

.....
.....
.....

4.5. Do you or any of the directors/
Trustees/shareholders/members of the
Company have any interest in any other related
Companies whether or not they are bidding
For this contract?

☐

Yes

☐

No

4.6. If so furnish particulars.

.....

.....

.....

4.7. List full details of directors/trustees/members/ shareholders

Full Name	Identity Number	Personal Tax reference number	State employee Persal Number

I certify that the information furnished in Paragraph 4 above is correct and I accept that the state may reject the bid or act against me in terms of Paragraph 23 of the General Conditions of Contract should this declaration prove to be false.

5. DETAILS OF THE COMPANY

Registration CK No. _____

Company Name: _____

Compilers Name: _____

Signature : _____

Date : _____

SBD 4

DECLARATION OF INTEREST

1. Any legal person, including persons employed by the state¹, or persons having a kinship with persons employed by the state, including a blood relationship, may make an offer or offers in terms of this invitation to bid (includes an advertised competitive bid, a limited bid, a proposal or written price quotation). In view of possible allegations of favouritism, should the resulting bid, or part thereof, be awarded to persons employed by the state, or to persons connected with or related to them, it is required that the bidder or his/her authorised representative declare his/her position in relation to the evaluating/adjudicating authority where-
 - the bidder is employed by the state; and/or
 - the legal person on whose behalf the bidding document is signed, has a relationship with persons/a person who are/is involved in the evaluation and or adjudication of the bid(s), or where it is known that such a relationship exists between the person or persons for or on whose behalf the declarant acts and persons who are involved with the evaluation and or adjudication of the bid.
2. **In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.**
 - 2.1 Full Name of bidder or his or her representative:
 - 2.2 Identity Number:.....

- 2.3 Position occupied in the Company (director, trustee, shareholder², member):
.....
- 2.4 Registration number of company, enterprise, close corporation, partnership agreement or trust:
- 2.5 Tax Reference Number:
- 2.6 VAT Registration Number:
- 2.6.1 The names of all directors / trustees / shareholders / members, their individual identity numbers, tax reference numbers and, if applicable, employee / PERSAL numbers must be indicated in paragraph 3 below.

¹"State" means –

- (a) any national or provincial department, national or provincial public entity or constitutional institution within the meaning of the Public Finance Management Act, 1999 (Act No. 1 of 1999);
- (b) any municipality or municipal entity;
- (c) provincial legislature;
- (d) national Assembly or the national Council of provinces; or
- (e) Parliament.

²"Shareholder" means a person who owns shares in the company and is actively involved in the management of the enterprise or business and exercises control over the enterprise.

- 2.7 Are you or any person connected with the bidder **YES / NO**
presently employed by the state?

- 2.7.1 If so, furnish the following particulars:

Name of person / director / trustee / shareholder/ member:

Name of state institution at which you or the person
connected to the bidder is employed :

Position occupied in the state institution:

Any other particulars:

.....

.....

.....

2.7.2 If you are presently employed by the state, did you obtain the appropriate authority to undertake remunerative work outside employment in the public sector? **YES / NO**

2.7.2.1 If yes, did you attach proof of such authority to the bid document? **YES / NO**

(Note: Failure to submit proof of such authority, where applicable, may result in the disqualification of the bid.

2.7.2.2 If no, furnish reasons for non-submission of such proof:

.....

.....

.....

2.8 Did you or your spouse, or any of the company's directors / trustees / shareholders / members or their spouses conduct business with the state in the previous twelve months? **YES / NO**

2.8.1 If so, furnish particulars:

.....

.....
.....

2.9 Do you, or any person connected with the bidder, have **YES / NO**
any relationship (family, friend, other) with a person
employed by the state and who may be involved with
the evaluation and or adjudication of this bid?

2.9.1 If so, furnish particulars.

.....
.....
.....

2.10 Are you, or any person connected with the bidder, **YES/NO**
aware of any relationship (family, friend, other) between
any other bidder and any person employed by the state
who may be involved with the evaluation and or adjudication
of this bid?

2.10.1 If so, furnish particulars.

.....
.....
.....

2.11 Do you or any of the directors / trustees / shareholders / members **YES/NO**
of the company have any interest in any other related companies
whether or not they are bidding for this contract?

2.11.1 If so, furnish particulars:

.....

.....

.....

3 Full details of directors / trustees / members / shareholders.

Full Name	Identity Number	Personal Income Tax Reference Number	State Employee Number / Persal Number

4 **DECLARATION**

I, THE UNDERSIGNED (NAME).....

CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 2 and 3 ABOVE IS CORRECT.

**I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME SHOULD THIS DECLARATION
PROVE TO BE FALSE.**

.....

Signature

.....

Date

.....

Position

.....

Name of bidder

DECLARATION OF BIDDER'S PAST SUPPLY CHAIN MANAGEMENT PRACTICES

- 1 This Standard Bidding Document must form part of all bids invited.
- 2 It serves as a declaration to be used by institutions in ensuring that when goods and services are being procured, all reasonable steps are taken to combat the abuse of the supply chain management system.
- 3 The bid of any bidder may be disregarded if that bidder, or any of its directors have-
 - a. abused the institution's supply chain management system;
 - b. committed fraud or any other improper conduct in relation to such system; or
 - c. failed to perform on any previous contract.
- 4 **In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.**

Item	Question	Yes	No
4.1	Is the bidder or any of its directors listed on the National Treasury's Database of Restricted Suppliers as companies or persons prohibited from doing business with the public sector? (Companies or persons who are listed on this Database were informed in writing of this restriction by the Accounting Officer/Authority of the institution that imposed the restriction after the <i>audi alteram partem</i> rule was applied). The Database of Restricted Suppliers now resides on the National Treasury's website(www.treasury.gov.za) and can be accessed by clicking on its link at the bottom of the home page.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.1.1	If so, furnish particulars:		
4.2	Is the bidder or any of its directors listed on the Register for Tender Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004)? The Register for Tender Defaulters can be accessed on the National Treasury's website (www.treasury.gov.za) by clicking on its link at the bottom of the home page.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.2.1	If so, furnish particulars:		
4.3	Was the bidder or any of its directors convicted by a court of law (including a court outside of the Republic of South Africa) for fraud or corruption during the past five years?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.3.1	If so, furnish particulars:		

CERTIFICATE OF INDEPENDENT BID DETERMINATION

I, the undersigned, in submitting the accompanying bid:

(Bid Number and Description)

in response to the invitation for the bid made by:

(Name of Institution)

do hereby make the following statements that I certify to be true and complete in every respect:

I certify, on behalf of: _____ that:

(Name of Bidder)

1. I have read and I understand the contents of this Certificate;
2. I understand that the accompanying bid will be disqualified if this Certificate is found not to be true and complete in every respect;
3. I am authorized by the bidder to sign this Certificate, and to submit the accompanying bid, on behalf of the bidder;
4. Each person whose signature appears on the accompanying bid has been authorized by the bidder to determine the terms of, and to sign the bid, on behalf of the bidder;
5. For the purposes of this Certificate and the accompanying bid, I understand that the word "competitor" shall include any individual or organization, other than the bidder, whether or not affiliated with the bidder, who:

- (a) has been requested to submit a bid in response to this bid invitation;
- (b) could potentially submit a bid in response to this bid invitation, based on their qualifications, abilities or experience; and
- (c) provides the same goods and services as the bidder and/or is in the same line of business as the bidder

SBD 9

6. The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However communication between partners in a joint venture or consortium³ will not be construed as collusive bidding.
7. In particular, without limiting the generality of paragraphs 6 above, there has been no consultation, communication, agreement or arrangement with any competitor regarding:
 - (a) prices;
 - (b) geographical area where product or service will be rendered (market allocation)
 - (c) methods, factors or formulas used to calculate prices;
 - (d) the intention or decision to submit or not to submit, a bid;
 - (e) the submission of a bid which does not meet the specifications and conditions of the bid; or
 - (f) bidding with the intention not to win the bid.
8. In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications and conditions or delivery particulars of the products or services to which this bid invitation relates.
9. The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.

³ Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.

SBD 9

10. I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National

Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

.....

Signature

.....

Position

.....

Date

.....

Name of Bidder