

REQUEST FOR PROPOSALS: APPOINTMENT OF A SUITABLE SERVICE PROVIDER FOR THE ORGANISATIONAL STRUCTURE REVIEW SERVICES TO THE NHBRC FOR A PERIOD OF FIVE (05) MONTHS

RFP NO.: NHBRC 08/2020

CLOSING DATE: 05 FEBRUARY 2021

TIME: 11:00AM

COMPULSORY BRIEFING SESSION

DATE: 22 JANUARY 2021

TIME: 11:00AM

VENUE: NHBRC HEAD OFFICE, 27 LEEUWKOP ROAD

SUNNINGHILL JOHANNESBURG

1 TERMS AND CONDITIONS

This Request for Proposal (RFP) has been compiled by the NHBRC and it is made available to the Bidders on the following basis.

Bidders submitting a Bid in response to this RFP are deemed to do so, on the basis that they acknowledge and accept the terms and conditions set out below:

- 1.1 The Bidder must be registered on the National Treasury's Central Supplier Database ("the CSD") and ensure that, if it is successful, it remains so registered and further ensure that the information on the CSD is up-to-date for the duration of the contract.
- 1.2 The Bidder must ensure that it is tax compliant at the time of submitting its bid in response to this RFP, and if it is successful, it remains tax compliant for the duration of the contract. In this regard, the Bidder undertakes to provide the NHBRC with a Tax Clearance Certificate issued by the South African Revenue Services ("SARS") on an annual basis, confirming that it is tax compliant.
- 1.3 The NHBRC reserves the right to amend, modify or withdraw this RFP or amend, modify or terminate any of the procedures or requirements set out herein at any time (and from time to time), without prior notice and without liability to compensate or reimburse any person.
- 1.4 If the NHBRC amends this RFP, the amendment will be sent to each Bidder in writing or publicized as the case maybe. No oral amendments by any person will be considered or acknowledged.
- 1.5 The NHBRC reserves the right to carry out site inspections or call for supporting documentation in order to confirm any information provided by a Bidder in its RFP Bid.
- 1.6 This RFP is not intended to form the basis of a decision to enter into any transaction involving the NHBRC, and does not constitute an offer or recommendation to enter into such transaction, or an intention to enter into any legal relationship with any person.
- 1.7 A Bid submitted in response to this RFP will constitute a binding offer which will remain binding and irrevocable for a period of ninety (90) days from the date of submission to the NHBRC. The offer constituted by the Bid will be deemed not to have been accepted and no agreement will be deemed to be reached with any Bidder, unless and until a binding Agreement and other related transactions/documents are concluded between the NHBRC and the Preferred Bidder.
- 1.8 The distribution of this RFP outside the Republic of South Africa may be restricted or prohibited by the laws of other countries. Recipients of this RFP are advised to familiarize themselves with and comply with all such restrictions or prohibitions applicable in those jurisdictions, and neither the NHBRC, nor any of their respective directors, officers, employees, agents, representatives or advisors, accepts liability to any person for any damages arising out of or in connection with the breach of any restriction or provision outside the Republic of South Africa. Persons contemplating submitting a Bid are advised to obtain legal advice as to the possible consequences thereof in terms of the law of the jurisdictions in which they are located.
- 1.9 Recipients of this RFP document may only distribute it to other parties whom they wish to involve as part of their Bidder consortium in submitting a Bid.

- 1.10 Neither the NHBRC nor any of their respective directors, officers, employees, agents, representatives or advisors will assume any obligation for any costs or expenses incurred by any party in or associated with preparing or submitting a Bid in response to the RFP.
- 1.11 No entity may be involved, whether directly or indirectly, in more than one Bid in response to this RFP.
 Failure to comply with this requirement may, within the sole discretion of the NHBRC, result in disqualification of the relevant entity.
- 1.12 Any material change in the control and/or composition of any Bidder or any core member of a Bidder after submission of a Bid, shall require the prior written approval of the NHBRC, and any failure to seek such approval from the NHBRC shall result in the NHBRC being entitled, in its sole discretion, to disqualify the relevant Bidder from any further participation in the Bid process. The NHBRC shall be the sole arbiter as to what constitutes a "material change in the control and/or composition of any Bidder", and as to what constitutes a "core member of a Bidder" for purposes of such approval. Any request for such approval shall be made to the NHBRC's Supply Chain Management ("SCM") in writing and shall provide sufficient reasons and information to allow the NHBRC to make a decision. The NHBRC reserves the right to accept or reject any such request for approval at its sole discretion.
- 1.13 Briefing Session: There will be briefing session. The sharing of information and clarifications of issues related to this Bid, as given by the NHBRC will form part of this Bid and responses.
- 1.14 Any requirement set out in this RFP that stipulates the form and/or content of any aspect of a Bid, is stipulated for the sole benefit of the NHBRC, and save as expressly stated to the contrary, may be waived by the NHBRC in its sole discretion at any stage in the RFP process.
- 1.15 The NHBRC and its advisors shall rely on a Bid as being accurate and complete in relation to the information and proposals provided therein by the Bidders.
- 1.16 All Bids submitted to NHBRC will become the property of the NHBRC and will as such not be returned to the Bidder. The NHBRC will make all reasonable efforts to maintain proposals in confidence. Proprietary information should be identified as such in each proposal.
- 1.17 The Bid submitted by the bidder shall be considered irregular if they show any omissions, alteration of form, additions, or conditions not called for, or irregularities of any kind. However, the NHBRC reserves the right to waive any irregularities and to make award in the best interest of the company.
- 1.18 Bids must only be submitted on documentation provided by the NHBRC. Late, emailed, faxed and telegraphic bids will not be considered.
- 1.19 The NHBRC reserves the right to accept or reject the Proposal.
- 1.20 RFP's shall be rejected, among other reasons, where Bids are received after the closing date and time as specified in the RFP.
- 1.21 Potential service provider(s) shall be disqualified and their Bids not considered among other reasons, for any of the following specific reasons:
 - 1.21.1 If the SCM Mandatory Documents are not submitted and completed as per this RFP; and/or1.21.2 The Bid contains irregularities.
- 1.22 The NHBRC reserves the right to require that any bidder provide a formal presentation of its RFP at a date and time to be determined by the NHBRC. The NHBRC shall provide all instructions and clarification regarding the purpose and scope of the presentation. All expenses must be borne by the bidder.

- 1.23 All costs associated with the preparation and submission of the Bid is the responsibility of the Bidder.

 The costs shall not be chargeable to the NHBRC by successful or unsuccessful Bidder.
- 1.24 This document is released for the sole purpose of responding to this RFP and must be considered confidential. In addition, the use, reproduction or disclosure of the requirements, specifications or other material in this RFP is strictly prohibited.
- 1.25 All Bids must be formulated and submitted in accordance with the requirements of this RFP.

2 BACKGROUND

2.1 ABOUT THE NHBRC

- 2.1.1 The National Home Builders Registration Council (NHBRC) is a regulator established in terms of section 2 of the Housing Consumers Protection Measures Act 95 of 1998 ("the Act"). Section 3 of the Act provides that the objects of the NHBRC are to:
 - (a) represent the interests of housing consumers by providing warranty protection against defects in new homes;
 - (b) regulate the home building industry;
 - (c) provide protection to housing consumers in respect of the failure of home builders to comply with their obligations in terms of this Act;
 - (d) establish and to promote ethical and technical standards in the home building industry;
 - (e) improve structural quality in the interests of housing consumers and the home building industry;
 - (f) promote housing consumer rights and to provide housing consumer information;
 - (g) communicate with and to assist home builders to register in terms of this Act;
 - (h) assist home builders, through training and inspection, to achieve and to maintain satisfactory technical standards of home building;
 - (i) regulate insurers contemplated in section 23 (9) (a); and
 - (j) in particular, achieve the stated objects of this section in the subsidy housing sector.

3 NHBRC OFFICES

3.1.1 The NHBRC is a medium sized organization with a staff compliment of approximately 700 employees. The NHBRC's Head Office is located in Sunninghill, Gauteng, with nine (09) Provincial Offices of varying size and 12 Satellite Offices which are located in the following areas:

	NHBRC OFFICE LOCATIONS	#	NHBRC OFFICE LOCATIONS
1	Head Office, (Sunninghill)	13	Eastern Cape (East London) - Satellite
2	Gauteng (Sunninghill) – Provincial	14	Western Cape (George) - Satellite
3	Kwa-Zulu Natal(Durban) – Provincial	15	North West (Klerksdorp) - Satellite
4	Western Cape (Cape Town) - Provincial	16	Limpopo (Tzaneen) - Satellite
5	Eastern Cape (Port Elizabeth) – Provincial	17	Limpopo (Bela Bela) - Satellite
6	North West (Rustenburg) – Provincial	18	Mpumalanga (Witbank) - Satellite
7	Limpopo (Polokwane) – Provincial	19	Free State (Bethlehem) – Satellite
8	Mpumalanga (Nelspruit) – Provincial	20	North West (Mafikeng) – Satellite
9	Free State (Bloemfontein) – Provincial	21	Limpopo (Thulamela) – Satellite

	10	Northern Cape (Kimberly) - Provincial	22	Gauteng (Pretoria) – Satellite
Ī	11	Kwa-Zulu Natal (Newcastle) - Satellite	23	Eric Molobi Innovation Hub (Soshanguve)
	12	Kwa-Zulu Natal (Richards Bay) - Satellite		

4 INTRODUCTION

The National Home Builders Registration Council is mandated by the Housing Consumers Protection Measures Act, 1998 (Act No. 95 of 1998) to regulate the homebuilding industry and protect housing consumers. The NHBRC ensures that it delivers on its mandate by delivering on its products and services, and the key performance indicators that are contained in the organisational scorecard.

VISION

To be the Champion of the Housing Consumers.

MISSION

To Protect the Housing Consumers and to Regulate the Homebuilding Environment.

MOTTO

Assuring Quality Homes.

STRATEGY OF NHBRC

The strategy of the NHBRC is based on the following pillars:

- To ensure that housing consumers and home builders are educated on their rights and obligations.
- To entrench a culture of compliance through fair and efficient enforcement mechanisms
- To research and introduce innovative products, methods and technologies within the homebuilding industry.
- To maintain a sustainable warranty fund.

5 OBJECTIVE

- 5.1 The NHBRC's vision of being the champion for the housing consumer, should be achieved in an ever changing internal and external environment. Therefore, the organisation must be ready to detect, adapt, align and manage change so that it does not become a barrier to the achievement of the business objectives.
- 5.2 At the NHBRC, there are currently a number of projects in either planning or implementation phase that will have significant implications in the efficiency levels of the organisation. These projects contribute towards the improvement of customer service and ensuring the organisation's long-term sustainability.
- 5.3 The projects and initiatives that are currently in progress will incrementally introduce significant changes in the functioning of the organisation ultimately leading to:
 - 5.3.1 A revised NHBRC Business Model;
 - 5.3.2 Optimised NHBRC Business Processes;

- 5.3.3 New Organizational Culture (NHBRC Way); and
- 5.3.4 Modernised Technology Platforms and capabilities (Digital Services, digital & remote workplace, etc.)

6 SCOPE OF WORK

- 6.1 The NHBRC seeks to appoint an independent external service provider who is required to provide the following services:
 - 6.1.1 Review of the business of the NHBRC and advice on the most appropriate service delivery methodology in line with its value chain.
 - 6.1.2 Review the business of the NHBRC and determine the fit for purpose organisational structure in line with the Operating Model.
 - 6.1.3 Conduct an organisational design study within the NHBRC for all business units highlighting areas of strengths, improvements, weaknesses, risks and provide documented processes for all sections based on current operations and future operations based on the draft fit for purpose structure.
 - 6.1.4 Develop the draft organisational structure and business unit structures in accordance with organisational objectives, requirements and fit for purpose structure.
 - 6.1.5 Conduct organisational structure benchmarks with other schedule 3A entities for the purpose of organisational fit for purpose alignment and industry standard.
 - 6.1.6 Analyse the NHBRC's strategic plan and objectives and advise on the fit for purpose organizational structure.
 - 6.1.7 Identify key functions, skills and competencies required to meet organisational goals and service requirements at executive and management level.
 - 6.1.8 Advise the NHBRC on the decentralization of some its functions to the provincial offices.
 - 6.1.9 Conduct project awareness for six hundred and thirty (630) employees within the NHBRC for the purposes of understanding the project.
 - 6.1.10 To provide reports and present to relevant governance structures of the organisation.

7 PURPOSE OF THE BID

7.1 The purpose for the appointment of the service provider is to render services relating to organisational structure review, development of a new structure and conducting an organisational design study for the National Home Builders Registration Council (NHBRC).

8 IMPLEMENTATION PLAN

- 8.1 The service provider will be responsible for the initiation and execution of Organisational Structure Review project for the NHBRC.
- 8.2 The service provider must provide an approach for Organisational Structure Review project across NHBRC for the duration of the programme.

- 8.3 The service provider must provide high level roadmap for the integrated Organisational Structure Review and change management initiative across NHBRC for the duration of the programme.
- 8.4 The service provider must provide a detailed project implementation plan with clear deliverables and timelines of engagement.
- 8.5 The service provider must establish the relevant implementation governance structure to oversee the plan.

9 DURATION

- 9.1 The service provider and National Home Builders Registration Council (NHBRC) will enter into a Service Level Agreement on an effective date to be determined by the parties based on the scope of work to be delivered.
- 9.2 The duration of the service level agreement shall be undertaken for a period not exceeding five (05) months.

10 SERVICE PROVIDER RESPONSIBILITIES

- 10.1 As part of the service expectation the following key elements will be required to be addressed:
 - 10.1.1 Develop a detailed project plan and produce weekly and monthly project progress reports to the Project Manager including project related information as may be requested from time to time.
 - 10.1.2 Conduct analysis and engagement sessions or workshops on the organisational structure and identify the existing structure gaps with all relevant committees and employees as identified by the internal Project Manager including MANCO, EXCO, Council and Council sub-committees.
 - 10.1.3 Upon completion of each organisational design study conducted for the respective business units within the NHBRC, the appointed service provider shall provide the documented processes for the respective sections signed by the respective Executives and Managers of the business unit.
 - 10.1.4 Produce a proposed draft organisational structure and work study report for approval by the relevant governance structures.
 - 10.1.5 Service provider may be required to travel to other NHBRC regional offices if required.
 - 10.1.6 Service provider will be expected to deliver assigned tasks and duties as per the agreed timeframes.
 - 10.1.7 Establish Organisational Review capabilities to enable continuous support beyond the engagement period.
 - 10.1.8 Produce the progress monthly progress reports and the final closeout report with relevant recommendations.

11 FUNCTIONAL EVALUATION CRITERIA

11.1 The evaluation of the functional/technical detail of the proposal will be based on the following criteria:

Functional Factors	Criteria Description
1.Number of years	At least ten (10) years' experience providing Organisational Structure Review
rendering Organisational Structure Review	Services. Company profile must clearly indicate the number of years in
Services	business providing Organisational Structure Review Services.
2. Client reference letters	At least five (05) contactable references where Organisational Structure
	Review Services were successfully implemented.
3. Detailed Project Plan	The Bidder must provide a detailed project management plan with clear
	deliverables and timelines for the engagement period.
4. Qualifications of the	The Bidder must provide detailed qualifications of the Project Execution Team
team	relevant to the project.

Proposals with functional/technical points that are less than minimum threshold of 70 points will be eliminated from further evaluation.

12 ELIMINATION CRITERIA

12.1 Proposals that do not meet the stipulated conditions of the NHBRC will be eliminated.

13 REPORTING

- 13.1 The report format will be agreed upon between the service provider, NHBRC's Project Sponsor and Executive Manager Corporate Services.
- 13.2 The service provider shall provide monthly and quarterly reports to management.

14 TRACK RECORD

14.1 A complete list of the five (05) most recent projects that were successfully completed within Organisational Structure Review Services signed off by the accounting officer or his/her delegated official is required.

15 TECHNICAL DATA TO BE SUBMITED BY BIDDER

15.1 General Information

15.1.1 The NHBRC requires the Goods or Services of interested and competent organisations or companies that are experienced in Organisational Structure Review Services and the service provider is expected to provide proof of expertise.

- 15.2 Requisites of the Service Provider:
 - 15.2.1 A detailed proposal:
 - Understanding of terms of reference.
 - Team composition competencies (please attach CVs and indicate roles of individuals).
 - Quality Assurance measures (process and control).
 - Detailed Pricing Schedule (Annexure 1)
 - Summary of projects executed and completed.
- 15.3 Documents to be submitted:
 - 15.3.1 At least (05) projects the bidder has completed in the last five (05) years. The bidder must submit a summary of the projects in the format presented below:

Name of	Project	Project Period	Contract Value	Client Name	Client Contact
Project	Description	(Start date – End date)	(incl. VAT)		Tel

- 15.3.2 Expertise and experience of key personnel
- 15.3.3 The successful service provider will be required to provide the expertise, qualifications, and experience to successfully deliver the Organisational Structure Review exercise.
- 15.3.4 Suitably qualified and experienced technical personnel must be assigned to this project. Please complete a summary detail of the main Project Team in the format shown below:

NO		PROJEC	PROJECTS COMPLETED IN THE LAST FIVE (05) YEARS			
	Full Name	Role in Project	Current Academic Qualifications	Key Area of Specialization	Years of Experience in the industry	Professional Registration
1.						
2.						
3.						
4.						
5.						

^{*}Please attach recently (last 6 months) certified copies of academic qualifications.

Note, in addition please provide the following:

- CV for each of the project team members highlighting specific and relevant qualifications and experience.
- Key personnel may only be replaced by the personnel with similar expertise over the life of the contract and written permission must be obtained from the NHBRC.

16 TECHNICAL AND PRICE EVALUATION CRITERIA

- 16.1 In accordance with the NHBRC Supply Chain Management Policy, the bid evaluation process shall be carried out in three (03) stages namely:
 - 16.1.1 Stage 1: Compliance check of Mandatory Requirements;
 - 16.1.2 Stage 2: Functional Evaluation Criteria; and
 - 16.1.3 Stage 3: Price and Preference Points Evaluation.

16.2 Stage 1: Compliance check of Mandatory Requirements

All mandatory documents as per the SCM Mandatory Checklist in this RFP should be completed in full, signed and submitted with the Bidder's response to this RFP. Failure to comply with this requirement or submission of false, fraudulent or misleading information or documents will result in the disqualification of the Bidder or termination of the successful bidder's contract. In this regard, the NHBRC reserves its rights to take appropriate legal action.

	DOCUMENTS TO BE SUBMITTED				
No.	Plea	Please note; the items marked with an (X) are mandatory requirements and failure to meet Yes/No			
	the r	the requirements will result in your bid being disqualified.			
4		Valid B-BBEE Status Level or Copy/Sworn affidavit signed by the Commissioner of			
Oaths on the DTI template.		Oaths on the DTI template.			
2.	Х	SBD1 Invitation to bid, Make sure it is completed and signed.			

3.	Х	SBD 3.3 Pricing Schedule (Professional Services), Make sure it is completed.	
4.	Х	Annexure 1 Pricing schedule (including a detailed costing breakdown of all cost)	
5.	Х	SBD 4 Declaration of interest, Make sure it is completed and signed.	
6.	Х	SBD 6.1 Preference Claim Form should be completed and signed, regardless if points are claimed or not.	
7.	Х	SBD 8 Declaration of Bidder's Past Supply Chain Management Practices, Make sure it is completed and signed.	
8.	X	SBD 9 Certificate of Independent Bid Determination, Make sure it is completed and signed.	
9.		CSD/Central Supplier Database Report	
10.		General Conditions of the contract (GCC).	

Stage 2: Functionality in terms of the set technical evaluation criteria

Bids must fully comply with all the Mandatory Requirements for the **Stage 1: Compliance check of Mandatory Requirements** in order to qualify for **Stage 2: Functional Evaluation** and those bids which failed to comply with all the requirements of Stage 1 will be invalidated or disqualified from the process.

The Bidders information will be scored according to the following points systems: The following values and formulae will be applicable when evaluating the bid

Member score for criteria

X Weight per criteria = Total Score per criteria

Highest points for criteria

5=Excellent 4=Very good 3= Good 2= Average 1= Poor 0= Non-compliance

Item No	Evaluation Criteria	Description	Weight (%)
1.	Number of years providing Organisational Structure Review Services	At least ten (10) years' experience providing Organisational Structure Review Services.	10
		Bidder Experience:	
		0 Years' Experience = 0 Points	
		1-2 Years' Experience = 1 Points	
		3-4 Years' Experience = 2 Points	
		5 Years' Experience = 3 Points	
		6-7 Years' Experience = 4 Points	
		8-10 Years' Experience and more = 5 Points	
2.	Client Reference Letters	The service provider must provide five (05) positive written contactable references indicating the similar services rendered.	40

Item No	Evaluation Criteria	Description	Weight (%)
		The reference letters from the clients of a bidder must include: Company name Company letterhead Contact person and contact telephone numbers The letter must be signed by a duly authorised person	
		Bidders Reference Letters	
		0 Reference Letters = 0 Points	
		1 Reference Letters = 1 Point	
		2 Reference Letters = 2 Points	
		3 Reference Letters = 3 Points	
		4 Reference Letters = 4 Points	
		5 Reference Letters and more = 5 Points	
3.	Detailed Project Plan	The Bidder must provide detailed project implementation	10
		plan with clear deliverables and timelines for the period of	
		engagement.	
		A detailed Project Plan as outlined in 15.2 above:	
		Scoring:	
		Bidder failed to address all the points = 0 Points	
		Bidder addressed 1 out 5 items = 1 Point	
		Bidder addressed 2 out 5 items = 2 points	
		Bidder addressed 3 out 5 items = 3 Points	
		Bidder addressed 4 out 5 items = 4 Points	
		Bidder addressed 5 out 5 items and more = 5 Points	
4	Qualifications of the	The Bidder must provide NQF level 7 for all qualifications	40
	Team	of the Project Execution Team listed below:	
		Business Process Engineering	
		Organisational Design	
		Human Resource Management	
		Business Analyst	
		Change Management	
		Organisational / Industrial Psychology	
		 No specialist meets minimum requirements of qualification and experience = 0 Points At least one (1) specialist meets minimum requirements of qualification and experience = 1 Point At least two (2) specialists meets minimum requirements of qualification and experience = 2 Points 	

Item No	Evaluation Criteria	Description	Weight (%)
		 At least three (3) specialists meets minimum requirements of qualification and experience = 3 Points At least four (4) specialists meets minimum 	
		requirements of qualification and experience = 4 points • At least five (5) and more specialist meets minimum	
		requirements of qualification and experience = 5 Points	

The minimum threshold for functionality is 70 out of 100 points. Bidders who fail to meet minimum threshold will be disqualified and will not be evaluated further for price and preference points.

Stage 3: Price and Preference Points Evaluation

Only bids that obtained a minimum qualifying score (70 points) for Stage 2 (Functional Requirements) will be evaluated further.

The contract will be awarded in terms of Regulations 4 of the Preferential Procurement Regulations pertaining to the Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000) and Preferential Procurement Regulations, 2017 and bids will be adjudicated in terms of a (80/20) preference point system in terms of which points are awarded to bidders on the basis of:

80/20 Preference point system (for acquisition of services, works or goods with a Rand value not more than R 50 million) (all applicable taxes included)

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

Where:

Ps = Points scored for comparative price of bid or offer under consideration

Pt = Comparative price of bid or offer under consideration

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

The points scored will be rounded off to the nearest two decimal places.

The points will be awarded to a Bidder for attaining the B-BBEE status level of contribution in accordance with the table below:

BBBEE Level	80/20
Level 1	20
Level 2	18
Level 3	14
Level 4	12
Level 5	8
Level 6	6
Level 7	4
Level 8	2
Non-Compliant Contributor	0

The points scored for price will be added to the points scored for B-BBEE status level to obtain the Bidders total points scored out of 100 points.

17 RFP SUBMISSION INSTRUCTIONS

17.1 All RFP documents must be sealed in a clearly marked envelope and deposited into the tender box at the NHBRC HEAD OFFICE: 27 LEEUWKOP ROAD, SUNNINGHILL, JOHANNESBURG

18 AVAILABILIT OF THE RFP DOCUMENT

- 18.1 Bid documents can be downloaded on the NHBRC Website (<u>www.nhbrc.org.za/current-tenders</u>) from the **15 January 2021.**
- 18.2 There will be a compulsory briefing session that will be held on the **22 January 2021 at 11h00** at the NHBRC HEAD OFFICE: 27 LEEUWKOP ROAD, SUNNINGHILL, JOHANNESBURG

19 RFP CLOSING DATE

- 19.1 Bid documents should be marked for Attention: Supply Chain Manager and deposited into the Bid boxes at the NHBRC National Office, 27 Leeuwkop Road, Sunninghill on or before the **05 February 2021 at 11h00.** No emailed or faxed bids will be accepted. The bid document should be supplied in a sealed envelope and clearly marked (**Copy or Original**) with the bid number and the full name of the service provider.
- 19.2 No late submissions will be accepted.

20 VALIDITY PERIOD OF BIDS

20.1 All bids submitted by the bidders must be valid for a period of 90 days from the closing date specified above.

21 ENQUIRIES SHOULD BE DIRECTED TO BOTH:

21.1 The administrative enquiries may be directed to:

Department: Supply Chain Management

Contact Person: Ms.Paballo Relela, Mr.Bernard Kekana

E-mail address: Tenders@nhbrc.org.za

22 SUBMISSIONS OF PROPOSALS

22.1 Submission of bid MUST include **one** (01) original and **three** (03) copies of the proposals in a clearly marked (**Copy or Original**) envelope and deposited into the Bid box.

22.2 All costs and expenses incurred by the Bidder relating to the participation in, and preparation of this proposal process shall be borne by the Bidder exclusively. All documentation and manuals submitted in respect of this RFP shall be retained by NHBRC, whether or not the proposal is accepted.

ANNEXURE 1: PRICING SCHEDULE FOR A PERIOD OF FIVE MONTHS (prices must include disbursements)

NO.	PHASE	TOTAL COST (INCL. VAT)
1.	Organisational Review (As-Is)	
	Total Costs	
2.	Organisational Structure Development	
	Total Costs	
3.	Reporting	
	Total Costs	
GRAND TOTAL		