

**BID NO PIC014/2019**

**INVITATION FOR SERVICE PROVIDERS TO FACILITATE AND IMPLEMENT  
RELATIONSHIP BY OBJECTIVES (RBO) INTERVENTION.**

Closing Date : 14 February 2020

Place of Submission : Public Investment Corporation

Menlyn Maine Central Square

Corner Aramist Avenue & Corobay Avenue

Waterkloof Glen Extension 2

Pretoria, South Africa

Compulsory Briefing session: 14 January 2020, 11:00

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Validity period: 120 days from date of closing

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## 1 DEFINITIONS AND ABBREVIATIONS

**B-BBEE** means black broad-based economic empowerment

**B-BBEE Status Level** of contributor means the B-BBEE status received by a measured entity based on its overall performance using the relevant scorecard contained in the Codes of good practice on Black Economic Empowerment, issues in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act.

**Bid** means a written offer in a prescribed or stipulated form in response to an invitation by PIC for the provision of goods and services, through price quotations, advertised competitive tendering processes or proposals

**Broad Based Black Economic Empowerment Act** means the Broad Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003).

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

**Contract** means the agreement that results for the acceptance of a bid by PIC

**Functionality** means the measurement according to predetermined norms, as set out in the bid documents, of a service or commodity that is designed to be practical and useful, working or operating, taking into account among other factors, the quality, reliability, viability and durability of a service and the technical capacity and ability of a bidder.

**Management** means an activity inclusive of control and performed on a daily basis, by any person who is a principal executive officer of the company, by whatever name that person may be designated, and whether or not that person is a director

**Ownership** means the percentage ownership and control, exercised by individuals within an enterprise.

**Validity Period:** Time it will take to finalise the adjudication process from the closing date to the adjudication of the bid.

**PPPFA** means the Preferential Procurement Policy Framework Act

**SANAS** means South African National Accreditation System

## **2 INTRODUCTION**

The Public Investment Corporation (PIC) is the investment arm of the government which has various public sector clients, the biggest being the Government Employees Pension Fund (GEPF). The PIC is empowered by its clients' mandates to invest funds on their behalf in various asset classes with an objective to get good returns, while it simultaneously advances the developmental investment agenda. The PIC also has a presence in some countries outside South Africa which are on the African continent and it competes with the best in the world.

## **3 OBJECTIVE AND SCOPE OF WORK**

The PIC recognise and values the importance of employees' level of engagement and the promotion of a conducive working environment as such, there is an urgent need to embark on an intervention to strengthen relationships and enhance morale in the workplace. It is from this perspective that the PIC seek to appoint a service provider to facilitate the implementation of Relationship Building by Objectives (RBO), with following objectives;

- Identify, investigate and analyses the root causes of the current PIC organisational climate;
- Determine the employees shared perceptions of the working environment and Identify factors that enhance or inhibit employee commitment and satisfaction;
- Evaluate the effectiveness of Human Capital interventions including but not limited to Performance Management, PIC performance moderation and appeals processes, Remuneration and Rewards, management of employee relations processes and provide recommendations for implementation;
- Evaluate PIC core values alignment with leadership and management practices;
- Assist in facilitating dispute resolution methodology that seeks amongst others, to resolve disputes effectively and improve effective working relationships as well as resolution of employee historical issues, grievances and healing process for closure;
- Providing a platform to create an enabling environment where PIC leadership, management and general employees are able to highlight concerns in respect of the working relationship;

- Holistic and effective conflict management as well as change management solutions for the Public Investment Corporation;
- Facilitate the development of a practical action plan in addressing the identified challenges and the road map to sustain positive relationship in the workplace as well as culture change within the PIC;

#### **4 EVALUATION CRITERIA FOR RELATIONSHIP BY OBJECTIVES INTERVENTION**

Proposals will be evaluated in the following three Phases:

- **Phase 1:** Compliance with administrative requirements
- **Phase 2:** Evaluation of proposals in terms of functionality (Presentations: Shortlisted bidders may be requested to present their proposals to the evaluation committee.
- **Phase 3:** Price and B-BBEE Evaluation

##### ***PHASE 1***

#### **4.1 Administrative requirements**

- **The bidder must comply with the following requirements to proceed to the next stage of evaluation: -**

##### **Submission of:**

- A valid and original Tax Clearance Certificate/Valid Tax Pin Number.
- BBBEE status level certificate –Accredited by SANAS (If no BEE certificate is submitted/or BEE certificate submitted is not valid, no points will be allocated for BEE).
- EME's and QSE's (51% Black ownership) –sworn Affidavit
- Signed and completed declaration of interest document
- Signed and completed SBD 1 – Invitation to Bid document
- Signed and completed Company Information document
- Latest audited Financial statements
- Completed and signed Company Information document and submission of all the required documentation as stipulated in the company information document
- Acceptance of the conditions as stipulated in the bid document by signing the documents.

- All documents should be indexed, clearly marked with bid number.
- Technical and administrative requirements 1 original and 4 copies. . Documents must be binded.
- The CSD (Central Supplier Database) is a single source of all supplier information for all spheres of government and all suppliers engaging with the PIC should be registered on the CSD. Kindly enclose your CSD registration number.

## PHASE 2

### 4.2 Functionality

- **All Bidders who meet the above administrative requirements will then proceed to be evaluated in terms of Functionality:**

Criteria	Requirements from service providers	Weighting
<b>Company Experience</b>	<ul style="list-style-type: none"> <li>• Brief history of company and overview of services provided</li> </ul>	10%
<b>Methodology and Approach</b>	<ul style="list-style-type: none"> <li>• Bidders to provide a detailed approach, methodology and process to meet the PIC requirements as outlined in the scope of work.</li> <li>• Demonstrate turnaround time and strategy in terms of facilitating Relationship by Objectives (RBO) and Change Management interventions. (Include proposed project plan with clear milestones)</li> </ul>	40%
<b>Experience of the Team</b>	<p>Team member/s must have the following (CV's/Profiles)</p> <ul style="list-style-type: none"> <li>• In possession of a Master's Degree or equivalent in Behavioral Sciences/Organisational Development/ Labour Relations or related qualification in Management; change programmes.</li> <li>• The lead Facilitator must have a minimum of ten years in facilitating and implementation of Relationship by Objectives (RBO)</li> </ul>	40%

	<p>interventions including organisational and culture change projects.</p> <ul style="list-style-type: none"> <li>• Demonstrate experience in facilitating and implementing the RBO and change related interventions in a unionised environment; (References)</li> <li>• Demonstrate experience in interacting at Executive and Board of directors level. (References)</li> </ul>	
<b>Relevant verifiable references</b>	<ul style="list-style-type: none"> <li>• The service provider must provide detailed proof of performing similar assignments in the past.</li> <li>• Each bidder must provide contactable and detailed information for a minimum of three (3) assignments that are similar in nature to that contemplated in this RFP. The detailed information for must include the following: <ul style="list-style-type: none"> <li>-The name of the entity for which the services were provided</li> <li>-The contact person and designation</li> <li>-Address and contact number of the designated person</li> <li>-A short narrative describing the project</li> <li>-Reference letter from client confirming the services provided</li> </ul> </li> </ul>	10%
<b>Total</b>		<b>100</b>
<b>Minimum Threshold</b>		<b>70</b>

### **PHASE 3- BBB-EE Credentials**

Points will also be awarded based to a bidder for attaining their B-BBEE status level of contributor in accordance with the table below:

B-BBEE Status Level of Contributor	Number of points 20
1	20
2	18
3	14



4	12
5	8
6	6
7	4
8	2

**Ownership:**

Indicate percentage of Black ownership

\_\_\_\_\_ %

Indicate a percentage of black executive management

\_\_\_\_\_ %

List of Shareholders

Name	ID No	SA Citizen	Race	Gender	Share holding %


**Ownership:**

Indicate percentage of Black ownership

\_\_\_\_\_ %

Indicate a percentage of black executive management

\_\_\_\_\_ %

**5 CONDITIONS**

The PIC reserve the right to conduct presentations with bidders who pass the 70 functionality points.

**5.1 NON- COMMITMENT**

Public Investment Corporation (PIC) reserves the right to withdraw or amend these terms of reference by notice in writing to all parties who have received the terms of reference prior to the closing date.

The cost of preparing of bids will not be reimbursed.

## 5.2 REASONS FOR REJECTION

- PIC reserves the right to reject bids that are not according to specification/Terms of Reference. Bidders must clearly indicate compliance or non-compliance with specification/Terms of Reference.
- Bidders shall not contact PIC on any matter pertaining to their bid from the time the bids are closed to the time the bid has been adjudicated. Any effort by a bidder to influence the bid evaluation, bid comparisons or bid award decisions in any matter, may result in rejection of the bid concerned.
- PIC shall reject a submission if the bidder has committed a proven corrupt or fraudulent act in competing for a particular contract.

PIC may disregard any submission if that bidder, or any of its directors:

- Have abused the Supply Chain Management (SCM) system of any Government Department/ institution.
- Have committed proven fraud or any other improper conduct in relation to such system.
- Have failed to perform on any previous contract and the proof thereof exists.
- Is restricted from doing business with the public sector if such a supplier obtained preferences fraudulently or if such supplier failed to perform on a contract based on the specific goals.

## 5.3 CANCELLATION OF A BID

PIC may prior to the award of a bid, cancel a bid if:

- Due to changed circumstances, there is no longer a need for the goods or services requested;
- Funds are no longer available to cover the total envisaged expenditure
- No acceptable bids are received.

## 5.4 CLARIFICATIONS

Any clarification required by a bidder regarding the meaning or interpretation of the document, or any other aspect concerning the submission, is to be requested in writing e-mail to [tenders@pic.gov.za](mailto:tenders@pic.gov.za)

## 5.5 RECEIPT OF BIDS

The bid shall be submitted in a separate sealed envelope with the name and address

of the bidder, the bid number and title, the bid box number (where applicable), and the closing date indicated on the envelope. The envelope shall not contain documents relating to any bid other than that shown on the envelope.

Documents submitted on time by bidders shall not be returned and shall remain the property of the Public Investment Corporation (PIC).

#### **5.6 LATE BIDS**

Bids received late shall not be considered. A bid will be considered late if arrived only one second after 11:00 AM or any time thereafter. The tender box shall be locked at exactly 11:00 AM.

Bids received late shall be returned unopened. Bidders are therefore strongly advised to ensure that bids be despatched allowing enough time for any unforeseen events that may delay the delivery of the bid.

#### **5.7 PRESENTATIONS**

PIC may require presentations from short-listed bidders as part of the evaluation process.

#### **5.8 SERVICE LEVEL AGREEMENT**

The service level agreement will set out the administration processes, service levels and timelines.

## 6. INVITATION TO BID

<b>YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE PUBLIC INVESTMENT CORPORATION</b>					
BID NUMBER:	PIC014/2019	CLOSING DATE:	14 February 2020	CLOSING TIME:	11:00 AM
DESCRIPTION	<b>INVITATION FOR SERVICE PROVIDERS TO FACILITATE AND IMPLEMENT RELATIONSHIP BY OBJECTIVES (RBO) INTERVENTION.</b>				
<b>BID RESPONSE DOCUMENTS MAY BE DEPOSITED IN THE BID BOX SITUATED AT (STREET ADDRESS)</b>					
Menlyn Maine Central Square					
Corner Aramist Avenue & Corobay Avenue					
Waterkloof Glen Extension 2					
Tender Box is located on ground floor: Between ABSA and Woolworths					
<b>BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO</b>			<b>TECHNICAL ENQUIRIES MAY BE DIRECTED TO:</b>		
CONTACT PERSON		CONTACT PERSON			
TELEPHONE NUMBER		TELEPHONE NUMBER			
FACSIMILE NUMBER		FACSIMILE NUMBER			
E-MAIL ADDRESS		E-MAIL ADDRESS			
<b>SUPPLIER INFORMATION</b>					
NAME OF BIDDER					
POSTAL ADDRESS					
STREET ADDRESS					
TELEPHONE NUMBER	CODE		NUMBER		

CELLPHONE NUMBER				
FACSIMILE NUMBER	CODE		NUMBER	
E-MAIL ADDRESS				
VAT REGISTRATION NUMBER				
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:		OR	CENTRAL SUPPLIER DATABASE No: MAAA
B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE	TICK APPLICABLE BOX]  <input type="checkbox"/> Yes <input type="checkbox"/> No		B-BBEE STATUS LEVEL SWORN AFFIDAVIT	[TICK APPLICABLE BOX]  <input type="checkbox"/> Yes  <input type="checkbox"/> No
<b>[A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE/ SWORN AFFIDAVIT (FOR EMES &amp; QSEs) MUST BE SUBMITTED IN ORDER TO QUALIFY FOR PREFERENCE POINTS FOR B-BBEE]</b>				
5.8.1.1 ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES /WORKS OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No  [IF YES ENCLOSE PROOF]		5.8.1.2 ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No  [IF YES, ANSWER PART B:3]
<b>QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS</b>				
IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?			<input type="checkbox"/> YES <input type="checkbox"/> NO	

DOES THE ENTITY HAVE A BRANCH IN THE RSA?

YES

NO

DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?

YES  NO

DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA?

YES  NO

IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION?

YES  NO

**IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN IT IS NOT A REQUIREMENT TO REGISTER FOR A TAX COMPLIANCE STATUS SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 BELOW.**

## PART B TERMS AND CONDITIONS FOR BIDDING

**1. BID SUBMISSION:**

- 1.1. BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.
- 1.2. **ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED OR IN THE MANNER PRESCRIBED IN THE BID DOCUMENT.**
- 1.3. THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT, 2000 AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2017, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT.
- 1.4. **THE SUCCESSFUL BIDDER WILL BE REQUIRED TO SIGN A SERVICE LEVEL AGREEMENT.**

**2. TAX COMPLIANCE REQUIREMENTS**

- 2.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
- 2.2 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VERIFY THE TAXPAYER'S PROFILE AND TAX STATUS.
- 2.3 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) PIN MAY BE MADE VIA E-FILING THROUGH THE SARS WEBSITE WWW.SARS.GOV.ZA.
- 2.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID.
- 2.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER.
- 2.6 WHERE NO TCS IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.
- 2.7 NO BIDS WILL BE CONSIDERED FROM PERSONS IN THE SERVICE OF THE STATE, COMPANIES WITH DIRECTORS WHO ARE PERSONS IN THE SERVICE OF THE STATE, OR CLOSE CORPORATIONS WITH MEMBERS PERSONS IN THE SERVICE OF THE STATE."

**NB: FAILURE TO PROVIDE / OR COMPLY WITH ANY OF THE ABOVE PARTICULARS MAY RENDER THE BID INVALID.**

SIGNATURE OF BIDDER: .....

CAPACITY UNDER WHICH THIS BID IS SIGNED: .....

(Proof of authority must be submitted e.g. company resolution)

DATE: .....



## 6 DECLARATION OF INTEREST

1. Any legal person, including persons employed by the state<sup>1</sup>, 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 a price quotation, advertised competitive bid, limited bid or proposal). 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, shareholder<sup>2</sup>):  
.....

2.4 Company Registration Number:  
.....

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.

<sup>1</sup>“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.

<sup>2</sup>“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 attached 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 / **YES / NO**  
trustees / shareholders / members or their spouses conduct  
business with the state in the previous twelve months?

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/PIC  
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.**

<b>Full Name</b>	<b>Identity Number</b>	<b>Personal Tax Reference Number</b>	<b>State Employee Number / Personal Number</b>

**DECLARATION**

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

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

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



PUBLIC INVESTMENT  
CORPORATION®  
Est. 1911

.....

Signature

.....

Date

.....

Position

.....

Name of bidder

## 7. COMPANY INFORMATION

Please complete the following questionnaire:

**1. Company Name:**

**2. Other Trading Names:**

**3. Type of Organization: (Public Company ('Limited'), Private Company ('(Pty) Ltd'), Close Corporations ('cc'))**

**4. Physical and Postal Address of the Company:**




<b>Postal Code:</b>	<b>Postal Code:</b>

**5. Contact Details**

<b>Contact Name</b>	
<b>Contact Number</b>	
<b>Cell Number</b>	
<b>Email Address</b>	
<b>Alternative Contact</b>	
<b>Email Address</b>	
<b>Contact Number</b>	

**6. Company Information**

Average no. of employees:	
Average annual turnover:	
Type of Enterprise: (e.g. Generic, Qualifying small enterprise, Exempted Micro Enterprise)	
Industry in which the entity operates:	

**7. Banking Details**

Banker:	
Auditor:	
Year of Establishment:	
Registration number of entity:	
Sector:	

**\*A letter from your bank with a bank stamp or cancelled cheque must be submitted.**

**8. Tax Registration Details:**

Income Tax Reference Number:	
VAT Registration Number:	
PAYE Registration Number:	

**9. List of Shareholders:**

**\*ID Documents of the Board of directors/members, owners, shareholders or executive committee must be submitted.**

**\* CIPC Documents must be attached.**

## 8. DECLARATION

Bidder Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Designation: \_\_\_\_\_

I declare that:

- All information provided is true and correct
- The signatory of the bid document is duly authorised
- Documentary proof regarding any bid issue, will, when required be submitted to the satisfaction of the PIC

PIC will upon detecting that:

- The B-BBEE status level of contribution has been claimed or obtained on a fraudulent basis;
- Any of the conditions have not been fulfilled act against the bidder.

I understand that:

PIC may:

- Disqualify the bidder from the bidding process; and
- Recover all costs, losses and/or damages it has incurred or suffered as a result of the bidder's conduct.
- Cancel the contract and claim any damages which has been suffered as a result of having less favorable arrangements due to cancellation

- Restrict the bidder, its shareholders and directors or only shareholders and directors who acted on fraudulent basis, from obtaining business from any organ of state for a period not exceeding 10 years after audi alteram partem (hear the other side) rule has been applied; and
- Forward the matter for criminal prosecution

Thus signed and accepted on this \_\_\_\_\_<sup>st / nd / rd / th</sup> day of \_\_\_\_\_, 20\_\_\_\_ at  
\_\_\_\_\_:

Who warrants his / her authority hereto

For and on behalf of:

\_\_\_\_\_