

Compulsory Briefing Session Minutes
Tender: The appointment of a service provider for the development and implementation of the change management framework in alignment with the National Development Agency turnaround strategy over a period of 18 months (NDA11/CS06/24)
11 March 2024
Microsoft Teams
Time: 10h00

Attendees:

Ms Vuyelwa Hlangwana – BSC Member and Chairperson
 Mr Muzi Matsenjwa – Secretariat
 Dr Nthabiseng Kraai – BSC Member

Service Providers

NO.	ITEM	RESPONSIBLE	ATTACHMENTS
1.	PROCEDURAL MATTERS		
1.1	<p>Opening and Welcome Mr Muzi Matsenjwa opened the meeting, welcomed everybody present and explained the purpose of the meeting. The following were presented/ explained during the opening: This was a compulsory briefing session and that only service providers who attended the compulsory briefing session will be eligible for submitting bids.</p> <ul style="list-style-type: none"> • All bids must be physically submitted in the NDA tender box placed at the reception at the NDA National Office in Parktown • Bidders can participate in the opening of tenders where all the company names and their prices will be called out. • Service providers were requested to capture their details on the chat box as proof that they had attended the compulsory briefing session. • Suppliers were cautioned of the multiple attempts by scammers to solicit money from service providers by pretending to be NDA employees. As a result, service providers should not fall victim to this scam as no NDA member will request money related to any tender of the NDA. Seemingly the scammers get the names of service providers from the closing certificate once the tender has closed and published to the public on the website The cases have been reported to the SAPS. 	Muzi Matsenjwa	
2.	DISCUSSIONS		
2.1	<p>Presentation of the commercial part of TORs</p> <ul style="list-style-type: none"> • All received bids will be opened on the closing date and time. • All documents in section 18 (Mandatory documents) should be submitted as these are the first documents to be checked when the tender envelopes are opened for compliance purposes. All these • Service providers must submit a valid SARS tax clearance certificate or tax pin or CSD report or the SBD 1 must clearly state 	Muzi Matsenjwa	

NO.	ITEM	RESPONSIBLE	ATTACHMENTS
2.2	<p>the MAAA number so that the tax compliance matters can be ascertained.</p> <ul style="list-style-type: none"> • Signed agreements for joint ventures and/or consortium arrangements. • Company registration documents. • Resolution letter authorising the person signing the bid documents and contracts even if you are a sole trader. In most cases bids which are disqualified is because service providers fail to provide this letter The resolution letter must be on a company letterhead. • Completed and signed SBD documents. • Two-envelope system must be used for the submission of bids. Commercial envelope must contain price quotations and all mandatory documents in section 8. and • The technical envelope must contain all other requirements outlined from section 8 of the TORs. • Bids that are compliant with all the mandatory documents will then move to the next phase of evaluation, which is the technical evaluation and bid documents that do not comply with all the mandatory requirements outlined in section 18 will be disqualified and will not be evaluated further. • Bidders who score a minimum qualifying score of 70 on technical evaluation will proceed to the last phase of evaluation which is commercial evaluation. • The commercial evaluation will be based on the 80/20 preference points system in accordance with the PPPFA act, where 80 points will be attained in respect of price, 10 points will be awarded for enterprises owned by black people, 4 points for enterprises located in a specific rural/underdeveloped/township (should the required locality merely be a province, the full points will be applied to the province), 3 points for enterprises owned by black African women and 3 points for enterprises owned by black African youth. • The service provider who scores the highest number of points on price and specific goals. <p>He handed over to Ms Hlangwana who took everyone through the technical evaluation as follows: -</p> <p>Presentation of the objectives and key deliverables</p> <p>Ms. Vuyelwa Hlangwana went through the technical section of the TORs and highlighted the following: -</p> <ul style="list-style-type: none"> ▪ The title of the tender on the cover page under section 'Supplier envelope' refers to the Organisational Structure Tender and the Service Providers should use the correct Tender Title when labelling the tender documents to read: the appointment of a service provider for the development and implementation of the change management framework in alignment with the National Development Agency turnaround strategy over a period of 18 months. ▪ The NDA recently undertook a process to review the way it is structured and developed a turnaround strategy to position itself 	<p>Ms Vuyelwa Hlangwana</p>	

NO.	ITEM	RESPONSIBLE	ATTACHMENTS
	<p>better in terms of its mandate. The NDA found itself trapped in an organisational structure and operating model that had been questioned by stakeholders as ineffective and lacks impact on its mandate of contributing in eradication of poverty and its causes. The current model restricted the NDA to take its rightful position of being a “premier development agency” as recorded in its current mission.</p> <ul style="list-style-type: none"> ▪ The organisation went through a process of developing a turnaround strategy and five-year strategy and has been approved. The Organisation is in the early stages of implementation of the turnaround strategy. ▪ As a critical part of implementing the recommendations of the turnaround strategy, it is critical that we partner with a service providers to help us manage the transitioning process the NDA that we currently are to the NDA that has been identified to be optimal in delivering on the mandate. ▪ The NDA would like to partner with a service provider that will be able to do the following objectives of the project: - <ul style="list-style-type: none"> ○ Develop a comprehensive change management framework, strategy and plan to guide the NDA through the transition to its Turnaround strategy to ensure smooth implementation and transition of the change management strategy and minimizing disruptions to operations. ○ Keep employees informed of programme development at the right time and at the right level to create acceptance; ○ Ensure that the NDA Project team and employees are engaged and involved in the programme; ○ Understand the change impacts of the transformation process to support the development of the communications and support plans; ○ Create an awareness and understanding of the changes resulting from the programme by establishing a compelling case and rationale for the change; ○ Encourage input and foster feedback from key stakeholder groups; ○ Develop a change management communication plan. ○ Assess the overall success of the change initiative, identify and document lessons learnt and make recommendations. ○ Provide a roadmap, detailed project management plan and project charter for an integrated change management programme across the NDA for the duration of the project ○ Identification and alignment of internal existing and non-existing resources, processes, policies, systems and forums that will be the enablers of change; ○ Develop change metrics, and monitor and measure the change process using success metrics. ○ Support the EXCO and SMT in the development of a schedule for the roll-out of the transformation/transitional activities defining milestones, identifying critical actions and performance benchmarks. 		

NO.	ITEM	RESPONSIBLE	ATTACHMENTS
2.3	<ul style="list-style-type: none"> ○ Analyse the existing organisational culture to determine issues, motivational triggers, potential risks and strategies to effect culture change, and develop culture change strategies for the NDA. ▪ In a nutshell these are the requirements or objectives of the tender and it goes on to map the key deliverables of what is the output of what we are looking for from our partner in this process. ▪ The duration of the contract is 18 months, and the reason is because the partner needs to take the organization through the pre-change, during change and post-change of the change management exercise. ▪ The service provider should propose a framework or model that is should be customized to NDA's unique circumstances whether it is a combination of different models or if a particular model is proposed, that model or combination of those models be customized to meet certain requirements of the NDA. <p>Presentation of the technical evaluation criteria</p> <ul style="list-style-type: none"> ▪ The service provider must provide us with a project plan which clearly defines tasks, goals, milestones, team roles and responsibilities and 5 points will be allocated for that. ▪ In the methodology the service provider will have the description of the change management methodology with a roadmap which outlines a set of actions. The framework must define a vision, strategy, and plan which clearly <i>explains not define</i> a proposed response to each deliverable and for that, the service providers will get a maximum of 65 points which will be split as detailed below: <ul style="list-style-type: none"> ○ Environmental Scan and Situational Analysis Approach (SWOT analysis, cultural analysis, etc) = 10 points ○ Change management Model (e.g. ADKAR, Lewins, McKinsey 7-S, Nudge Theory etc) = 10 points ○ Risk Management approach - 5 points ○ Communications plan = 5 points ○ Stakeholder Engagement Plan = 5 points ○ Change Impact and Readiness Plan = 10 points ○ Training and Development Plan = 5 points ○ Resistance Management plan = 10 points ○ Sustainability Plan = 5 points ▪ The required project team's qualifications i.e. academic, professional certification and experience will be scored as follows: <ul style="list-style-type: none"> ○ A project leader with a minimum of an NQF level 9 (Master's Degree) and 5 years' experience in Business Management, Project Management, Business Modelling, Strategy Planning, Organisational Development or Design, Human Resource Management or any related field that is related to change management. ○ NQF Level 9 or higher in related fields = 2 points ○ Curriculum Vitae indicating experience = 2 points 	<p>Ms Vuyelwa Hlangwana</p>	

NO.	ITEM	RESPONSIBLE	ATTACHMENTS
	<ul style="list-style-type: none"> ○ A project lead must possess a professional project Management certification (e.g. Agile, PMBOK, PRINCE2, PMP etc) – 3 points for any of the Professional Project Management certification. ○ A project lead must possess a professional Change Management Certification (Prosci, CCMP etc) – 4 points for any of the Professional Change Management Certification ○ A minimum of two support team members with a minimum of NQF level 7 (bachelor’s degree/Advanced Diploma) and 5 years’ experience in Human Resource Management, Training and Development, Organisational design or any related field ○ 0 – 1 Team Member = 0 points ○ NQF Level 7 or higher in related fields for two (2) Team Members = 4 points ○ Curriculum Vitae for Two (2) Team Members both with minimum experience of 5 years in the related fields = 2 points each <p>NB: All certificates must be certified by the Commissioner of Oath = 4 points (certification should be within 06 months). Failure to submit certified proof of qualifications and certifications will not be considered and will result in a score of zero.</p> <p><u>NB: The NDA reserves the right to verify the validity of the certification. Should the leader/team member leave employment for any reason, a replacement must be of similar or higher qualifications.</u></p> <ul style="list-style-type: none"> ▪ Company experience in organisational change management services <ul style="list-style-type: none"> ○ Experience of the Company – The company should submit a company profile indicating a minimum of 3 years’ experience in the provision of Organisational change management services and that will score 5 points. <p>A score of zero will be allocated to company experience below 3 years.</p> <ul style="list-style-type: none"> ○ Client Reference Letters: - The company should provide a minimum of three reference letters of similar previous work rendered in the past five (5) years by the company/Bidder on Organisational Change Management Services <p><u>The reference letters from clients of a bidder must include:</u></p> <ul style="list-style-type: none"> • Client letterhead and dated. • The letter must indicate the scope and the duration of work carried out and the year the work was done. • Contact person and contact telephone numbers. • The letter must be signed by a duly authorised person. 		

NO.	ITEM	RESPONSIBLE	ATTACHMENTS
	<p>Reference letters not meeting the above criteria will not be considered.</p> <ul style="list-style-type: none"> • 0-2 Reference Letters = 0 Points • 3 Reference Letters and more = 6 Points <p>NB: The NDA reserves the right to verify the validity of the client's reference letters submitted.</p>		
3.	CLOSURE		
	Meeting adjourned at 11:10pm		

QUESTIONS & ANSWERS	
Questions from Service Providers	Responses from NDA
1. A big part of the change will be derived from the new business processes and potential new technology. Is there a parallel project that will be providing the change team with this input?	As part of the outcomes of the turnaround there are certain things that the turnaround strategy requires us as an organisation to do and we have these processes unfolding and will have service providers on board doing certain aspects of the turnaround strategy. We have also taken out a tender that speaks to the organisational structure. So, there will be those other processes that will impact the change management strategy framework and implementation thereof. There will be a requirement for collaboration with whichever other processes that will be unfolding that are seeking to achieve the implementation of the turnaround strategy. So yes, there would be other parallel processes and the requirement is that our change service provider would somehow be able to consolidate and guide the transition thereof.
2. Have you started implementing your turnaround strategy or already and how far are you in the process? And then when the change management organisation comes on board, or the partner where will that dipstick be so that we have an idea of where you at?	We are in the process and yes, we have started implementing the turnaround strategy in certain areas and other strategic planning processes are unfolding. We will be able to then provide the actual turnaround strategy itself, our five-year strategy and the APP so that bidders get a sense of where we are in the process.
3. Can you assist with the correct description of the tender that our colleagues shared, and have it typed on the chatbox?	The appointment of a service provider for the development and implementation of the change management framework in alignment with the National Development Agency turnaround strategy over a period of 18 months.

<p>4. As part of the turnaround strategy that is being designed and currently being implemented what were some of the initial challenges that the company was experiencing to initiate this turnaround strategy? On the implementation that you started already, are there some challenges or successes that you have seen thus far?</p>	<ul style="list-style-type: none"> • Regarding the implementation of the turnaround strategy, Yes, we have started implementing though still in early stages of implementation. The type of work that has commenced is more of the preparations where we can from a structuring point of view. Any change would have some challenges as you might be aware that change in any form can bring about anxiety to employees. • And I think we as an organisation will be able to Regarding the initial challenges experienced by the NDA, the issues are addressed in detail in our turnaround strategy document which will be shared with service providers to understand the status quo and the vision of the NDA. in the first part of the document the need that arose for us to go through this turnaround strategy. It was merely to address the performance of the organisation and to make sure that the organisation can perform with the constrained conditions that we find ourselves in, in terms of amongst other things the availability of resources. The turnaround strategy is anchored on community driven CSOs particularly co-operatives as indicated on the TORs that the gist of the CSO is the ability to uplift the standard of living of the broader community instead of only capital investors that rarely reside in the community, so we are changing the type of CSOs that we want to support. THE NDA 's new focus is to create sustainable communities.
<p>5. Do you have change capability currently in the organisation that will be supporting this initiative as well?</p>	<p>The change management process is largely managed and run from an HR perspective and that would be the basis of the support or the core of where the project would be managed. However, we will then obviously be looking at our leadership from the CEO's office to be sponsoring and leading the change in that respect. So, the capabilities or the support or the core management of the change management process from an administrative point of view would be from a human resources level and then obviously anchored from the office of the CEO as an organisational effort.</p>
<p>6. Firstly, your reference to a training plan is that training to enhance the change management capability internally to your HR team and beyond? secondly, have previous culture assessments or tools been used within the organisation? perhaps you could share with us what kind of tools are being used to assess the culture or have been used? And thirdly, is this engagement from the provider hybrid, remote or in-person?</p>	<ul style="list-style-type: none"> • The engagement is required and can be hybrid. However, there will be certain instances where the appointed service provider will be required to be on-site. There will be certain instances where and some instances where we will engage on virtual/electronic platform. Also of noting is that the NDA is a national government agency operating in all the nine provinces where we have physical offices in each province and National Office in Parktown. In some instances, there might be a need for an appointed service provider to physically go to the provincial offices.

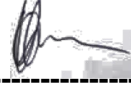
	<ul style="list-style-type: none"> • In terms of the culture, maybe the last time that the organisation embarked on the culture survey was around 2015, so we wouldn't want to rely a lot on the information from that process, but may consider looking at it. • Regarding the training plan, yes, it is aimed at capacitating the broader organisation on the process of change management and after having scanned the turnaround strategy document itself and there is an identification of a requirement to capacitate the organisation perhaps on the strategy itself. That is something we would require the service provider to do as well. Once having done that pre-evaluation at the beginning then and haven't gotten the information we would appreciate if the service provider would be able to do a training and development plan that addresses that, capacitating the HR team and the bigger organisation on the process of change kick providing capabilities and identifying any other form from a turnaround strategic perspective. Furthermore, what would be required from the organisation to reduce or manage the risk to resistance of whatever change that the strategy outlines for us.
<p>7. Are we limited to only two people for the support staff members in the project?</p>	<p>Two is a minimum requirement for the support team members. Service providers can have more than two however, when we are evaluating the functionality, we are only allocating points based on the two that you have provided to us not the 10 or 20 or any number more than two.</p>
<p>8. SBD form 1, 3.3, 4 and 6.1 are missing from the TORs.</p>	<p>In terms of responding and getting the right terms of reference with all attachments, service providers must go to the NDA's website and download the TORs and all the attachments. All the SBD forms are on the NDA website, on the tender section.</p>
<p>9. Can the copy of the recording be shared?</p>	<p>No, the recording is for internal purposes. We will capture the minutes, the questions that have been asked and their responses and publish them on our website.</p>
<p>10. Is there a preferred format you would require documents to be delivered in?</p>	<p>I don't think we want to be prescriptive we just want to be able to understand your proposals. We just need a thorough proposal preferably a typed Microsoft Word document since these are not electronic but rather binded hard copies.</p>

- Bidders were requested to be cautious of the closing date and time and ensure that their hard copy documents are properly bound and not stapled ensuring that no pages are missing.

SIGNED BY THE END USER AND SCM ON BEHALF OF BID SPECIFICATION COMMITTEE MEMBERS AS A TRUE REFLECTION OF THE CONTENT OF THE MEETING:



Mr Muzi Matsenjwa
SCM Unit 15th March 2024



15.03.2024

Ms Vuyelwa Hlangwana
End User – HR Unit