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ENGINEERING COUNCIL OF SOUTH AFRICA		 E C S A <small>ENGINEERING COUNCIL OF SOUTH AFRICA</small>
REQUEST FOR PROPOSAL (RFP) FOR THE APPOINTMENT OF A SUITABLY QUALIFIED SERVICE PROVIDER TO PROVIDE BUSINESS PROCESS RE-ENGINEERING SERVICES		
UNIQUE IDENTIFIER: ECSA/RFP02/2023	Date: 15 May 2023	

***(PRIVATE & CONFIDENTIAL)***

**REFERENCE NUMBER:** ECSA/RFP02/2023

**ISSUE DATE:** 15 May 2023

**SUBMISSION CLOSING/DUE DATE:** 05 June 2023 (Monday) Time: 12H00

**A VIRTUAL NON-COMPULSORY BRIEFING SESSION WILL BE HELD ON 23 MAY 2023 AT 12 PM. TO JOIN THE MEETING, PLEASE EMAIL YOUR NAME, COMPANY REPRESENTED, AND EMAIL ADDRESS TO [ECSA-TENDERS@ECSA.CO.ZA](mailto:ECSA-TENDERS@ECSA.CO.ZA) BEFORE 16:00 ON 19 MAY 2023.**

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**Terms of reference for the appointment of a service provider for the provision of business re-engineering services.**

**1. BACKGROUND**

The Engineering Council of South Africa (“ECSA”) is a statutory body established by section 2 of the Engineering Profession Act, Act 46 of 2000 (EPA). ECSA's primary role is the regulation of the engineering profession in terms of the EPA. Its core functions are the accreditation of engineering programs, registration of persons as professionals in specified categories, maintenance of registration through Continuing Professional Development (CPD) and the regulation of the conduct of registered persons.

**1.1. Our mandate**

ECSA operates within the ambit of the Built Environment Profession. ECSA is, therefore, a creature of statute, with its mandate anchored in the EPA. ECSA has a myriad of mandates embedded in the Act, which enables ECSA to, inter alia:

- i. Decide on any applications for registration by applicants;
- ii. Determine and impose fees and charges, including registration fees, application fees, annual fees and appeal fees;
- iii. Conduct accreditation visits to educational institutions and to grant, refuse and withdraw accreditations;
- iv. Establish mechanisms and minimum standards for registration.

**2. PURPOSE OF THE BID**

ECSA would like to invite suitable, qualified and competent service providers, to submit proposals to re-engineer its business.

To be considered for the final stage of bid evaluation, service provider must submit a complete response that substantially satisfies all of the requirements as stated

**3. CHECKLIST OF RETURNABLE DOCUMENTS AND ATTACHMENTS**

**Please adhere to the following instructions**

- i. Tick in the relevant block below, the documents and schedules that form part of your response.
- ii. Ensure that the documents are completed and signed where applicable.
- iii. Use the prescribed sequence in attaching the annexes that complete the Bid Document
- iv. Should all of these documents not be included or any part of the bid document not duly-completed, the bidder may be disqualified on the basis of non-compliance/ non-responsiveness.
- v. Please index and paginate your bid documentation.

Checklist- the bid / request for quotation returnable documents and attachments

<b>Item</b>	<b>Tick</b>
Invitation to Bid	
Company Profile	
CVs and proof of qualifications of the proposed team members	
Proposal incorporating requirements set out in paragraphs 6 and 7 below	
A valid BBBEE certificate issued in accordance with SANAS` requirements	
A valid tax clearance certificate	

The physical address of the firm, confirmation that the firm is registered by and the name(s) of resident partners	
Pricing Schedule – Firm Prices	
Bidder's Disclosure Form Declaration of Interest form	
Joint Venture Agreement in case of a Joint Venture	
Proof of banking	

#### 4. SCOPE OF THE PROJECT

The objective of this bid is to appoint a firm to provide business re-engineering services. ECSA is in the process of reviewing its processes, policies, and reinventing work practices to align with its strategy. This is an initiative to assess the status quo and close gaps, create new and better ways of working, and drive true innovative operations within the organization. This project also seeks to look into the overall value chain and business pillars across the organization i.e. people, processes, and technology in line with the strategy.

ECSA was certified with ISO 9001:2015 in 2022, however despite the certification many key documents (policies, procedures etc) in the organization are outdated and/or not available. This has severe implications for the compliance and governance culture within the organization. Additionally, ECSA currently uses various non-integrated systems.

The main objective of conducting a thorough business process reengineering (hereafter referred to as: BPR) is radical redesign and modernization of all business processes at ECSA, with the purpose of raising the business efficiency and effectiveness at all levels across the organisation. The task comprises a re-engineering of the ECSA core business functions, with a final goal of significant and measurable improvement and optimization of the ECSA business system.

The scope of the project will include assessments and reviews of the following in line with the organizational strategy:

- Current policies, procedures, processes, and internal controls.
- Technology systems

The bidder must benchmark with other regulatory bodies (best practice) and/or professional councils.

It is crucial to make the following paradigm shifts resulting in effective governance, efficient performance, targeted development outcomes, and transparent accountability mechanisms:

- Shift from function-oriented work performance to service-oriented performance.
- Shift from output-based assessment to well-defined outcome-based assessments.
- Shift from an ad-hoc disconnected view of performance information to an integrated data-driven view.

#### 4.1 EXPECTATIONS

##### Process assessments must include:

- Review of current processes' capability to deliver the expected value, and identify areas where processes are not delivering value to the business' intended outcome.
- Determine if current processes need to be redesigned or completely redefined, re-model processes so that there is delivery of value and support for company objectives.
- Confirm if current processes align with organizational long-term goals.
- Increase effectiveness by identifying the core functions as well as obsolete functions.

- Improve productivity through newer and more efficient processes.
- Identify, document, and advise on whether the manual processes are adding value, and advise on possible automation.
- Identify capability gaps and provide recommendations in terms of the current processes,
- Review all documentation and record approval processes.
- Develop policies, procedures, and processes.
- Identify steps that can be eliminated to fast-track the approval process.
- Identify manual tasks or activities that can be made easy with process automation.
- Develop a system map of current operations to provide an accurate picture of current operations and a road map to get to the digitalization of ECSA processes.
  - Identify process owners, managers, and users as per the policies.
  - Identify dependencies and efficient ways to respond to those dependencies.

**Technology Assessment should include:**

- Evaluation of the current technology systems in alignment with the company strategy.
- Using the business processes systems map to propose an organizational-wide ERP system/s to improve efficiencies.
- Consider current systems and advise on efficiencies.
- The proposed system should accommodate possible integrations with the Microsoft CRM systems database.
- Run a cost-benefit analysis of the various systems proposed to come up with a recommendation and an implementation roadmap that does not disrupt day-to-day business processes.

**The change management initiative support must:**

- Identify key training requirements for the implementation of agreed harmonized business processes that include consideration to linkage among various functional areas throughout the core business process.
- Assist ECSA representatives in all other aspects of the change management process within the organization.

## **4.2 KEY DELIVERABLES / EXPECTED RESULTS AND ACTIVITIES**

The key deliverables of the project will include:

- Detailed findings and recommendations report which should reflect the following covering deliverables indicated in 4.1 above
  - The AS-IS (In its present condition) snapshot of each line of service (Policies, Procedures, Processes and Technology) identifying the gaps,
  - Develop a change management plan.
  - Develop policies, Procedures and processes for gaps identified.
  - Future proposed business processes and the implementation approach thereof
  - Support the change management initiatives.
  - Recommended ERP system/s.
  - Cost-benefit analysis

## **5. CONTRACT DURATION**

The appointed service providers will be required to start immediately, after signing the contract. The envisaged contract period is for one (1) year.

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## 6. EVALUATION AND SELECTION CRITERIA

6.1 ECSA has set minimum standards that prospective suppliers must meet in order to be evaluated and selected as a successful supplier. The received proposals will be evaluated in different phases in order to arrive at the final phase of the award, and the phases will be as follows:

- 6.1.1 Administrative Criteria (Phase 1) - Prospective suppliers (s) must submit all required minimum and mandatory documents.
- 6.1.2 Technical Evaluation Criteria (Phase 2) - The proposed resource(s) must meet the mandatory requirements in each role as outlined;
- 6.1.3 Price and BBB-EE evaluation Criteria (Phase 3) - Prospective suppliers (s) will be evaluated out of one hundred (100) points during Technical Evaluations and the minimum threshold of sixty points (60) must be achieved.

## 7. MINIMUM ADMINISTRATIVE REQUIREMENTS – PHASES

### 7.1. Minimum Screening Requirements (Phase 1):

*Note: In this phase all proposals received will be verified for compliance and completeness of the submitted documents per the below set of mandatory requirements. Prospective suppliers who fail to comply with the below requirements will be eliminated and prospective suppliers who comply with the below will progress to the next phase of technical evaluation.*

- Bid forms must be properly received on the bid closing date and time specified on the invitation, fully completed, dated and signed in ink.
- Invitation to Bid (SBD 1) must be fully completed.
- Tax clearance certificate
- Submission of duly completed and signed Pricing Schedule (Professional Services – Annexure C ).
- Submission of duly completed SBD 4 (Bidder`s disclosure),
- Submission of duly completed Preference Claim Certificate (SBD 6.1), accompanied by the original or certified B-BBEE Status Level Verification Certificate as issued by SANAS accredited service providers.
- Proof of banking.

### 7.2 Mandatory Requirements (Phase 2):

*Note: Prospective suppliers who fail to comply with the below requirements will be eliminated and prospective suppliers who comply with the below will progress to the next phase of technical evaluation.*

- Submission of Company Profile - the firm`s profile shall inter alia include a short history of the firm`s practice and the areas of operations, if applicable and details of the firms` understanding of the requirement of this RFP.
- The controls in place to ensure that conflict of interest will be managed effectively and to the best interest of ECSA; and
- Any value-added services that the prospective supplier may be in a position to offer ECSA.
- Three (3) reference letters for which the firm has conducted business re-engineering process services in the past 4 years.
- CVs with proof of qualifications (and completed courses) of the lead experts as well as the proposed team members.

### 7.3 Technical evaluation point allocation (phase 2):

Only prospective supplier(s) that have met the Administrative Criteria in Phase 1 will be evaluated in Phase 2. Technical Evaluation will be out of 100 points.

Prospective supplier(s) that achieve a minimum threshold of 60 points out of 100 points for technical capabilities for each category will proceed to Phase 3.

The allocation of points for technical evaluation is set out in the Table below:

No	Description	Max Points
1	<p><b>Bidder's Experience:</b></p> <p>The bidder must have experience in the implementation and support of the organization transformation project i.e., the bidder must have provided lead services in Business Process Re-engineering, reviewing, and providing recommendations on business operations in all divisions/business units for organizations of similar or related size, industry, and complexity:</p> <p>Points will be allocated as follows:</p> <ul style="list-style-type: none"> <li>• Above 10 years = 15</li> <li>• 7-9 years = 10</li> <li>• 5-6 years = 5</li> <li>• 3-4 years = 2</li> <li>• below 3 years = 0</li> </ul>	15
2	<p><b>Project Team Lead/Manager and Project staff:</b></p> <p>The key members of the project team must have proven record of process assessments for organizations of similar nature or related size, industry and complexity. The proposed Project Manager must have previously managed and implemented at least five projects of this nature, the key project team members must have also worked on a project of similar scope and complexity within the last three years.</p> <p>Please submit CVs of the Project Team Lead/Manager, project team members who will be subject matter experts working on this project.</p> <p>Points will be allocated as follows:</p> <ul style="list-style-type: none"> <li>• Project team lead have worked on at least five projects of similar nature = 15</li> <li>• Project team lead have worked on at least three to four projects of similar nature= 10</li> <li>• Project team lead have worked on less than three projects of similar nature= 0</li> <li>• 80% or more project team members have worked on projects of a similar nature in organizations of a similar nature or related size in the last three years. = 15</li> <li>• 50% - 79% project team members have worked on projects of a similar nature in organizations of a similar nature or related size in the last three years = 10</li> <li>• If either the Project team lead or less than 50% project team members have never worked on projects of a similar nature = 0</li> </ul>	50
	<p><b>Methodology and Approach:</b></p> <p>The bidder must demonstrate an understanding of the project objectives, scope of work and deliverables.</p> <p>The bidder must provide the detailed project approach document clarifying the</p>	

3	<p>implementation approach and specify the below:</p> <ul style="list-style-type: none"> <li>• Work breakdown structure</li> <li>• Milestones</li> <li>• Duration</li> <li>• Resource allocation to tasks</li> <li>• Project phases</li> </ul> <p>Points will be allocated as follows:</p> <ul style="list-style-type: none"> <li>• Bidder demonstrates understanding of the project deliverables as set out above and provided a practical project plan and management strategies above expectation = 20</li> <li>• Bidder demonstrates limited understanding of the project deliverables and provided a practical project plan and management strategies = 10</li> <li>• Project approach not submitted = 0</li> </ul>	20
4	<p><b>Reference Letters:</b></p> <p>The bidder must provide reference letters from clients where they have executed the Business Re-engineering Projects. Signed letters must be on the client's letterhead and include a contactable telephone number and ECSA will contact these companies for reference. Letters must not be older than 5 years.</p> <p>Points will be allocated as follows:</p> <ul style="list-style-type: none"> <li>• 3 letters = 15</li> <li>• 2 letters = 10</li> <li>• 1 letter = 5</li> </ul> <p>NB: Reference checks may be conducted on any bidder.</p>	15
<b>TOTAL</b>		<b>100</b>

#### 7.4 PRICE AND B-BBEE EVALUATION (PHASE 3):

- **Stage 1 – Price Evaluation**
  - Prospective suppliers must clearly indicate their respective proposed tariffs on the pricing model attached as annexure C.
- **Stage 2 - B-BBEE Evaluation**
  - ECSA is committed to encouraging black economic empowerment through providing opportunities to historically disadvantaged individuals.
  - B-BBEE points may be allocated to prospective suppliers on submission of the following documentation or evidence:
    - A duly completed Preference Point Claim Form: Standard Bidding Document (SBD 6.1); and
    - A valid B-BBEE Certificate.

#### 8. LIABILITY

The successful prospective supplier shall be liable to ECSA for any direct damages and/or losses incurred by ECSA due to failure by the prospective supplier to perform its obligations in the manner required by the Service Level Agreement signed by the parties.

The successful prospective supplier shall further be liable to ECSA for all indirect and consequential or special damages and/or losses suffered by ECSA as a result of gross negligence, willful misconduct, a breach of confidentiality provisions stipulated in the signed Service Level Agreement between the parties, breach of applicable laws, infringement of a third party's intellectual property rights, or a criminal act committed by the prospective supplier or any



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employees of the prospective supplier .

## **9. PROSPECTIVE SUPPLIER'S OWN TERMS AND CONDITIONS OR BID QUALIFICATIONS**

This document contains the terms and conditions of this bid and prospective suppliers must not modify / qualify the specifications or come up with their own terms and conditions. ECSA reserves the right to disqualify a bid, which seeks to modify or depart from the specified conditions.

## **10. PREPARATION COSTS**

The prospective supplier will bear all its costs in preparing, submitting and presenting any response to this bid and all other costs incurred by it throughout the bid process. Furthermore, no statement in this bid will be construed as placing ECSA, its employees or agents under any obligation whatsoever, including in respect of costs, expenses or losses incurred by the prospective suppliers in the preparation of their response to this bid.

## **11. INDEMNITY**

If a prospective supplier breaches the conditions of this bid and, as a result of that breach, ECSA incurs costs or damages (including, without limitation, the cost of any investigations, procedural impairment, repetition of all or part of the bid process and/or enforcement of intellectual property rights or confidentiality obligations), then the prospective supplier indemnifies and holds ECSA harmless from any and all such costs which ECSA may incur and for any damages or losses ECSA may suffer.

## **12. LIMITATION OF LIABILITY**

A prospective supplier participates in this bid process entirely at its own risk and cost. ECSA shall not be liable to compensate a prospective supplier on any grounds whatsoever for any costs incurred or any damages suffered as a result of the prospective supplier's participation in this bid process.

## **13. TAX COMPLIANCE**

No bid shall be awarded to a prospective supplier whose tax affairs are not in order. ECSA reserves the right to withdraw an award made, or cancel a contract concluded with a successful prospective supplier in the event that it is established that such prospective supplier was in fact not tax compliant at the time of the award. ECSA further reserves the right to cancel a contract with a successful prospective supplier in the event that such prospective supplier does not remain tax compliant for the full term of the contract.

## **14. CONFIDENTIALITY**

Except as may be required by operation of law, by a court or by a regulatory authority having appropriate jurisdiction, no information contained in or relating to this bid or a prospective supplier's submission will be disclosed by any bidder or other person not officially involved with ECSA's examination and evaluation of a tender/ bid.

Throughout this bid process and thereafter, prospective suppliers must secure ECSA's written approval prior to the release of any information that pertains to (i) the potential work or activities to which this bid relates; or (ii) the process which follows this bid. Failure to adhere to this requirement may result in disqualification from the bid process and civil action.

No confidential information relating to the process of evaluating or adjudicating tenders or appointing a prospective supplier will be disclosed to a prospective supplier or any other person

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not officially involved with such process.

## **15. INTELLECTUAL PROPERTY**

ECSA retains ownership of all Intellectual Property rights in the bid/ tender information documents that form part of this RFP. Prospective suppliers will retain the Intellectual Property rights in their bid/ tender responses, but grant ECSA the right to make copies of, alter, modify or adapt their responses, or to do anything which in its sole discretion is necessary to do for reasons relating to the RFP process.

## **16. TERMS & CONDITIONS OF THE APPLICATION**

- ECSA reserves the right without furnishing any reasons whatsoever, to cancel, withdraw or re-advertise, or to appoint or not to appoint any of the Legal Service Provider.
- ECSA may request clarification or further information regarding any aspect of the prospective supplier. The prospective supplier must provide the requested information within forty-eight (48) hours after the request has been made; otherwise, the prospective supplier may be disqualified.
- The Bid and supporting documents shall be submitted strictly in accordance with the instructions given in these ToR's.
- All prices quoted must be VAT inclusive. ECSA will not provide upfront payments.

## **17. BID SUBMISSION**

The Bid/ proposal must be emailed to [ECSA-TENDERS@ECSA.CO.ZA](mailto:ECSA-TENDERS@ECSA.CO.ZA) by no later than **12H00** on **05 JUNE 2023**

- Do not send submissions to email addresses other than [ecsa-tenders@ecsa.co.za](mailto:ecsa-tenders@ecsa.co.za)
- The completed bid must be attached to the email, any text included in the body will not be evaluated.
- The email subject should clearly indicate the name of the service provider and the bid reference number. If amending a submission, the title of the email should also include the word amendment.
  - Example: Company ABC, ECSARFP02/2023 - BUSINESS PROCESS RE-ENGINEERING
  - Example: Company ABC , Amendment to ECSARFP02/2023 – BUSINESS PROCESS RE-ENGINEERING
- If the submission is larger than 20 MB, please zip the folder to reduce size, and or submit in parts referencing each submission accordingly.
- Where a response is not submitted at the time of the bid closing date, such submission will not be evaluated.
- Submissions must be made in PDF format only; no editable documents will be accepted.
- PDF documents submitted must not be protected.
- Failure to adhere to the above submission rules may lead to disqualification.

ECSA is entitled to amend any application condition, validity period, specification, or extend the return date of such an application before the closing date. All applicants, to whom the application documents have been issued, will be advised in writing of such amendment or of extensions, promptly.

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## **18. RETENTION OF APPLICATIONS**

All applications submitted shall become the property of ECSA. ECSA will make all reasonable efforts to maintain applications in confidence. Proprietary information should be identified in each application.

## **19. CANCELLATION AND RE-INVITATION OF BIDS**

The decision to cancel a bid will be published in the same media in which the original bid invitation was advertised.

## **20. VENDOR COMMUNICATIONS**

During the application period, communications between applicants and ECSA will only be in writing through email for any queries and questions. All communications, correspondence, documentation, manuals, applications, presentations, demonstrations etc., must be in English.

All questions concerning the Application must refer to the Application page number, section and paragraph. All questions and correspondence must only be directed to the authorized ECSA Application Representatives, listed below:

### **19.2.1 General Enquiries:**

Supply Chain Management: Ms. Nthabiseng Somoro  
Telephone number: (011) 607 9534  
Email address: [nthabiseng@ecsa.co.za](mailto:nthabiseng@ecsa.co.za)

### **19.2.2 For Technical Enquiries**

Quality and Risk Systems Specialist: Ms. Molatelo Mohale  
Telephone number: (011) 607 9520  
Email address: [molatelo@ecsa.co.za](mailto:molatelo@ecsa.co.za)

