

## **REQUEST FOR TENDER**

### **Terms of Reference for: Design, Facilitation, Monitoring and Evaluation of a Transformation Process for the Natural Science Collections Facility**

**Tender Number: SANBI: NSCF 312/2018**

#### **1. Introduction and background**

The Natural Science Collections Facility (NSCF) is one of the projects selected for implementation as part of the Department of Science & Technology (DST)'s South African Research Infrastructure Roadmap project. The DST has indicated that the Research Infrastructures will be funded on a medium to long term basis (15-20 years). The NSCF was initiated in 2017 and comprises a network of 16 institutions (universities, museums, science councils, see Appendix 1) that hold natural science collections, with a Co-ordinating Hub at the South African National Biodiversity Institute (SANBI). A common strategic and business plan, with shared aim, objectives and targets has been developed (Appendices 1 and 2). It was recognised during the development of these plans that change management and transformation would be critical enabling strategies required for the successful establishment of the NSCF and for the achievement of the objectives.

The establishment of the NSCF requires changing the current fragmented, isolated, largely inaccessible and individual-centred landscape to one of collaborative planning, implementation and reporting, with a national rather than institutional focus, and a policy of open access to the collections and data for research and decision-making, and for the provision of services. A commitment to focus on excellence and societal benefits of the collections is also required.

In addition to the changes mentioned above, there are many challenges associated with the range of institutions included which have different governance structures, histories, cultures, values and practices and that are scattered across South Africa. The NSCF could be categorised as an innovative but highly complex and dynamic organisation and this would need to be considered in the design of any facilitation process.

The need to re-contextualise the work and ethos of the institutions in an African and South African context will also need to be considered, especially in terms of approaches to research and outreach and communication, but also in terms of South Africa's history and the social injustices which persist.

The creation of a robust network will require that transformation in relation to the aspects outlined above becomes an integral part of the way in which every aspect of the NSCF's and the institutions' work is seen. The services of a highly specialised independent facilitation team for a series of workshops for the managers / leadership of institutions participating in the NSCF are required. The facilitators should have the capacity to work within complex organisational settings, and be able to tailor processes responsively, through an approach of reflective practice, and with the understanding of the paradigm of emergence in organisational development.

In order to track or monitor the process and to provide critical input for reflection, a specialised organization development evaluator is required to separately observe, assess and provide feedback on the impacts of the transformation processes that are being facilitated. The evaluator will also be

expected to provide detailed documentation on observations which could be valuable not only for future activities of the NSCF but also for other institutions with similar challenges.

A 30-month (2.5 year) contract is offered to Design, Facilitate, Monitor and Evaluate a Transformation Process for the NSCF.

## **2. Invitation for tender**

Tenders are hereby invited for the Design, Facilitation, and Monitoring and Evaluating of a Transformation Process for the Natural Science Collections Facility. The tender process will be co-ordinated by SANBI Supply Chain Management (SCM) section at the following address:

Deputy Director: Supply Chain Management (SCM).

The South African National Biodiversity Institute (SANBI)

Private Bag X101, Silverton, 0184

## **3. Tender specifications/ Scope of work**

SANBI requires the services of a highly specialised, consistent and independent (two person) facilitation team and a specialized organizational development evaluator to design, facilitate, monitor and assess a reflective and responsive transformation and change management process for the leadership/managers of the institutions participating in the NSCF, and the six Co-ordinating Hub staff (NSCF Lead, Project Manager, two Working Group Co-ordinators, Administration Officer and Data Quality Specialist).

The Service Provider team is required to meet the following requirements in terms of skills and experience:

- All team members to hold a tertiary level qualification;
- All team members have completed at least one training course or workshop in the following: facilitation, transformation, organizational design, organizational development, evaluation and monitoring processes;
- All team members have led at least one project working in a transformation context with an academic or research institution (either as facilitator or evaluator);
- At least one team member has developed a tailor-made transformation process to address the needs of an individual institution / organization / company;
- At least one team member has facilitated or led at least two projects dealing with organisational design / development;
- All team members with experience in writing reports relating to transformation processes.
- Facilitators and the evaluator must be willing to travel for workshops and meetings nationally as required, and must have a valid driver's license.

The following deliverables will be required for this contract:

For the Facilitators:

- Contracting or briefing sessions to be held with a reference group to discuss the environment and the expectations of the process and to finalise the details of the contract (2 days).
- A series of intensive workshops for 30 managers/leaders of the NSCF, including the Co-ordinating Hub staff. Eight three-day workshops are proposed, with a total of 24 days but it will be acceptable to reconfigure this arrangement, with the total number of days remaining constant.
- Briefing sessions to be held with the Co-ordinating Hub staff, potentially to align with the timing of the workshops (8 days).
- Brief (3-5 page) reports on process followed, responses and progress to be submitted after each workshop.
- A final report (8-10 pages).

For the evaluator:

- Contracting or briefing sessions to assess the status of the NSCF at the start of the process.

- Observation of components of the eight workshops, to feed into the workshop and final reports.
- Feedback and reflective sessions as part of the briefing sessions with the facilitators and Co-ordinating Hub staff and separately with the facilitators (8 days).
- Reports after each workshop that critically reflect on the process followed, impacts and responses and makes recommendations for future workshops / activities (5-10 pages).
- Final, detailed report that documents process and critically assess process and impacts and makes recommendations (20-30 pages).

The following broad deliverables and time required are anticipated and should be used as a basis for costing:

**Table 1: Proposed deliverables and time allocation to be used for costing purposes**

|                     | <b>Deliverables</b>                                                           | <b>Days per person</b> |
|---------------------|-------------------------------------------------------------------------------|------------------------|
| <b>Facilitators</b> |                                                                               |                        |
| 1.                  | Contracting / briefing sessions                                               | 2                      |
| 2.                  | 8 x 3 day workshops for managers                                              | 24                     |
| 3.                  | Workshop preparation time x 8                                                 | 16                     |
| 4.                  | Briefing sessions with Co-ordinating Hub staff                                | 8                      |
| 4.                  | Reports after workshops (8) and final report (1)                              | 12                     |
| 5                   | Implementation support and contingency                                        | 6                      |
|                     | <b>Total days required</b>                                                    | <b>68 days</b>         |
| <b>Evaluator</b>    |                                                                               |                        |
| 1.                  | Contracting / briefing sessions                                               | 2                      |
| 2.                  | Observations and documentation of workshops for managers<br>(2 days each x 8) | 16                     |
| 3.                  | Briefing sessions with facilitators and with Co-ordinating Hub staff          | 8                      |
| 4.                  | Post workshop reports (8) and final report (1)                                | 12                     |
| 5                   | Implementation support and contingency                                        | 4                      |
|                     | <b>Total days required</b>                                                    | <b>42 days</b>         |

It is anticipated that the scope of work represents 68 days of work per person, for two facilitators (total of 136 days), and 42 days of work for the evaluator over a 30 month period.

**Documents required:**

Tenders must include the following documentation (Failure to submit this required documentation WILL lead to disqualification):

- A copy of the Central Suppliers Database (CSD) registration form.
- A valid copy of the Unemployed Insurance Fund (UIF) certificate of compliance issued by the Department of Labour, if applicable.
- Fee/cost structure as specified in Table 1 (see point 12 below) **to be submitted with “original” tender document only.**

Each tender document should also include the following documentation, although failure to submit these documents will not result in disqualification. However, the information contained in them is required for evaluation purposes:

- e) A proposal detailing the approach to be used for the transformation and evaluation processes.
- f) CVs of the staff to be involved in the project, detailing qualifications, training and relevant experience.
- g) A summary of similar projects carried out over the last five years, with a focus on the approach used and the outcome, and specifying the role of the staff included in the bidding team in these projects.
- h) An original or certified copy of a valid Broad-based Black Economic Empowerment (B-BBEE) Status Level Certificate or sworn affidavit. (Failure to submit this will result in the tenderer not being awarded points).

If applicable, the following documents will also be required before a contract is finalised and if available, these should be submitted:

- i) A valid letter of good standing from the office of the Compensation Commissioner as required by the Compensation for Occupational Injuries and Diseases Act (COIDA). The letter should be issued by the Department of Labour or a licensed compensation insurer, if applicable.

#### 4. General terms

- All documents submitted in response to this Terms of Reference (ToR) must be written in English. All tenders will be valid for a period of four months (120 days) calculated from the closing date of this tender.
- Any enquiries in connection with this ToR shall be submitted in writing to Ms. Molatelo Matlala at the following e-mail address: m.matlala2@sanbi.org.za, or Tel: 012 843 5235 referring your request to:
  - 'Tender number: **SANBI: NSCF 312/2018** "Facilitation, Monitoring and Evaluating a Transformation Process for the Natural Science Collections Facility" as the subject.
- For any technical information contact: Prof Michelle Hamer, NSCF Lead, Pretoria National Botanical Garden, at Tel: 012 843 5017 or at the following e-mail address: m.hamer@sanbi.org.za.
- The appointment as a successful Service Provider shall be subject to all parties agreeing to mutually acceptable contractual terms and conditions. In the event of all parties failing to reach an agreement within 30 days from the appointment date, SANBI reserves the right and shall be entitled to appoint the second highest bidder, or to re-advertise should that Service Provider not be acceptable.

#### 5. Responsibilities of the Service Provider

The Service Provider will be responsible for:

- Developing the materials required for all contracting and briefing sessions and for the workshops.
- Working with the NSCF Co-ordinating Hub staff to ensure that the equipment and other requirements for the sessions and workshops are available.
- Facilitating the workshops according to the agreed on objectives.
- Submitting reports as required (see point 13 below).
- Issuing invoices to SANBI according to the milestones that will be detailed in the contract.

#### 6. Responsibilities of SANBI

SANBI will be responsible for:

- Organisation of logistics for workshops and briefing sessions, including venues and travel as required.
- Distribution of materials for workshops and sessions to relevant participants.
- Payment of invoices from the Service Provider within 30 days of receipt.

## 7. Functionality evaluation criteria and PPPFA requirements

In accordance with the National Treasury Instruction Note on the Amended Guidelines in Respect of Bids that include Functionality as a Criterion for Evaluation (issued 3 September 2010), this tender will be evaluated in two stages:

The first stage will evaluate functionality according to the criteria listed in the table below:

| Table 2: CRITERIA FOR EVALUATING FUNCTIONALITY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | WEIGHT                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|
| <p><b>Past Experience:</b></p> <p>This refers to the experience of the Tenderer to undertake the scope of work involved in this Tender.</p> <p>(a) Provide a description of projects similar in scope to this tender carried out in the last five years. The focus should be on any work done in the academic / research environment, and the role of the staff involved in the Tender must be specified.</p>                                                                                                                                                                                                                                                                                                                                                                                                             | 20                                            |
| <p><b>Team Capacity:</b></p> <p>The Tenderer should demonstrate the capacity of the team to carry out the work required in this Tender.</p> <p>(b) <b>Provide CVs for the two facilitators.</b> The following will be assessed:</p> <p>(i) qualifications and training received of the two facilitators (relevance of qualifications and training (including workshops and conferences attended; extent of training / number of different courses completed / workshops / conferences attended))</p> <p>(ii) skills of the facilitators</p> <p>(c) <b>Provide a CV for the organisational development evaluator.</b> The following will be assessed:</p> <p>(i) qualifications and training (relevance of qualifications and training; number of courses completed or workshops )</p> <p>(ii) skills of the evaluator</p> | <p>30</p> <p>( 20)</p> <p>(10)</p>            |
| <p><b>Proposed approach and technical merit of the proposal:</b></p> <p>(d) Proposal presentation (spelling, grammar, layout, completeness)</p> <p>(e) Extent to which the proposal addresses the specific brief for the services required (multi-institutional network, research / collections institution environment, challenges listed addressed, role of evaluator specified)</p> <p>(f) Extent to which an understanding of the concepts of complexity and emergence in organisational design and development, reflective loops, responsive design, social justice issues prevalent in South Africa is shown in the proposal</p>                                                                                                                                                                                    | <p>50</p> <p>(10)</p> <p>(20)</p> <p>(20)</p> |
| <b>TOTAL</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>100</b>                                    |

Bids that fail to score a minimum of 70 points out of 100 points for functionality will not be eligible for further consideration.

**The second stage** will evaluate the price and Broad-Based Black Economic Empowerment (B-BBEE) preference points of those bids which meet the minimum threshold for functionality. In accordance with the Preferential Procurement Regulations, 2011 pertaining to the Preferential Procurement Policy Framework Act (No. 5 of 2000), the 80/20 point system will be applied in evaluating proposals that qualify for further consideration, where price constitutes 80 points and 20 points will be awarded based on the bidder's B-BBEE Status Level Certificate.

Sufficient information must be provided to allow the Bid Evaluation Committee to score bids against all these criteria.

#### **8. Confidentiality**

Any or all information made available to the Service Provider by SANBI shall be regarded as confidential and shall not be made available to third parties without the prior written consent of SANBI.

#### **9. Preparation of proposal**

SANBI shall not be held liable for any cost that has been incurred by the Service Provider in the preparation of the proposal, the obtaining of certificates or any other cost that might be incurred in submitting the proposal.

#### **10. Tender documentation availability**

Bidders are requested to download the tender documents from the SANBI website [www.sanbi.org](http://www.sanbi.org).

#### **11. Optional briefing session**

An optional **(non-compulsory)** briefing session will be held in the Herbarium lecture Hall, Pretoria National Botanical Garden, 2 Cussonia Avenue, Brummeria, Pretoria on the 15 October 2018 at 11:00.

#### **12. Contract and contract period**

The Service Provider will be required to sign a contract with SANBI and this will be performance based.

The contract period is 30 months, with the implementation dates anticipated to be from 1 January 2019 to 30 June 2021.

#### **13. Pricing specifications**

The following costing information must be provided **only in the envelope with the original documents**.

- A budget for the proposed work detailing daily rate for facilitators and evaluator, and total cost according to the number of days specified in Table 1.

Notes for the budget:

- The budget should only cover the prospective Service Provider's time.
- Travel arrangements will be made through the NSCF and should **NOT** be included in the budget.
- Printing of workshop materials and reports will be paid for separately and **must NOT** be included in the costing.
- Cell phone expenses and e-mail / internet access are for the Service Provider's own account.

#### **14. Compliance reports and meetings**

- The Service Provider will be expected to provide a report in writing after each workshop, as well as a final report from the facilitators, and a report after each workshop and a final report from the evaluator.
- The Service Provider team will be expected to participate in briefing or contracting sessions with the Co-ordinating Hub staff, including the NSCF Lead and Project Manager. At least two of these sessions will be held.

## **15. Exclusivity**

The successful Service Provider is not guaranteed of any business from SANBI that may be arising from time to time pertaining to similar or other services. The Service Provider will be entitled to compete on an equitable basis for any such business on a quotation or tender basis.

## **16. Submission of tender**

Service Providers are to submit one (1) pack of original proposals, marked "ORIGINAL" in a separate envelope and three (3) packs of copies, marked "COPY" in a second envelope.

**NB. Financial or pricing details included in ANNEXURE B should ONLY be included in the pack marked "ORIGINAL". Financial information included in the "COPIES" will lead to your bid being disqualified.**

**NB. Failure to submit one (1) pack of original proposals, marked "ORIGINAL" in a separate envelope and three (3) packs of copies, marked "COPY" in a second envelope, will lead to your bid being disqualified.**

Tenders can be submitted in the tender box located in the Biodiversity Building at the Pretoria National Botanical Garden, 2 Cussonia Avenue, Brummeria, Pretoria, during office hours (08:00 – 16:00). Tenders may also be submitted by post, addressed to:

Deputy Director: Supply Chain Management.

The South African National Biodiversity Institute (SANBI)

Private Bag X101, Silverton, 0184

Tender Number: **SANBI: NSCF 312/2018**

**NB.** All documents must be clearly labelled.

**Closing date for submissions is: 11:00 on 31 October 2018.**

**Note:** E-mailed and faxed submissions will not be accepted. Late submissions will be disqualified.

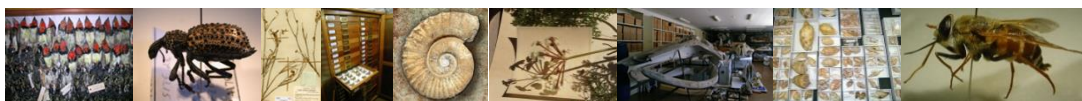
## **17. Appendices**

**Appendix 1:** An overview of the Natural Science Collections Facility, with three year plan.

**Appendix 2:** Strategic Objectives, activities and timeframes for the NSCF

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## Appendix 1:



# THE NATURAL SCIENCE COLLECTIONS FACILITY

## An Overview and Three-Year Plan

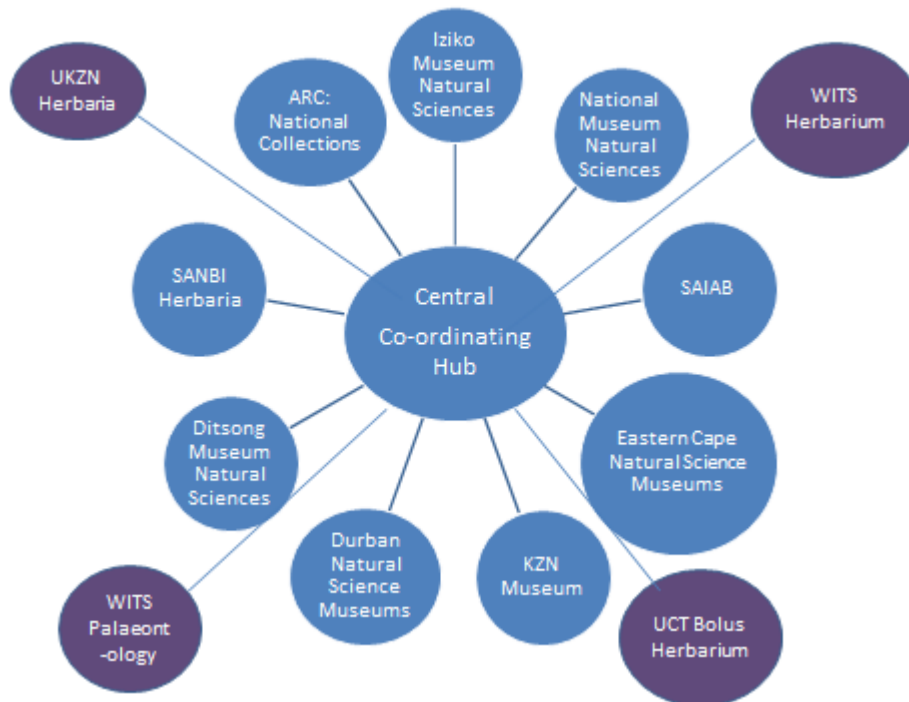
### (1) Background

The Natural Science Collections Facility (NSCF) has been selected for implementation as part of the Department of Science & Technology's (DST) South Africa's Research Infrastructure Roadmap (SARIR) project. The South African National Biodiversity Institute (SANBI) will host the NSCF and a three-year Agreement between SANBI and the DST is being finalised, but SARIR is considered as a long-term programme with projects funded for up to 15 years. The budget allocation for the NSCF for the first three years is R51.6 million.

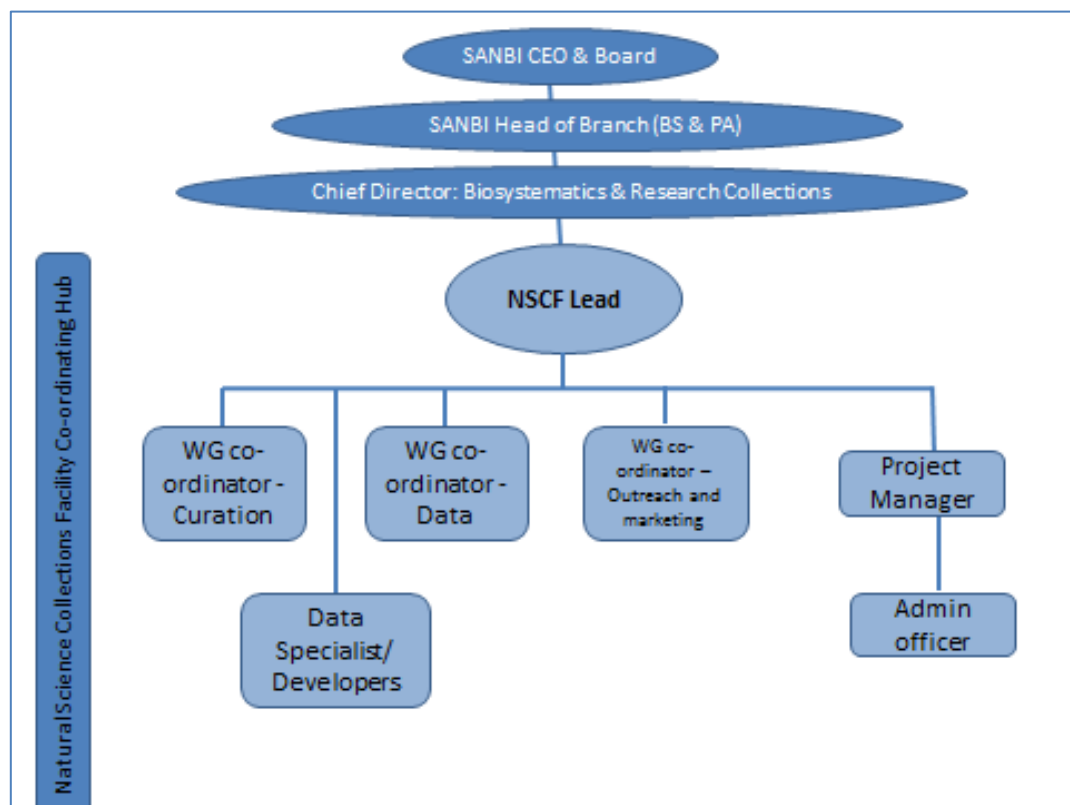
### (2) Summary of the NSCF

The NSCF comprises of a distributed network of institutions that hold natural science collections (preserved plant, animal, fossil, geology and fungi collections), with a Central Co-ordinating Hub hosted at SANBI in Pretoria (Figure 1). SANBI is responsible for the overall implementation of the project plan and management of the budget allocation for the NSCF from the DST. The individual institutions continue to be supported by their existing structures, whether these are government (local, provincial or national), science councils or higher education institutions and continue to report to these structures but collaborate to meet the objectives of the NSCF, and receive support in order to enable this.

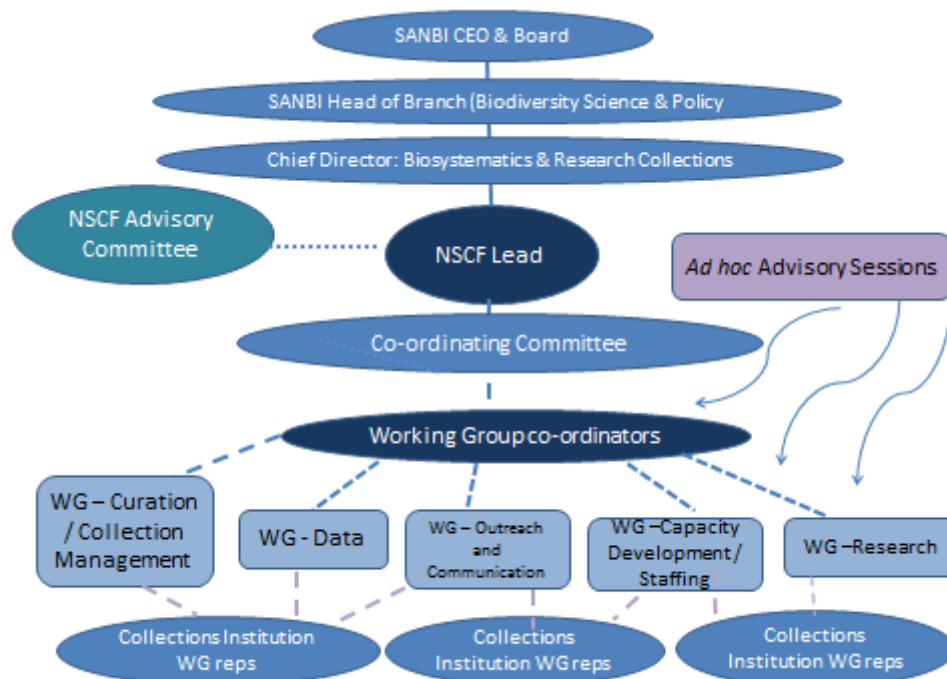
The establishment and implementation of the NSCF is managed by a Lead, supported by a Project Manager. The Co-ordinating Hub includes these two staff, as well as three Working Group Co-ordinators (Curation, Data, and Outreach / Marketing), a Database Specialist and an Administrative Officer. A Co-ordinating Committee, chaired by the NSCF Lead, includes the Working Group Co-ordinators, and representatives from each participating institution, and is responsible for implementation of the Business Plan. A fourth Working Group, for Research, will be chaired by the NSCF Lead, and will receive input on research priorities and innovations from an annual Research Indaba. A range of stakeholders will be represented on the Steering Committee (NSCF Lead, two representatives of collections sector, DST, Department of Arts & Culture, Department of Environmental Affairs, Department of Agriculture, Forestry & Fisheries, Eastern Cape Department of Sport, Recreation, Arts & Culture, SANBI (CEO or delegate to chair) which will provide strategic direction and oversight functions. An *ad hoc* Advisory Committee which will include international collections experts, scientists, other Research Infrastructure project leads and leaders of other relevant initiatives will advise on NSCF plans and approaches and collaborations.



**Figure 1. The structural model for the NSCF. The Central Co-ordinating Hub will be hosted by SANBI in Pretoria.**



**Figure 2. Organogram of the NSCF Co-ordinating Hub based at SANBI.**



**Figure 3. Governance and operations of the NSCF. Dotted lines indicate participation / representation, solid lines represent reporting lines.**

### (3) Three-year project plan

The overall aim of the NSCF is to ensure that ***collections and associated data are used for high quality research and decision-making to address issues of socio-economic importance***

In order to realise this aim, the NSCF has five Strategic Objectives (SOs).

- SO 1. Collections (=research infrastructure) secured and accessible physically and virtually for research
- SO 2. Data from specimens in collections accessible and used for managing collections, research and decision-making
- SO 3. Research on collections and associated data addresses issues of national and global relevance
- SO 4. Collections and associated research provide services to identify biological specimens for a range of stakeholders including in the agriculture, health, environmental management and academic sectors

- SO 5. Collections used for serving broader society through education, citizen science and public understanding projects with emphasis on inspiring young scientists and promoting South Africa's unique biodiversity assets.

In order to achieve these objectives the following enabling strategies will be critical:

- Transform the current fragmented natural science collections landscape by establishing the NSCF with participatory planning, and collaborative implementation, monitoring and reporting processes and systems.
- Ensuring that appropriate capacity to curate collections, manage data and research the collections is available and well qualified staff are retained.
- Expanding the investment in collections and associated research.

In the next three years (2016/17-2018/19), there will be two main areas of focus:

- i. establishing the NSCF, including the Co-ordinating Hub, Working Groups and governance structures and ensuring that the new approach for a single virtual Facility is operational, and developing common policies, procedures, standards and workflows across institutions, and establishing mechanisms for monitoring implementation of these; and
- ii. promoting the Facility and highlighting the value of the collections for research, decision-making, identification services and education.

## Appendix 2. Strategic Objectives, activities and timeframes for the NSCF

| NATURAL SCIENCE COLLECTIONS FACILITY: BUSINESS PLAN 2016/17-2018/19 |                                                                                                                             |                                                                                                                                                                  | 2016/17 | 2017/18 |    |    |    | 2018/19 |    |    |    |
|---------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|----|----|----|---------|----|----|----|
|                                                                     | STRATEGIC OBJECTIVE                                                                                                         | 3 year Outcome / Objective                                                                                                                                       | Q4      | Q1      | Q2 | Q3 | Q4 | Q1      | Q2 | Q3 | Q4 |
| <b>1</b>                                                            | <b><i>Collections (=research infrastructure) secured and accessible physically and virtually for research</i></b>           | i. Inventory of collections on the NSCF website                                                                                                                  |         |         |    |    |    |         |    |    |    |
|                                                                     |                                                                                                                             | ii. Collections that are at high risk / high priority secured/ collection facilities upgraded                                                                    |         |         |    |    |    |         |    |    |    |
|                                                                     |                                                                                                                             | iii. A virtual museum for global use by researchers and broader society initiated                                                                                |         |         |    |    |    |         |    |    |    |
|                                                                     |                                                                                                                             | iv. Tissue and DNA collections accessible for research                                                                                                           |         |         |    |    |    |         |    |    |    |
|                                                                     |                                                                                                                             | v. Common standards, procedures and monitoring programme for collections across institutions                                                                     |         |         |    |    |    |         |    |    |    |
| <b>2</b>                                                            | <b><i>Data from specimens in collections accessible and used for managing collections, research and decision-making</i></b> | i. Standards, processes and workflows for data capture, verification, upgrading and integration across institutions                                              |         |         |    |    |    |         |    |    |    |
|                                                                     |                                                                                                                             | ii. Verification and upgrading of specimen data for vertebrates (mammals, birds, reptiles, fish, amphibians), fungi and two plant families                       |         |         |    |    |    |         |    |    |    |
| <b>3</b>                                                            | <b><i>Research on collections and associated data addresses issues of national and global relevance</i></b>                 | i. Large, collaborative and multidisciplinary flagship research project based on the collections and associated data: proposal                                   |         |         |    |    |    |         |    |    |    |
|                                                                     |                                                                                                                             | ii. Accelerated description of new species where these are required for improving scientific quality of collection / strategically important research activities |         |         |    |    |    |         |    |    |    |
|                                                                     |                                                                                                                             | iii. Increased use of collections for research and capacity development                                                                                          |         |         |    |    |    |         |    |    |    |





