



Road Traffic Management Corporation

**PROVISIONING OF PRODUCTIVITY STUDY/
ASSESSMENT AND RELATED SERVICES TO
RTMC**

RTMC BID NO: 16/2019/20

SECTION: 1

CONDITIONS AND UNDERTAKINGS BY BIDDER IN RESPECT OF THIS BID

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1. Proprietary Information

Road Traffic Management Corporation (RTMC) considers this bid and all related information, either written or verbal, which is provided to the bidder, to be proprietary to RTMC. It shall be kept confidential by the bidder and its officers, employees, agents and representatives. The bidder shall not disclose, publish, or advertise this specification or related information to any third party without the prior written consent of RTMC.

2. Enquiries

- 2.1 All communication and attempts to solicit information of any kind relative to this bid should be channelled to the email below, however such enquiries will be entertained within ten (10) days after publication on the tender bulletin and National Treasury tender portal.

Name	RTMC
Email Address	Bidadmin@rtmc.co.za

- 2.2 All the documentation submitted in response to this bid must be in English.
- 2.3 The RTMC may respond to any enquiry in its sole discretion and the bidder acknowledges that it will have no claim against the RTMC on the basis that its bid was disadvantaged by lack of information, or inability to resolve ambiguities.

3. Validity Period

Responses to this bid received from bidders will be valid for a period of **120 days** counted from the closing date of the bid.

4. Supplier Performance Management

- 4.1 Supplier Performance Management is viewed by the RTMC as critical component in ensuring value for money acquisition and good supplier relations between the RTMC and all its suppliers.
- 4.2 The successful bidder shall upon receipt of written notification of an award, be required to conclude a Service Level Agreement (SLA) with the RTMC, which will form an

integral part of the agreement. The SLA will serve as a tool to measure, monitor and assess the supplier's performance level and ensure effective delivery of service, quality and value-add to RTMC business.

5. Instructions on submission of Bids

- 5.1 Bids should be submitted in **Five (5) copies (1 original and 4 copies, failure to comply will result to disqualification of bid)** and all bound in a sealed envelope endorsed, **RTMC BID 16/2019/20: Provisioning of productivity/study assessment and related services to the RTMC for a period of two (2) years.**
- 5.2 **Closing date and time of the Bid**
- The sealed envelope must be placed in the bid box at the Main Reception area of the RTMC Building, **Eco-Origin Office Park, Block F, 349 Witch-Hazel Street, Highveld Ext 79, Centurion** by no later than **11:00 AM on 15 October 2019 at 11h00.**
- 5.3 **Compulsory Briefing session**
- **Compulsory Briefing session will be held on the 27 September 2019 at 10h00.**
 - **Venue: RTMC Building, Eco-Origin Office Park, Block F, 349 Witch-Hazel Street, Highveld Ext 79, Centurion, wherein a briefing session certificate will be issued to bidders who would have attended the briefing session.**
- NB: The mentioned certificate must be attached on the bid document upon submission of the bid (failing which will invalidate the bid)**
- 5.4 The bidder's company name, closing date and the return address must also be endorsed on the envelope.
- 5.5 All bids submitted must be signed by a person or persons duly authorised thereto.
- 5.6 If a courier service company is being used for delivery of the bid document, the bid description must be endorsed on the delivery note/courier packaging to ensure that documents are delivered into the bid box. The RTMC will not be held responsible for any delays where documents are not placed in the bid box before closing time.
- 5.7 Bid received by email, facsimile or similar medium will not be considered.

- 5.8 Where a bid document is not placed in the bid box at the time of the bid closing, such a bid document will be regarded as a late bid. **Late bids will not be considered.**
- 5.9 Amended bids may be sent in an envelope marked “**Amendment to Bid**” and should be placed in the bid box before the closing time.
- 5.10 Bidders should check the numbers of the pages to satisfy themselves that none is missing or duplicated. No liability will be accepted by RTMC about anything arising from the fact that pages are missing or duplicated.

6. Undertakings by the Bidder

- 6.1 The bidder accepts that all costs incurred in preparation, presentation and any demonstration in relation to this bid shall be for the account of the bidder.
- 6.2 The bidder hereby offer to render all or any of the services described in the attached documents to the RTMC on the terms and conditions and in accordance with the specifications stipulated in this bid documents (and which shall be taken as part of, and incorporated into, this proposal at the prices inserted therein).
- 6.3 The bidder shall prepare for a possible presentation should RTMC require such and the bidder shall be notified thereof no later than 4 (four) days before the actual presentation date. Such presentation may include demonstration of products or services as called for by the RTMC in relation to this bid.
- 6.4 The successful bidder hereby accepts full responsibility for the proper execution and fulfilment of all obligations and conditions devolving on him/her under this agreement as the principal(s) liable for the due fulfilment of this contract.
- 6.5 The bidder furthermore confirm that he/she has satisfied himself/herself as to the correctness and validity of his/her bid response that the price(s) and rate(s) quoted cover all the work/item(s) specified in the bid response documents and that the price(s) and rate(s) cover all his/her obligations under a resulting contract and that he/she accept that any mistakes regarding price(s) and calculations will be at his/her risk

7. RTMC's Rights

- 7.1 The RTMC reserves the right not to accept the lowest bid or any bid in part or in whole. RTMC normally awards the contract to the bidder who proves to be fully capable of handling the contract and whose bid is technically acceptable and/or financially advantageous to the RTMC.
- 7.2 The RTMC also reserves the right to award this bid as a whole or in part without furnishing reasons.
- 7.3 The RTMC reserves the right to conduct a site visit at the premises of the offices or at any client sites if so required.
- 7.4 The RTMC reserves a right to amend any bid conditions, validity period, specifications, or extend the closing date of bid prior to the initially stated closing date. Bidders will be advised in writing of such amendments in good time.
- 7.5 The RTMC reserves the right to request all relevant information, agreements and other documents to verify information supplied in the bid response. The bidder hereby gives consent to the RTMC to conduct background checks on the bidding entity and any of its directors/trustees/shareholders/members.

8. Supplier Development and Promotion of Emerging Black Owned Service Provider

- 8.1 The RTMC promotes enterprise development in this regard, successful bidders are encouraged to mentor SMME's and/or Youth owned businesses. The implications of such arrangement will be subject to negotiations between the RTMC and the successful bidder.
- 8.2 It is also the objective of the RTMC to promote transformation of the South African economy and as such, bidders are encouraged to partner with a black owned entity (being 50%+1 black owned and controlled). Such partnership may include the formation of a Joint Venture and/ or subcontracting agreement etc. where a portion of the work under this bid would be undertaken by black owned entities
- 8.3 To give effect to this requirement, bidders are required to submit a partnership/ subcontracting proposal detailing the portion of work to be outsourced, level of

involvement of the black owned partner and where relevant, submit a consolidated B-BBEE scorecard in-line with the provisions of the PPPFA Regulations, which will be considered as part of the B-BBEE scoring.

9. Bidders Details and Contact Person

DETAILS OF BIDDERS			
Name of your Company (in block letters)			
Signature(s) of the Bidder or assignee(s)		Date	
Name of person signing (in block letters)			
Capacity			
Are you duly authorized to sign this Bid?			
Company Registration Number			
VAT Registration Number			
Postal address (in block letters)			
Physical address (in block letters)			
Domicilium citandi et executandi in the RSA (full street address) (in block letters)			

DETAILS OF THE CONTACT PERSON	
Name of Contact Person	
Telephone Number	
Fax Number	
Cellphone Number	
E-Mail Address	

10. RESPONSE FORMAT

Bidders shall submit their responses in accordance with the response format specified below (each schedule must be clearly marked):

10.1 Cover Page:

10.1.1 The cover page must clearly indicate the bid reference number, bid description and the bidder's name

10.1.2 **Annexure 1** Invitation to Bid (SBD 1 - duly completed and signed)

10.2 Schedule 1:

10.2.1 Executive summary of the bidder's Company/Joint Venture/Partnership/Close Corporation. (Agreements/ supporting documentation must be attached, and any amendments post award should be approved by RTMC)

10.2.2 **Annexure 2** of this bid document (Duly completed and Signed)

10.3 Schedule 2:

10.3.1 **Annexure 4** Declaration of Interest (SDB 4)

10.3.2 **Annexure 5** Declaration of Bidders Past SCM Practices (SBD 8)

10.3.3 **Annexure 6** Certificate of Independent Bid Determination (SBD 9)

10.3.4 **Annexure 7** Joint Venture/Consortium Agreement (In case of Consortium or Joint Venture)

10.3.5 **Note: Where bidders form a Consortium or a Joint Venture, bidders must submit all documents as listed under Schedule 2 above for each party to the Consortium or Joint Venture. Failure to comply with the above will result in disqualification of the bid.**

10.4 Schedule 3:

10.4.1 Responses to **Section Two** of this document, in line with the format indicated in this bid document.

10.5 Schedule 4:

10.5.1 A detailed pricing schedule breakdown for the bid including any supporting schedules on price determination. **The price schedule must be submitted on a separate sealed envelope. Failure to comply with the above will result in disqualification of the bid.**

10.5.2 **Annexure 7** Price Schedule Summary (SBD 3.3)

10.5.3 **Annexure 8** Preferential Point Claim (SBD 6.1) and B-BBEE Certificate

11. SPECIAL INSTRUCTIONS TO BIDDERS

11.1 Bidders shall provide full and accurate answers to the questions posed in this document.

11.2 Bidders **must** substantiate their response to all questions, including full details on how their proposal/solution will address specific functional/technical requirements. All documents as indicated must be supplied as part of the bid response.

11.3 RTMC reserves the right to appoint more than one service provider in order to ensure prompt delivery and efficiency of the service.

12. EVALUATION CRITERIA

The bid will be evaluated on a three-stage process. Stage 1 on mandatory requirements, Stage 2 will be on Functionality and Stage 3 will be on 80/20 Preference Point System (i.e. Price and B-BBEE).

(a) Stage 1 – Mandatory requirements

Bidders who fail to meet the mandatory requirements will be disqualified from further evaluation.

(b) Stage 2 – Functionality Evaluation

A two-step process will be used which comprises of written responses/ proposals and presentation.

Step 1 will be on written responses/proposals, which consists of **60 points**.

- Bidders will be required to score a minimum of **40 points** in order to qualify for Step 2.

Step 2 will be based on presentations, which consists of **40 points**.

- Bidders are expected to score a minimum of **25 points**

NB: Bidders will finally be required to score at least **65 points** on functional evaluation in order to qualify for stage 3.

Stage 3 – Price and Preference Points Evaluation

Stage 3 will be evaluated on an 80/20 Preference Point System (i.e. 80 points on Price and 20 points on B-BBEE).

12.1 MANDATORY REQUIREMENTS

MANDATORY REQUIREMENT (1)	Comply (Yes / No)
<p>Bidders must be registered on National Treasury Central Supplier Data base (CSD)</p> <p>Registration on CSD (available on www.csd.gov.za)</p> <p>Tumelo Ntlaba - 012 406 9222</p> <p>Email: CSD@Treasury.gov.za</p> <p>Requirement: CSD report or reference number</p> <p>NB: Where bidders form a Consortium or a Joint Venture, each bidder must submit CSD number for each party to the Consortium</p>	

or Joint Venture. Failure to comply with the above will result in disqualification of the bid	
MANDATORY REQUIREMENT (2)	Comply (Yes/ NO)
<p>Bidders must sign all SBD bidding forms attached</p> <p>Compliance requirement: Signed and completed SBD forms.</p> <p>NB: Where bidders form a Consortium or a Joint Venture, each bidder must submit all documents as listed for each party to the Consortium or Joint Venture. Failure to comply with the above will result in disqualification of the bid.</p> <p>NB: SBD3.3 may be completed however must be included in the financial envelope.</p>	
MANDATORY REQUIREMENT (3)	Comply (Yes / No)
Submission of signed Briefing Certificate issued by RTMC as proof of attendance of mandatory briefing session. (In case of joint venture etc briefing session certificate from any party that attended the briefing session will suffice)	

NOTE: A BIDDER WHO FAILS TO MEET THE ABOVE MANDATORY REQUIREMENT WILL BE DISQUALIFIED FROM FURTHER EVALUATION

12.2 STAGE 2 – FUNCTIONALITY CRITERIA

Functional evaluation criteria comprise of 100 points and bidders must score 65 points to qualify for further evaluation.

A. Team Experience, Similar Work done, Financial Capacity	60
<p>A1. Team experience</p> <p>Bidder/s are expected to give an indication of experience of its team members/practitioners who are to be deployed in the project in relation to assignment of similar nature (productivity assessment study)</p>	30

Team Member:1

(i) Senior Consultant /Team Leader = 15 points

- 10 years experience or more = 10 points
- 8 to 9 years of experience = 5 points

Compliance requirements:

- ✓ Attach detailed CV reflecting relevant years of experience and entities where similar work was done.
- Qualifications: Post graduate Diploma/ B degree = 5 points

Compliance requirements:

- ✓ Attach certified copies of relevant academic qualification.

Team member: 2

(ii) Senior Specialist Consultant = 5 points

- 7 years of experience or more = 3 points
- 5 to 6 years of experience = 2 points

Compliance requirement:

- ✓ Attach detailed CV reflecting relevant experience in the field
- Qualifications: Diploma/ B degree or equivalent = 2 points

Compliance requirement:

- ✓ Attach certified copies of relevant academic qualification

Team Member: 3

(iii) Business Analyst = 5 points

- 5 years of experience and above as a specialist (Attach CV) = 3 points
- 3 to 4 years of experience and above as a specialist (Attach CV) = 2 points

Compliance requirement:

- ✓ Attach detailed CV reflecting relevant experience in the field

<ul style="list-style-type: none"> • Qualifications: Diploma/ B degree or equivalent = 2 points <p>Compliance requirement:</p> <ul style="list-style-type: none"> ✓ Attach certified copies of relevant academic qualification <p>Team Member: 4</p> <p>(iv) Project Administrator = 5 points</p> <ul style="list-style-type: none"> • 5 years administrative experience or more = 3 points • 3 to 4 years of experience = 2 points <p>Compliance requirement:</p> <ul style="list-style-type: none"> ✓ Attach detailed CV reflecting number of years and project management experience • Qualifications: Project management qualification = 2 points <p>Compliance requirement:</p> <ul style="list-style-type: none"> ✓ Attach certified copies of academic qualification <p>NB: Bidders are advised to take the scope of work into cognisance to determine the applicable relevant qualifications.</p>	
<p>A.2. Similar Work Done</p>	<p>25</p>
<p>A2.1. The bidder must provide details of similar work completed in relation to productivity assessment study.</p> <p>(a) 1 to 3 projects of similar work successfully completed = 10 points</p> <p>(b) 4 to 10 projects of similar work successfully completed = 20 points</p> <p>(c) 11 and above projects of similar work successfully completed = 25 points</p> <p>Compliance requirements:</p> <p>Bidders are required to complete the attached template in order to reflect similar work done, in the past three years. The following details must be fully completed as provided on the attached template.</p> <ul style="list-style-type: none"> • Name and short description of project successfully completed/involved • Role and Responsibilities, 	<p>25</p>

<ul style="list-style-type: none"> • Duration of involvement (in months), • Value of the contract, • Contactable References. <p>NB: Bidders are required to fully complete the template and ensure that information provided is accurate and correct. Failure to comply or any misrepresentation will result in disqualification of the bid.</p>		
A3. Financial Capacity		5
<p>A3.1. Bidders must demonstrate financial capacity to provide or deliver the service with a cashflow of R 250 000 or more.</p> <p>Compliance requirements</p> <p>A3.2. Bidders must provide the following as proof of Financial Capacity:</p> <p>a) Letter of commitment (specific to the bid) from reputable financial service provider or any third party.</p> <p style="text-align: center;">OR</p> <p>b) Recent audited financial statement reflecting positive cash flows/ liquidity acceptable to sustain the contract.</p>		5
STEP 1 FUNCTIONALITY:		60

NB: Bidders will be required to score a minimum of 40 points in order to qualify for Step 2

STEP 2: PRESENTATIONS

A. PRESENTATIONS: Knowledge of The Subject Matter	40
<p>1. Outline summary displaying extensive knowledge and experience in the provision of a comprehensive productivity assessment study for medium and big organization/ similar to RTMC. = 10 points</p> <ul style="list-style-type: none"> • Change management = 2 points • Consultative process and buy-in of all stakeholders i.e. Organized 	

<p>Labour, Management and Employees in general = 3 points</p> <ul style="list-style-type: none"> • Lessons learned from previous assignment, Pros and Cons = 2 points • Based on the lessons learned, what approach are you proposing to be followed = 3 points <p>2. Outline and give a high-level overview by illustrating the understanding of the realignment of the RTMC environment which primarily include the following functional areas = 5 points.</p> <ul style="list-style-type: none"> • Traffic Law Enforcement = 1Point • Road Safety = 1Point • Corporate environment = 1Point • IT Systems = 1Point • Training = 1Point <p>3. Demonstrate turnaround times and strategy implementation = 15 points</p> <ul style="list-style-type: none"> • Provide a project implementation plan which specifies key activities, dependencies, milestones and deliverables/targets (refer to scope of work for more details in relation to Phase 1 and 2) = 10 points • Outline methodology (work plan and processes) to facilitate the productivity assessment study process = 5 points <p>4. Demonstrate the capability of document management controls/processes, quality management and information security in relation to the following = 10 points</p> <ul style="list-style-type: none"> • Bidders to list and interpret the understanding of applicable legislation by highlighting how they find expression in their entity`s standard operation procedures or policies = 2 points • How the bidder and their employees will handle confidential information and breach thereof = 3 points • In the event of breach how will the entity counter the possible negative impact by ensuring that RTMC`s image and its employees are protected = 2 points • Compliance with ISO 9001 or equivalent standards = 3 points <p>The values on the table below will be used to score presentation and bidders are expected to score a minimum of 25 points on this step</p>	
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<table border="1"> <thead> <tr> <th>VALUE</th><th>DESCRIPTION</th></tr> </thead> <tbody> <tr> <td>5- Excellent</td><td>Meets and exceeds the functionality requirements</td></tr> <tr> <td>4- Very Good</td><td>Above average compliance to the requirements</td></tr> <tr> <td>3- Good</td><td>Satisfactory and should be adequate for stated element</td></tr> <tr> <td>2- Average</td><td>Compliance to the requirements</td></tr> <tr> <td>0- Non-Compliant</td><td>Does not comply to the requirements</td></tr> </tbody> </table>		VALUE	DESCRIPTION	5- Excellent	Meets and exceeds the functionality requirements	4- Very Good	Above average compliance to the requirements	3- Good	Satisfactory and should be adequate for stated element	2- Average	Compliance to the requirements	0- Non-Compliant	Does not comply to the requirements
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0- Non-Compliant	Does not comply to the requirements												
<p>NB: This area will be incorporated in the bid response as part of functionality. The service provider will be invited to present this in the form of a Power point presentation once they have qualified to this step. AS A RESULT, THE PROJECT MANAGER WHO WILL BE FULLY INVOLVED IN/ASSIGNED TO THE PROJECT WILL BE EXPECTED TO CONDUCT THE ABOVE PRESENTATION.</p>													
STEP TWO SUB TOTAL	40												
OVERALL TOTAL FOR FUNCTIONALITY	100												

12.3 STAGE TWO – PRICE AND PREFERENCE POINTS EVALUATION

This stage will be evaluated on an 80/20 Preference Point System (i.e. 80 points on Price and 20 points on B-BBEE).

CRITERIA	MAXIMUM POINTS
Price	80
B-BBEE Rating	20
Grand Total	100

SECTION: 2

SPECIFICATION DETAILS AND FUNCTIONALITY REQUIREMENTS

SECTION 2: TECHNICAL REQUIREMENTS/ SPECIFICATION

1. PURPOSE

The purpose of the bid is to invite suitable and experienced service providers with requisite skills, competence, capacity and expertise to provide productivity assessment study for the RTMC for period of two (2) years.

2. BACKGROUND

2.1 The Road Traffic Management Corporation (RTMC) is a Schedule 3A entity that was established in terms of the Road Traffic Management Corporation Act (RTMCA), Act 20 of 1999. The RTMC Act clearly stipulates that the RTMC was established to provide, in the public interest, for co-operative and coordinated strategic planning, regulation, facilitation and law enforcement in respect of road traffic matters by the national, provincial and local spheres of government; to regulate the contracting out of road traffic services; to provide for the phasing in of private investment in road traffic and to provide for connected matters.

2.2 The RTMC as a lead agency is responsible for the coordination and monitoring of all road safety management efforts. It fulfils that mandate by collaborating with national, provincial, local spheres of government, as well as other interest groups. Through its role as a lead agency, it is a member of the United National Road Safety Collaboration. The goal of the Collaboration is to facilitate international cooperation and to strengthen global and regional coordination among UN agencies and other international partners to implement UN General Assembly resolutions and the recommendations on road matters. The RTMC developed its 2015 – 2020 Strategic Plan with a view to:

- Promote and create a safer road environment;
- Integrate and coordinate the road safety and traffic environment;
- Leverage funding for road safety programmes; and
- Create a dynamic and transformed organisation.

2.3 The development of the strategy then considered the Constitution of the Republic, the mandate of the Corporation as outlined in the RTMC Act 20 of 1999, global and local policies and declarations (namely, the Sustainable Development Goals

(SDGs), the UN Decade of Action for Road Safety), and internal and external challenges of the RTMC then. These are outlined in the Strategic Plan of the RTMC. In 2016, a number of decisions and responsibilities were assigned to the RTMC namely;

- a) Acquisition of the Boekenhoutkloof College
- b) Transfer of the RTI function from CBRTA
- c) Lead Agency driving the 2016 – 2030 NRSS
- d) Acquisition and operation of the eNaTIS
- e) Provincial presence through the NTP
- f) Taking over the DLCAs

2.4 The RTMC reports to the Shareholders Committee (SHC) that consists of the Minister, members of the Executive Committee (MECs) responsible for transport and the South African Local Government Authority (SALGA). The Shareholders Committee consists of the Minister, every MEC; and two representatives nominated by the national organisation recognised in terms of section 2(a) of the Organised Local Government Act, 1997 (Act No. 50 of 1997). Section 18 (1) of the RTMC Act states that the SHC must as part of the organisational structuring of the Corporation, establish as many functional units in accordance with the business and financial plan to ensure effective management of at least the 10 functional areas. Figure 1 below depicts the current operational arrangement in relation to the functional areas:

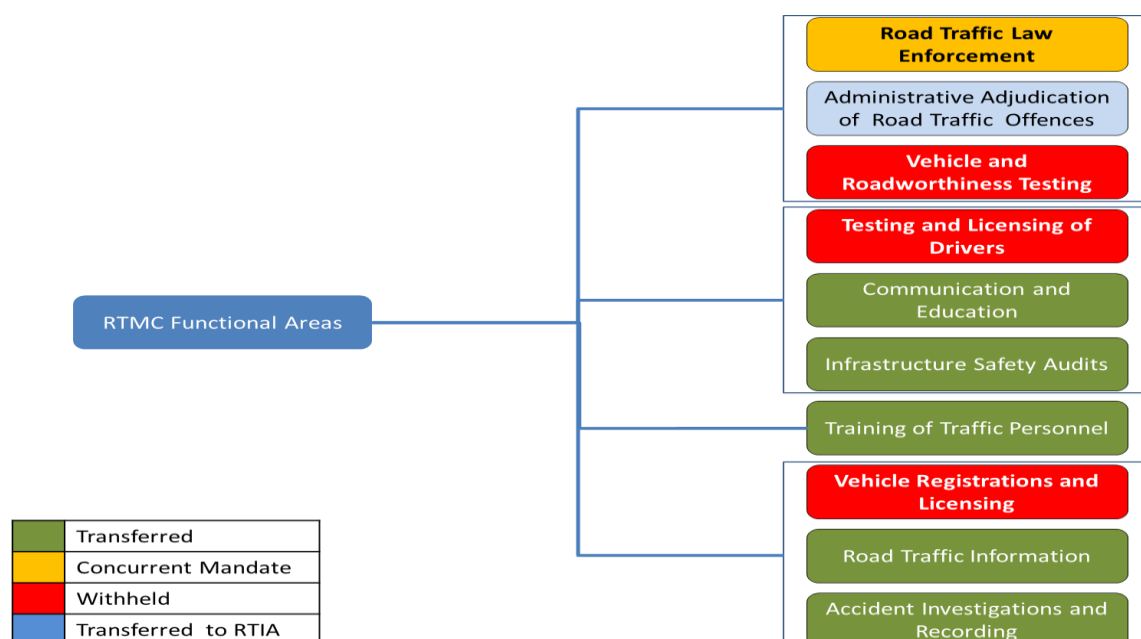


Figure 1: Functional Areas of the RTMC as outlined in Section 18 of the RTMC Act

2.5 To date the RTMC is only executing six (6) of the ten (10) functional areas. The three (3) functions in the areas of vehicle registration and licensing, vehicle and roadworthiness testing, and testing and licensing of drivers are currently being executed in the Department of Transport (DoT). The introduction of the Administrative Adjudication of Road Traffic Offences Act (AARTO Act) and operationalisation thereto in 1998 later led to the establishment of Road Traffic Infringement Agency (RTIA). That later resulted in the transfer of the administrative adjudication of road traffic offences function RTIA. The RTMC has only nine (9) functional areas different from the ten (10) as stipulated in the Act.

2.6 The Road Traffic Management Corporation (RTMC) has **1195** employees including Contract employees, pending appointments, Traffic Trainees and Interns who are based in the various premises, the Head Office is based in Centurion, Pretoria, followed by the National Traffic Police dispatch centre in Centurion, Pretoria and the Information Systems Hub in Midrand, Johannesburg. It is worth noting that there is an additional 769 positions which are at the various stages of the recruitment process. The overall staff complement is envisaged staff complement to be 1964. The Training College is based in the West of Pretoria, and there are several regional offices across provinces where the Road Transport Inspectorate operates. The table below provides a detailed breakdown of the spread of employees:

Centre	Location	Total number of employees
Head Office	Eco Origin Office Park, Centurion, Gauteng	193
National Traffic Police Dispatch Centre	N1 Industrial Park, Centurion, Gauteng	199
Information Systems Hub	Waterfall Office Park, Midrand, Gauteng	177
Traffic College	Zandfontein, Pretoria West	80
Free State	Ladybrand	17
Gauteng	Pretoria	27
KwaZulu Natal	Durban	8
Limpopo	Musina,	25
	Mokopane	15
Northern Cape	Upington	5
North West	Zeerust	12
	Mogwase	3
	Rustenburg	13
	Brits	5

Centre	Location	Total number of employees
Mpumalanga	Nelspruit	16
Sub Total		795
FTC	Waterfall Office Park, Midrand, Gauteng	21
Data Capturers of Contract	Electronic Toll Collection ETC SANRAL COC	26
Denel Traffic Trainees		276
Independent contractor		26
Admin Assistants (previously Interns)		49
<i>Interns</i>		2
<i>Sub Total</i>		400
<i>Total staff complement</i>		1195
<i>Pending appointments</i>		69
<i>Pending Traffic Trainee appointment</i>		700
<i>Sub Total</i>		769
Grand Total including pending appointments		1964

Figure 2: Employee Spread by Centre

2.7 Capacity constraints and challenges facing the Corporation

Some of the constraints and challenges include:

- How do we integrate other functions as prescribed by RTMC and the recent section 197 transfers?
- Integrated National footprint RTMC
- Operational model of Law Enforcement and Road Safety
- Financial viability as well as the going concern status of the Corporation;
- The RTMCs current funding model does not allow the organisation to adequately achieve its national mandate of the Corporation
- Lack of a clearly defined value proposition; and inability to attract and retain competent skills).
- Linking individual and organisation performance
- Total Quality management systems informed by the RTMC operational risks
- The role of the 4th industrial revolution as a competitive advantage

2.8 Rationale for Productivity Study

2.8.1 Productivity is more than just the measure of how effectively resources are used to produce outputs. It is all about using less to create more – to work smarter, not

harder. Productivity is a mindset that continuously aspires to better ways of accomplishing tasks and conducting business. At the heart of productivity is the individual. An organisation can only become more productive through continuous upgrading of knowledge, skills, discipline, effort and collaboration.

At a national level, Productivity is considered a key source of economic growth and competitiveness and, as such, is basic statistical information for many international comparisons and country performance assessments.

2.8.2 At an organisational, team or individual level, understanding how productive a unit or individual is and what the productivity trends are is critical to making management decisions on resource allocations, budgets, expansions, restructuring, and investments in technology and so on. A department where productivity levels are decreasing will need diagnosis of what the problem is and management action to correct the problem. A department where productivity levels are increasing can be a source of competitive advantage.

2.8.3 Productivity growth constitutes an important element for modelling the productive capacity of economies. It also allows analysts to determine capacity utilisation, which in turn allows one to gauge the position of economies in the business cycle and to forecast economic growth.

2.8.4 It is in light of the above, that Human Capital has been commissioned by the RTMC Board to undertake a productivity study aimed at interrogating the efficiency and effectiveness of the Road Traffic Management Corporation in achieving its mandate.

3. SCOPE OF WORK

3.1 The productivity study should take account of broader definitions of performance and productivity, in considering how to capture elements like quality, and how efficiency measures can complement dimensions like effectiveness.

3.2 The Productivity Study/assessment and related strategies should be developed from the internal perspective of the RTMC. Informed by the mandate of the Corporation accordance with best practices.

a. In undertaking this task, it is expected that the successful service provider will conduct a comprehensive contextual analysis aimed at obtaining understanding of the organizations strategy of readiness to roll out Total Quality management principles. Insights gained from this preliminary organisational analysis is expected to influence strategy design and specific solutions adopted by the stakeholders.

b. The RTMC will utilize the related services as and when required within the contract period

(The contract will be project based and for each assignment terms of reference will be issued)

4. DETAILED SPECIFICATION AND SCOPE OF WORK

Project/Programme	Goal,	The objective of this exercise is to establish the current situation, address areas of concerns and provide possible recommendation with regard to implementation strategies in the following areas:
impact and outcome		<ul style="list-style-type: none"> • Optimization of productivity levels of the Human Resources (targeted areas of work) • Strategies to develop and institutionalized the organizational cost effectiveness and efficiencies in order to enhance focused productivity • Development of effective leadership framework • Investigation of measurable individual & team goals for impactful resource allocation • Prioritization of goals for impact resource allocation • Development of a performance metrics for continuous improvement • Creative strategies to implement effective rewards or incentives for optimal performance • Strategies for collaboration and effective communication practices

	<ul style="list-style-type: none"> • Strategies to inculcate and demonstrate a culture that excites people for teamwork • Efficiency and effective maximization of our technology and productive use thereof • Investigate process productivity
Project/Programme Purpose	<p>To determine top three focus areas to increase RTMCs productivity for targeted areas</p> <p>A status report on current productivity levels as well as recommendations, which can be implemented by the Corporation in order to improve levels of productivity in the Corporation.</p>
Performance Indicators	Recommendations on how to streamline processes and system to optimally and efficiently maximize productivity levels
Key Inputs/Activities	<p>Phase 1 Analysis</p> <ol style="list-style-type: none"> 1. Identify key processes, controls and risks 2. Capacity of the Corporation to perform its duties 3. Determine whether appropriate resources are being used and their status/needs 4. Identify primary materials required 5. Identify current communication systems 6. Evaluate each services delivery process and output 7. The correlation between the performance of the Corporation and the impact in the reduction of road carnages. 8. The availability of systems and processes in place to monitor and evaluate service delivery. 9. The efficiency of the RTMC in terms of resource utilisation and turnaround times and the effectiveness of service delivery from both within selected state institutions and external service users. 10. Identifying areas of efficiency in terms of resource savings.

	<p>11. The ability of the RTMC to track policies and their implementation.</p> <p>12. How the RTMC improves capacity to perform.</p> <p>13. To identify opportunities for growth and/or performance improvement including but not limited to interrogating the following:</p> <p>14. Develop an index to measure the ratio of outputs to inputs</p> <p>15. Calculate the input costs associated with the production of the output (e.g. staff, capital, money at both organisational and individual level);</p> <p>16. Develop the capability, culture and systems that can support the RTMC to better understand, measure and improve productivity.</p> <p>17. Enhance the productive and operational efficiency of organisations and companies in economic distress (financial and operational difficulties) to improve their productivity and competitiveness, thereby financial viability and job security;</p> <p>18. Measures need to be complete or comprehensive to provide valuable insights into how well the RTMC service is performing.</p> <p>19. The prospective service provider should be able to implement relevant and appropriate scientific modalities</p> <p>Phase 2: Source</p> <p>Conduct interviews with the relevant staff members</p> <p>Phase 3 End Product</p> <p>Development of detailed report with recommendations</p>
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SECTION: 3

**ANNEXURE AND STANDARD
BIDDING DOCUMENTS**

**(See the attached pricing
schedule)**

**Bidders are required to complete
in the pricing schedule**

SBD FORMS THAT MUST BE SUBMITTED FOR Pre-QUALIFICATION

Document that must be submitted	Non-submission may result in disqualification?	
Invitation to Bid – SBD 1	YES	Complete and sign the supplied SBD form document
Declaration of Interest – SBD 4	YES	Complete and sign the supplied SBD form document
Preference Point Claim Form – SBD 6.1	NO	Non-submission will lead to a zero (0) score on BBBEE
Declaration of Bidder's Past Supply Chain Management Practices – SBD 8	YES	Complete and sign the supplied SBD form document
Certificate of Independent Bid Determination – SBD 9	YES	Complete and sign the supplied SBD form document
Registration on Central Supplier Database (CSD)	YES	The Bidder must be registered as a service provider on the Central Supplier Database (CSD). If you are not registered, proceed to complete the registration of your company prior to submitting your proposal. Visit https://secure.csd.gov.za/ to obtain your vendor number. Submit proof of registration

BIDDING DOCUMENTS: GENERAL INFORMATION

1. The bidding forms are drawn up so that certain essential information is to be furnished in a specific manner. Any additional particulars shall be furnished in the enclosed questionnaire(s) or in a separate annexure.
2. The bidding forms should not be retyped or redrafted, but photocopies may be prepared and used. Additional offers may be made for any item, but only on a photocopy of the page in question. Additional offers made in any other manner may be disregarded.
3. Bidding forms should not filled in using a computer and printer shall be completed in black ink.
4. Bidders shall check the numbers of the pages and satisfy themselves that none is missing or duplicated. No liability shall be accepted about claims arising from the fact that pages are missing or duplicated.
5. The forms in respect of Preference Points Claim, if attached, shall be completed and submitted with the completed Bid.
6. Firm bid prices and delivery periods are preferred. Consequently, bidders shall clearly state whether prices and delivery periods will remain firm for the duration of the contract or not.
7. If non-firm prices are submitted, this fact should be clearly stated in the bidding documents.
8. Where items are specified in detail, the specifications from an integral part of the bidding document and bidders shall indicate in the space provided whether the items offered are to specification or not.

- 9.** In respect of the paragraphs where the items offered are strictly to specification, bidders shall insert the words “as specified”.
- 10.** In cases where the items are not to specification, the deviations from the specifications shall be indicated.
- 11.** The bid prices shall be given in the units shown.
- 12.** All prices shall be quoted in South African currency.