

18 September 2026

TERMS OF REFERENCE – REQUEST FOR QUOTATIONS

SPECIFICATION FOR THE APPOINTMENT OF A SUITABLY QUALIFIED SERVICE PROVIDER TO CONDUCT AN ORGANISATIONAL SKILLS AUDIT AND DIGITAL CAPABILITY ASSESSMENT

The Food and Beverages Manufacturing Sector Education and Training Authority (FoodBev SETA) invites suitably qualified and experienced bidders to submit quotations to conduct an organisation-wide skills audit and digital capability assessment.

Closing date of submission	30 September 2026
Closing time of submission	16:30
Quotes to be e-mailed to	scm@foodbev.co.za
All quotes must be valid for at least	90 days
Delivery address for the goods	7 Wessel Rd, Rivonia, Johannesburg.

All queries/ clarifications can be sent in writing, citing the bid reference above to the under-mentioned person before the closing date for the quote:

Queries address to	Derrick Smith
Telephone Number: Landline	011 253 7355
e-mail address to send queries	derricks@foodbev.co.za

1. BACKGROUND

FoodBev SETA is a Schedule 3A public entity established in terms of the Skills Development Act, 97 of 1998. It is one of 21 Sector Education and Training Authorities and is mandated to promote, facilitate and incentivise skills development in the food and beverages manufacturing sector in support of the National Skills Development Plan.

FoodBev SETA has an approved organisational structure and a succession planning framework. It requires an evidence-based understanding of the qualifications, experience, technical competencies, behavioural capabilities, leadership capacity and digital proficiency available across the organisation. The assignment will cover approximately 80 employees across all occupational levels and business units; the final population will be confirmed at project inception.

2. PURPOSE

The purpose is to establish a verified organisational skills baseline and determine whether FoodBev SETA has the present and future capabilities required to execute its strategy in an increasingly digital, data-driven and technology-enabled environment. The results must inform workforce planning, succession, internal mobility, recruitment, the Workplace Skills Plan and targeted employee development.

3. OBJECTIVES

The service provider must:

- a) Develop a role-based competency framework aligned to the approved structure, job profiles and strategy;
- b) Establish a validated employee skills inventory;
- c) Identify current, future, scarce, critical, emerging and at-risk skills;
- d) Quantify gaps by employee, role, occupational level and business unit;
- e) Assess succession and internal-mobility readiness;
- f) Determine whether current capabilities are aligned to existing and emerging technologies; and
- g) Translate findings into prioritised and measurable interventions.

4. SCOPE OF WORK

4.1. Project initiation and document review

Review the strategic and annual performance plans, HR plan, approved structure, job profiles, succession plan, WSP/ATR information, training and performance records, relevant policies, and available systems or technology documentation. Submit an inception report confirming the methodology, schedule, information requirements, stakeholder plan, risks and quality controls.

4.2. Skills and competency framework

Develop competency families and proficiency levels for each workforce segment and role. The framework must distinguish technical or functional, behavioural, leadership, compliance and governance, sector-specific, digital and data, and future-oriented competencies. Required proficiency levels must be traceable to job outputs and organisational priorities.

4.3. Data collection, assessment and validation

Apply a mixed-method approach that may include structured self-assessments, manager assessments, interviews, focus groups, qualification and experience verification, work-sample or technical assessments, and validated psychometric instruments where justified and approved. Self-ratings must be triangulated against objective evidence and manager or subject-matter validation. The reliability, validity, accessibility and limitations of each instrument must be explained.

4.4. Skills-gap and organisational-risk analysis

Compare actual proficiency with role and future requirements. Analyse gaps by employee, role, occupational level, business unit and competency family. Identify critical knowledge dependencies, single-incumbent risks, limited bench strength and roles vulnerable to turnover, retirement or technological change. Distinguish gaps requiring learning from those requiring recruitment, redeployment, process redesign, automation or knowledge transfer.

4.5. Technology and digital capability alignment assessment

Assess whether employees have the role-specific capabilities needed to use, manage, govern and derive value from FoodBev SETA's current technology environment and planned digital initiatives. The assessment may not be limited to general computer literacy and must cover, where relevant:

- a) Productivity and collaboration platforms, enterprise systems, HR and finance systems, workflow tools, records and document-management systems;
- b) Data literacy, data quality, reporting, dashboards, analytics and evidence-based decision-making;
- c) Cybersecurity awareness, privacy, POPIA-aligned information handling and digital risk;
- d) Process digitisation, workflow automation, systems integration and digital service delivery;
- e) Responsible use of artificial intelligence and generative AI, including verification, confidentiality, ethical use and governance controls;

- f) The capacity of ICT and business owners to govern technology, manage vendors, lead digital change, support user adoption and realise benefits; and
- g) Emerging technology trends likely to affect the SETA environment and the food and beverages manufacturing sector over the next three to five years.

The service provider must provide a digital capability maturity baseline, identify adoption barriers and underutilised technology caused by skills gaps, and recommend role-based learning pathways. Recommendations must remain technology-neutral unless FoodBev SETA expressly requires product-specific proficiency.

4.6. Succession, mobility and individual development

Map capabilities required for critical and high-risk roles against identified successors and other potential internal talent. Provide objective readiness categories - Ready Now, Ready in 1-2 Years, Ready in 3-5 Years and Emerging Talent - with targeted development actions. Findings do not create an entitlement to promotion or appointment.

4.7. Recommendations and implementation planning

Provide prioritised interventions with owners, timelines, dependencies, success measures and indicative resource implications. Separate quick wins, medium-term actions and strategic capability priorities, and link recommendations to individual development plans, WSP/ATR, recruitment, succession, internal mobility and workforce planning.

5. METHODOLOGICAL, ETHICAL AND DATA REQUIREMENTS

- 5.1. The methodology must be inclusive, defensible, repeatable and proportionate. The provider must ensure informed participation, reasonable accommodation, confidentiality, POPIA compliance, secure data handling and retention, assessment fairness, mitigation of bias and adverse impact, and a process for disputed or anomalous findings.
- 5.2. Individual results may be disclosed only to authorised parties.
- 5.3. All instruments, datasets, dashboards and reports developed for the project must be handed to FoodBev SETA in agreed editable formats.

6. DELIVERABLES

- 6.1. The required deliverables and minimum acceptance requirements are set out in the deliverables table below. Generic templates, unsupported conclusions, unvalidated self-ratings, incomplete employee coverage or recommendations not linked to identified gaps may be rejected for correction at no additional cost.

No.	Minimum acceptance requirement		Indicative timing
1	Inception report and project charter	Approved methodology, instruments, schedule, stakeholder plan, information needs, risks and quality controls.	Week 1
2	Competency framework and assessment toolkit	Role-based framework, competency dictionary, proficiency scale and approved assessment instruments.	Week 2
3	Verified employee skills inventory and matrix	Complete editable and searchable dataset, data dictionary, evidence status and audit trail.	Week 5
4	Individual profiles and development plans	Confidential skills-gap profiles and practical IDPs for assessed employees.	Week 6
5	Organisational skills-gap and risk report	Analysis by unit, role and competency; scarce, critical, emerging and at-risk skills; knowledge risks.	Week 6
6	Technology and digital capability report	Digital maturity baseline, current-system proficiency, adoption risks, AI/data/cyber gaps, future needs and learning pathways.	Week 6

7	Succession and mobility capability report	Readiness categories, material gaps and development actions for critical and high-risk roles.	Week 7
8	Prioritised capability-development plan	Training, recruitment, redeployment, process, automation and knowledge-transfer actions with owners and measures.	Week 7
9	Executive dashboard and presentation	Decision-focused dashboard and presentation to Management and EXCO.	Week 8
10	Final consolidated report and close-out pack	Approved report, editable files, supporting documentation and knowledge-transfer session.	Week 8

7. PROJECT DURATION AND GOVERNANCE

- 7.1.** The assignment is expected to be completed within two months from the commencement date stated in the purchase order or service-level agreement. Bidders must provide a detailed, resource-loaded schedule demonstrating feasibility.
- 7.2.** FoodBev SETA will appoint a project sponsor and project manager, facilitate authorised access to information and stakeholders, and approve deliverables. Payment milestones will be linked to formal acceptance of deliverables.

8. ROLE PLAYERS

- 8.1.** The Manager: Human Resources, or a formally delegated official, will serve as the FoodBev SETA project liaison and coordinate access to approved information, stakeholders and governance structures.

9. PRICING INSTRUCTIONS

- 9.1.** Bidders must complete the pricing schedules below and submit a detailed quotation on company letterhead.
- 9.2.** Prices must be in South African Rand, inclusive of VAT where applicable, and include professional fees, assessment licences, travel, data collection, analysis, reporting, presentations, editable source files, knowledge transfer and all incidental costs.
- 9.3.** No additional cost will be accepted unless approved in writing through the applicable procurement process.

Item	Project phase / deliverable	Estimated days	Phase price (excl. VAT)	Phase price (incl. VAT)
1	Inception and document review			
2	Competency framework and assessment design			
3	Data collection and validation			
4	Analysis, reports and development planning			
5	Executive presentation, handover and close-out			
TOTAL	Total professional fees			
Item	Cost component	Quantity / basis	Unit price	Total price
1	Assessment instruments or licences			
2	Travel and related expenses			
4	Other disbursements - specify fully			

5	Subtotal: additional costs			
6	VAT, where applicable			
TOTAL	TOTAL BID PRICE			

10. BID EVALUATION

- 10.1. Criteria 1: Compliance evaluation**– bidders will first be evaluated in terms of compliance, that is, meeting minimum requirements. Bidders who do not fulfil all the requirements or do not submit required documents using the required format, will be disqualified and not move onto the next stage of evaluations.
- 10.2. Criteria 2: Functional Evaluation - Functionality** points are equal to 100 points. Bidders must achieve a minimum score of **75** points to proceed to the Price and Specific Goals evaluation. Bidders scoring below the minimum threshold will be disqualified.
- 10.3. Criteria 3: Price and Specific goals** will be evaluated on an 80/20 preferential procurement principle for all bids up to R50 million.

11. CRITERIA 1 - COMPLIANCE EVALUATION

- 11.1.** Must be registered on the National Treasury CSD (Central Supplier database): A full report must be submitted.
- 11.2.** Standard Bidding Documents (SBD) forms: (SBD 1, SBD 4, SBD 6.1): completed and signed by the duly authorized person.
- 11.3.** Tax clearance certificate and Pin.
- Failure to submit the above documents will result in the bidder being disqualified.

12. CRITERIA 2 – FUNCTIONALITY EVALUATION

Functional criteria	Weight
12.1. Company experience The bidder must provide a minimum of 5 (Five) relevant reference letters or testimonials (<i>purchase orders will not be considered</i>) for similar organisation wide audits completed in a public or private sector environment in the last 5 (five) years. The reference letters must be on the bidder's client's letterhead, duly signed and dated by the authorized person, reflecting the level of service and performance provided by the bidder: • No/little relevant experience or no references= 0.00 • 1 (one) relevant reference letters/projects=5.00 • 2 (two) relevant reference letters/projects= 10.00 • 3 (three) relevant reference letters/projects=15.00 • 4 (four) relevant reference letters/projects= 20.00 • 5 (five) relevant reference letters/projects or more =25.00	25.00
12.2. Team Experience The Project Team Leader should have at least 5 years' experience in conducting similar projects and possess at least an NQF level 8 relevant qualification in	25.00

Human Resources / Business Management or equivalent. (Bidder to provide certified certificate(s). Qualifications • Relevant NQF level 8 relevant qualification = 10 points • No Relevant NQF level 8 relevant qualification = 0 points Experience • No experience = 0 points • 1- 2 years' experience = 5 points • 3- 4 years' experience = 10 points • 5 years or more experience = 15 points	
12.3 Technology and future-skills approach.	
Technology and future-skills approach. The bidder must demonstrate its capability to assess the alignment of employees' skills with FoodBev SETA's current technology environment and anticipated technology requirements over the next three to five years. Evidence required: • A sample digital competency framework or digital maturity model previously developed or proposed for this assignment. • A sample anonymised digital skills matrix, maturity heatmap, dashboard or technology skills-gap report. • Evidence of at least one previous assignment involving a digital capability, technology skills, digital maturity or future-skills assessment. • A clear indication of the technology capability areas that will be assessed, including current systems, data literacy and analytics, cybersecurity, automation, AI readiness, technology adoption and technology governance. • An explanation of how future technology and skills requirements will be identified and linked to FoodBev SETA's strategy, roles and operating environment. Scoring • No relevant evidence or technology/future-skills capability demonstrated = 0 points • Evidence is limited to basic computer literacy, software training or generic digital-skills assessment = 10 points • Relevant capability is demonstrated, but the evidence or coverage of the required technology areas and future-skills analysis is limited = 20 points • Strong capability is demonstrated through relevant previous experience and	40.00

quality sample outputs covering most required technology areas and future capability needs= 30 points • Extensive and directly relevant capability is demonstrated through comparable experience, a comprehensive digital competency or maturity framework, high-quality sample outputs, and clear coverage of current technology alignment, adoption, governance and three-to-five-year future capability requirements. = 40 points		
12.4 Methodology and Approach		
The proposal should include a methodology and customised project plan that demonstrates the bidder's capacity to deliver the services as outlined in the scope of work. The proposal should sufficiently cover the scope of the work.		
Unacceptable: The proposal does not meet any of the above requirements or comply with and/or insufficient/no information provided.	0.00	10.00
Good: The proposal meets most of the requirements and is sufficiently detailed to demonstrate a good understanding and provide details of how requirements will be met.	05.00	
Excellent: The proposal is unambiguous and demonstrates a thorough understanding of the requirements and provides full details of how each requirement will be met	10.00	
TOTAL		100.00

Note: the minimum score for functionality is **75 points**.

- Please note that the Evaluation Committee will use their own discretion to assess quality of all bid proposals received in relation to above functionality criteria and may further verify information submitted from relevant sources/your clients and use their own discretion to score the bidders proposal accordingly.
- It is the responsibility of the bidder to seek clarity by enquiry before submission of the final bid, where the criteria are construed to be ambiguous or confusing. Should there be a difference of interpretation between the bidders and FoodBev SETA, the SETA reserves the right to make a final ruling on such interpretation.
- FoodBev SETA may request clarification or additional information regarding any aspect of the tender document or proposal submitted. The bidders must supply the requested information within twenty-four (24) hours after receipt of a written request from supply chain office. Failure to submit such information may result in disqualification or non-award of functionality points.

13. CRITERIA 3 - PREFERENCE POINTS ALLOCATION

13.1. 80/20 preference point system for acquisition of goods or services for Rand value up to R50 million as follows:

Mr S. Ngcukana: Independent Board Chairperson, Ms N. Selamolela: Chief Executive Officer

CRITERIA	MEANS OF VERIFICATION	POINTS
Price	Proposed Bid Price	80,00
Preference Points	Specific Goals	20,00
Total Points		100,00

13.2. The following allocation will determine the specific goals (20.00 points) for this tender process:

Categories for Specific Goals	% of ownership of the main tendering entity	Preference Point System
		20.00 Points (80/20)
Black People Ownership	100%	5
	75% - 99%	4
	51% - 74%	3
	0 - 50%	0
Women Ownership	100%	5
	75% - 99%	4
	51% - 74%	3
	30% - 50%	2
	0 - 29%	0
Black Youth Ownership	100%	5
	75% - 99%	4
	51% - 74%	3
	30% - 50%	2
	0 - 29%	0
People with Disability (PwD) Ownership	100%	5
	75% - 99%	4
	51% - 74%	3
	30% - 50%	2
	0 - 29%	0
Total		20

- Bidders must submit the following documents as a means of verification for specific goals:
 - a) CIPC documents (company registration documents),
 - b) A copy of a BBBEE verification certificate or signed affidavit indicating ownership levels,

Mr S. Ngcukana: Independent Board Chairperson, Ms N. Selamolela: Chief Executive Officer

- c) Shareholder certificates,
- d) Copy(ies) of Identity document(s) for directors or shareholders(s).
- e) Medical confirmation letter issued and signed by a registered medical practitioner (for people with disability)
- f) Central Supplier Database (CSD) full report. (Not a summary)

14. CONDITIONS OF CONTRACT

The successful service provider undertakes:

- 14.1. To treat all relevant and available data and/or information provided by the FoodBev SETA and its employees strictly confidential;
- 14.2. Not to discuss or make any information available to any member of the public, press or other service provider/consultant or any other unauthorized person(s) except as authorized by the FoodBev SETA;
- 14.3. Not to copy or duplicate any software or documentation for private use;
- 14.4. To give back to the FoodBev SETA all documentation, reports, programmes etc. upon completion of the project;
- 14.5. General conditions of tender, contracts and orders will be applicable in the execution of the contract;
- 14.6. Parking and travel between the prospective service provider's home/office and the FoodBev SETA will be borne by the Service Provider;
- 14.7. Failure to adhere to the above conditions will lead to the invalidation of the quotation;
- 14.8. The FoodBev SETA reserves the right to discontinue work on any element of the quotation at any given time in consultation with the Senior Manager: Human Resources of the FoodBev SETA, for example the quality of work delivered is poor or the service provider is unduly delaying delivery of service;
- 14.9. Enter into a Service Level Agreement with the FoodBev SETA before the final acceptance of the tender proposal.
- 14.10. The Contract/SLA may be finalized within a period of maximum of five (5) working days for signature before commencement of the work. Bidders must note that FoodBev SETA contracts are vetted by outsourced lawyers therefore it is important to note that it is the responsibility of the bidder to also vet their contract before signing it off.
- 14.11. If two or more tenderers score an equal total number of points, the contract must be awarded to the tenderer that scored the highest points for specific goals.
- 14.12. If functionality is part of the evaluation process and two or more tenderers score equal total points and equal preference points for specific goals, the contract must be awarded to the tenderer that scored the highest points for functionality.
- 14.13. If two or more tenderers score equal total points in all respects, the award must be decided by the drawing of lots.

15. IMPORTANT INFORMATION TO NOTE - GUIDELINES

15.1. Disclosures

- a) Bidder to disclose if they have been subject to proceedings or other arrangements relating to bankruptcy or insolvency

16. DISCLAIMER

- 16.1.** FoodBev SETA reserves the right not to appoint a service provider
- 16.2.** Not to appoint a bid that scored the highest points i.e. award a bid, on reasonable and justifiable grounds, to a bidder that did not score the highest points
- 16.3.** Award the contract or any part thereof to one or more service providers
- 16.4.** Reject all bids
- 16.5.** Decline to consider any bids that do not conform to any aspect of the bidding requirements
- 16.6.** Request further information from any bidder after closing date for clarity purposes
- 16.7.** Cancel this RFQ or any part thereof at any time
- 16.8.** Require the shortlisted bidders to make presentations at the venue communicated with the bidder and this presentation will be made by bidder at their own cost
- 16.9.** Points scored will be rounded to 2 decimals
- 16.10.**
- 16.11.** FoodBev SETA does not communicate with any bidders telephonically indicating that the bidder will be assisted to receive the award in return of financial resources. FoodBev SETA does not request bribes from any of the bidders and should a bidder receive such request, please that bidder must immediately notify FoodBev SETA and the police.

17. CONFIDENTIALITY

- 17.1.** Bids submitted will not be revealed to any other bidders and will be treated with utmost confidentiality.
- 17.2.** All information pertaining to FoodBev SETA obtained by the bidder as a result of participation in this RFQ is confidential and must not be disclosed without written authorisation from the FoodBev SETA
- 17.3.** The project lead will abide by FoodBev SETA Code of Conduct and all laws, rules and regulations that govern the SETA.

18. MISCELLANEOUS

- 18.1.** The service provider should include any additional information deemed useful to the FoodBev SETA in evaluating the proposal.

19. NEGOTIATIONS

- 19.1.** FoodBev SETA will enter into negotiations to agree on fees, scope of work, scope of service, and other salient commercial terms with the preferred bidder.

20. VALIDITY

- 20.1.** The proposal provided to FoodBev SETA in terms of this request for quotations will be valid for a period of 90 days from the date of submission with the exception of the Tax and B-BBEE certificates which must still be valid at the time of award.
- 20.2.** Should there be a need to request extension of the finalization of the award of the bid, the bidders will be duly informed, and the tender/proposal will remain valid except for items mentioned above.

21. CONDITIONS OF PAYMENT

- 21.1.** No service should be provided to FoodBev SETA before an official purchase order has been issued to the supplier. An invoice supported by all relevant documentation must be submitted to FoodBev SETA for certification and authorization before payment can be made. Invoices will be payable 30 days after receipt of the invoice and statement.

22. COST OF TENDERING/ PROVIDING QUOTATIONS

- 22.1. The bidders shall bear all costs and expenses associated with the preparation and submission of the tender document/proposal. FoodBev SETA shall under no circumstances be responsible and/or liable for any such costs, regardless of, and without limitation to the conduct or outcome of the tendering, evaluation and selection process. The bidder will have no claim against FoodBev SETA where bids are cancelled for whatever reason.

23. UNSUCCESSFUL BIDDERS

- 23.1. Please note FoodBev SETA decision on the selection of the successful bidder is final and FoodBev will not enter any further correspondence and/or negotiations with any unsuccessful bidder.

24. PROCEDURES FOR SUBMITTING QUOTATIONS

- 24.1. The **closing date** for proposals submission is **30 September 2026 @ 16h30**.
- 24.2. The proposals must reach the FoodBev SETA before or on the closing date and time. Bidders must email a soft copy of their proposal to: scm@foodbev.co.za.
- 24.3. Submissions received after closing date and time will not be considered.