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REQUEST FOR QUOTATION (RFQ)
APPOINTMENT OF A SERVICE PROVIDER TO SUBMIT QUOTATIONS FOR THE PROVISION OF ORGANISATIONAL ESTABLISHMENT, OPERATING MODEL, FUNCTION TRANSFER AND WORKFORCE TRANSITION SUPPORT SERVICES FOR THE TRANSPORT ECONOMIC REGULATOR (TER)

RFQ	RFQ2026/27/17
RFQ ISSUE DATE	07 JULY 2026
BRIEFING SESSION	NONE
RFQ DESCRIPTION	APPOINTMENT OF A SERVICE PROVIDER TO SUBMIT QUOTATIONS FOR THE PROVISION OF ORGANISATIONAL ESTABLISHMENT, OPERATING MODEL, FUNCTION TRANSFER AND WORKFORCE TRANSITION SUPPORT SERVICES FOR THE TRANSPORT ECONOMIC REGULATOR (TER)
CLOSING DATE & TIME	13 JULY 2026 @ 12:00 (MIDDAY)
LOCATION FOR SUBMISSIONS	quotations@portsregulator.org

Bidders must submit responses via e-mail at: quotations@portsregulator.org before or on the stipulated date and time. For any queries or questions, please use the above-mentioned email address.

Ports Regulator of South Africa requests your quotation on the services listed above. Please provide us with all the information as requested and return your quotation on or before the date and time stipulated above. **Late and incomplete submissions will invalidate the quote submitted.**

SUPPLIER NAME: _____

POSTAL ADDRESS: _____

MAAA NUMBER (CSD NO): _____

TELEPHONE NO: _____

FAX NO: _____

E MAIL ADDRESS: _____

CONTACT PERSON: _____

CELL NO: _____

SIGNATURE OF BIDDER: _____

DETAILED SPECIFICATION

APPOINTMENT OF A SERVICE PROVIDER TO SUBMIT QUOTATIONS FOR THE PROVISION OF ORGANISATIONAL ESTABLISHMENT, OPERATING MODEL, FUNCTION TRANSFER AND WORKFORCE TRANSITION SUPPORT SERVICES FOR THE TRANSPORT ECONOMIC REGULATOR (TER)

1. INTRODUCTION

- 1.1. The Ports Regulator of South Africa (PRSA) invites suitably qualified and experienced service providers to submit quotations for the provision of organisational establishment, operating model, workforce transition and change management support services for the Transport Economic Regulator (TER).

2. BACKGROUND

- 2.1. The Transport Economic Regulator (TER) is being established in terms of the Economic Regulation of Transport Act, 2024, as amended, as a national public entity responsible for the economic regulation of transport infrastructure and services.
- 2.2. As part of the establishment process, the TER has developed a Draft End-State Organisational Structure to support the phased operationalisation of the Regulator.
- 2.3. The TER requires the services of a suitably qualified and experienced service provider to support the refinement and validation of the Draft End-State Structure, development of an operating model, workforce transition planning, migration of functions and employees from the Ports Regulator of South Africa (PRSA), job profiling and grading and organisational change management.
- 2.4. The establishment of the TER includes the phased migration of identified employees and functions from the PRSA in accordance with applicable legislative, governance and labour requirements. The successful service provider will be expected to support the organisational, workforce and change management aspects associated with this transition.
- 2.5. The successful bidder will be expected to provide practical, implementation-focused support and demonstrate experience in organisational establishment, institutional transition, workforce migration and regulatory or public sector environments.

3. PURPOSE OF THE ASSIGNMENT

- 3.1. The purpose of the assignment is to support the organisational establishment of the TER through:
 - 3.1.1. Refinement and validation of the Draft End-State Organisational Structure;

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- 3.1.2. Development of a fit-for-purpose operating model aligned to the legislative mandate of the TER;
 - 3.1.3. Conducting a skills review, skills mapping and workforce transition assessment;
 - 3.1.4. Supporting the migration of identified PRSA functions and employees into the TER;
 - 3.1.5. Providing advisory support on Section 197 transfer processes and related labour considerations;
 - 3.1.6. Developing and/or refining job profiles and facilitating job evaluation and grading processes;
 - 3.1.7. Supporting organisational change management and stakeholder engagement activities; and
 - 3.1.8. Developing a practical implementation roadmap for the transition to the approved organisational structure.
- 3.2. Project Duration
 - 3.2.1. The assignment is expected to be completed within six (6) months from the date of appointment, subject to an agreed project plan and milestone schedule.

4. SCOPE OF WORK

4.1. Organisational Design Review and Validation

4.1.1. The service provider shall:

- Review the Draft End-State Structure and validate alignment between the organisational structure, legislative mandate, strategic objectives and operational requirements;
- Assess spans of control, reporting relationships, governance arrangements and accountability structures;
- Assess organisational efficiency, scalability and sustainability;
- Identify duplication, gaps and capability requirements; and
- Refine and validate the Draft End-State Structure.

4.1.2. Deliverables

- Organisational Design Assessment Report, including a refined End-State Organisational Structure.

4.2. Operating Model Development

4.2.1. The service provider shall develop a comprehensive operating model that defines:

- Core regulatory functions;
- Regulatory decision-making processes;
- Governance and accountability arrangements;

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- Delegations and authority levels;
 - Internal and external stakeholder interfaces;
 - Business capabilities required to support the mandate;
 - Service delivery and support models; and
 - Key business processes and workflows.

4.2.2. Deliverables

- TER Operating Model, including implementation recommendations.

4.3. **Skills Review, Skills Mapping and Workforce Assessment**

4.3.1. The service provider shall:

- Conduct a comprehensive skills audit of identified PRSA employees associated with transferred functions;
- Assess qualifications, competencies, experience and institutional knowledge;
- Conduct skills mapping against the future TER operating model and organisational structure;
- Assess workforce readiness;
- Identify critical skills, scarce skills and skills gaps; and
- Assess future capability requirements.

4.3.2. Deliverables

- Skills Audit, Skills Mapping and Gap Analysis Report.

4.4. **Function Transfer and Workforce Transition Framework**

4.4.1. The service provider shall:

- Assess the functions to be transferred from PRSA to TER;
- Develop a function transfer framework;
- Map functions against the proposed TER structure;
- Identify staffing implications arising from the transfer;

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- Develop placement principles and role alignment methodologies;
 - Develop migration options and transition arrangements;
 - Identify workforce transition risks; and
 - Recommend implementation approaches.

4.4.2. Deliverables

- Function Transfer and Workforce Transition Framework, including:
 - Role Alignment and Placement Matrix;
 - Workforce Transition Plan; and
 - Transition Risk Assessment.

4.5. **Section 197 and Labour Transition Support**

4.5.1. The service provider shall:

- Provide specialist advice relating to Section 197 transfer requirements;
- Assess labour implications associated with the transfer of functions and employees;
- Develop an employee migration framework aligned with applicable labour legislation, governance requirements and recognised good practice;
- Support consultation planning and engagement processes;
- Identify labour relations risks and mitigation measures; and
- Develop employee transition guidelines.

4.5.2. Deliverables

- Section 197 Advisory Report, including Labour Relations Risk Assessment.
- Employee Migration Framework, including Employee Transition Guidelines.

4.5.3. Legal Responsibility

- The successful service provider will provide advisory and technical support relating to organisational design, workforce transition, labour transition planning and Section 197 implementation.

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- Any formal legal opinions, legal interpretation or legal sign-off relating to Section 197 of the Labour Relations Act shall remain the responsibility of the Transport Economic Regulator and/or its appointed legal advisers.

4.6. Job Profiling, Job Evaluation and Grading

4.6.1. The service provider shall:

- Develop and/or refine job profiles for the approved organisational structure;
- Define role purpose, responsibilities, reporting relationships, competencies and key performance areas;
- Conduct job evaluation and grading of positions using a recognised job evaluation methodology and provide recommendations on grading outcomes;
- Provide benchmarking and market comparisons where appropriate;
- Identify critical positions required for the establishment phase; and
- Prepare supporting documentation for governance approvals.

4.6.2. Deliverables

- Job Profiles for approved positions;
- Job Evaluation and Grading Report, including grading recommendations and supporting documentation for governance approvals.

4.7. Change Management and Stakeholder Engagement

4.7.1. The service provider shall:

- Develop a change management strategy;
- Develop a stakeholder engagement and communication plan;
- Identify change risks and mitigation measures;
- Support employee engagement and communication initiatives; and
- Facilitate stakeholder engagement sessions where required.

4.7.2. Deliverables

- Change Management and Stakeholder Engagement Strategy.

4.8. Transition Roadmap and Implementation Planning

4.8.1. The service provider shall develop a practical implementation roadmap that includes:

- Transition phases;
- Critical milestones;
- Governance decision points;
- Workforce transition activities;
- Operating model implementation activities;
- Resource requirements;
- Risks and mitigation measures; and
- Dependencies and sequencing requirements.

4.8.2. Deliverables

- Transition and Implementation Roadmap including:
 - Phased Implementation Plan;
 - Risk Register; and
 - Final Project Report.

5. EVALUATION CRITERIA

5.1 Administrative Requirements (Phase 1)

The bidder must submit the following documents:

- 5.1.1 The bidder must submit proof of registration on CSD (Central Supplier Database).
- 5.1.2 The SBD 4, and 6.1 forms must be completed, signed by the authorised company representative.
- 5.1.3 Completed POPIA consent form

5.2 Functionality/technical evaluation (Phase 2)

5.2.1 The Bidder must score a minimum of **60%** during Phase 2 (functionality / technical) of the evaluation to qualify for Phase 3 of the evaluation, which is price and specific goals.

5.2.2 The functionality is as follows:

GUIDELINES FOR CATEGORY CRITERIA	FUNCTIONALITY (GUIDELINES FOR CRITERIA APPLICATION)	WEIGHT	
RELEVANT EXPERIENCE AND REFERENCE PROJECTS			
Relevant organisational establishment, operating model development, workforce transition and institutional transformation experience.	<p>The bidder must demonstrate organisational capability by submitting evidence of relevant experience and a minimum of five (5) completed projects undertaken within the last ten (10) years. The completed projects must collectively demonstrate experience in:</p> <ul style="list-style-type: none"> • Organisational design and operating model development; • Public sector, public entity, regulator or state-owned entity environments; • Organisational establishment, institutional separation, mergers, demergers or transfer of functions; • Workforce transition, skills mapping and employee migration; • Section 197 advisory services or transfer processes; • Job evaluation and grading; • Organisational change management; and • PFMA governance within public entities. 	35	
	<p>Each project must be supported by a signed reference letter on the client's official letterhead, indicating the scope of work, commencement and completion dates and client contact details. At least one (1) completed project must have been undertaken for a public entity, regulator, state-owned entity or government institution.</p>		
	<p>Fails to submit the minimum of five (5) completed projects or fails to provide compliant reference letters.</p>		0
	<p>Submits five (5) completed projects with compliant reference letters demonstrating experience in up to three (3) of the required competency areas.</p>		10

GUIDELINES FOR CATEGORY CRITERIA	FUNCTIONALITY (GUIDELINES FOR CRITERIA APPLICATION)		WEIGHT
	Submits five (5) completed projects with compliant reference letters demonstrating experience in four (4) to six (6) of the required competency areas, including at least one project undertaken for a public sector institution, regulator, state-owned entity or government institution.	20	
	Submits five (5) or more completed projects with compliant reference letters demonstrating experience in seven (7) or more of the required competency areas, including at least one project undertaken for a public sector institution, regulator, state-owned entity or government institution	30	
	Submits more than five (5) completed projects with compliant reference letters demonstrating experience in all eight (8) required competency areas, including multiple projects involving organisational establishment, operating model development, workforce transition, transfer of functions and/or Section 197 advisory services within public sector institutions, regulators, state-owned entities or government institutions	35	
METHODOLOGY AND TECHNICAL APPROACH			
Proposed methodology and technical approach for executing the assignment.	The bidder shall submit a methodology demonstrating understanding of the assignment and proposed approach to delivering the Scope of Work. The methodology must address all workstreams contained in Section 4.		20
	Demonstrates a clear understanding of the project objectives and Scope of Work	4	
	Provides a logical, practical and implementable methodology covering all workstreams	5	
	Provides a realistic project plan including activities, milestones, deliverables and timelines	4	

GUIDELINES FOR CATEGORY CRITERIA	FUNCTIONALITY (GUIDELINES FOR CRITERIA APPLICATION)		WEIGHT
	Demonstrates appropriate governance arrangements, resource allocation, quality assurance and risk management	4	
	Demonstrates innovation, practicality and alignment with public sector/regulatory environments	3	
PROJECT TEAM AND SPECIALIST EXPERTISE			
Qualifications, experience and specialist expertise of the proposed project team.	<p>The bidder must nominate a suitably qualified and experienced project team to undertake the assignment. Detailed CVs and certified copies of qualifications for all proposed resources must be submitted. Where one proposed resource fulfils more than one specialist capability, that resource may be evaluated against each applicable capability, provided the minimum qualification and experience requirements are met for each specialist role.</p> <p>Lead Organisational Design Specialist (10 Points) The proposed Lead Organisational Design Specialist must demonstrate:</p> <ul style="list-style-type: none"> • Relevant qualification at NQF Level 7 or higher in Organisational Development, Human Resource Management, Industrial Psychology, Business Management, Public Administration or a related field. • Minimum ten (10) years' experience in organisational design and operating model development. • Experience leading at least three (3) organisational establishment, institutional transformation or operating model development projects. • Experience within a public sector institution, regulator, public entity or state-owned entity. • Experience leading multidisciplinary project teams. 		25
	Does not meet the minimum qualification and experience requirements	0	
	Meets the qualification requirement and demonstrates two (2) of the required experience criteria	3	
	Meets the qualification requirement and demonstrates three (3) to four (4) of the required experience criteria	7	

GUIDELINES FOR CATEGORY CRITERIA	FUNCTIONALITY (GUIDELINES FOR CRITERIA APPLICATION)		WEIGHT
	Meets all qualification and experience requirements	10	
	Labour Relations / Employment Law Specialist (4 Points) The proposed specialist must demonstrate: <ul style="list-style-type: none"> • Relevant qualification at NQF Level 7 or higher in Labour Relations, Employment Law, Human Resources or a related field. • Minimum eight (8) years' relevant experience. • Experience providing advisory services relating to Section 197 transfers. • Experience in labour relations within the public sector. 		
	Does not meet the minimum qualification and experience requirements	0	
	Meets the qualification requirement and demonstrates one (1) experience criterion	2	
	Meets all qualification and experience requirements	4	
	Job Evaluation and Grading Specialist (4 Points) The proposed specialist must demonstrate: <ul style="list-style-type: none"> • Relevant qualification at NQF Level 7 or higher. • Minimum five (5) years' experience in job evaluation and grading. • Experience using recognised job evaluation methodologies. • Experience conducting job evaluation and grading assignments within the public sector. 		
	Does not meet the minimum qualification and experience requirements	0	
	Meets the qualification requirement and demonstrates one (1) to two (2) experience criteria	2	
	Meets all qualification and experience requirements	4	
	Change Management Specialist (3 Points) The proposed specialist must demonstrate: <ul style="list-style-type: none"> • Relevant qualification at NQF Level 7 or higher. • Minimum five (5) years' experience in organisational change management. 		

GUIDELINES FOR CATEGORY CRITERIA	FUNCTIONALITY (GUIDELINES FOR CRITERIA APPLICATION)	WEIGHT														
	<ul style="list-style-type: none"> • Experience in workforce transition and organisational transformation programmes. • Experience developing and implementing change management and stakeholder engagement strategies for organisational restructuring, institutional transformation or public sector reform <table border="1" data-bbox="472 520 1235 1562"> <tr> <td data-bbox="479 527 1008 604">Does not meet the minimum qualification and experience requirements</td> <td data-bbox="1013 527 1229 604">0</td> </tr> <tr> <td data-bbox="479 611 1008 730">Meets the qualification requirement and demonstrates one (1) to two (2) experience criteria</td> <td data-bbox="1013 611 1229 730">1</td> </tr> <tr> <td data-bbox="479 737 1008 856">Meets the qualification requirement and demonstrates all three (3) experience criteria</td> <td data-bbox="1013 737 1229 856">3</td> </tr> <tr> <td colspan="2" data-bbox="479 863 1229 1268"> <p>Public Sector Governance Specialist (4 Points)</p> <p>The proposed specialist must demonstrate:</p> <ul style="list-style-type: none"> • Relevant qualification at NQF Level 7 or higher. • Minimum five (5) years' experience in public sector governance. • Experience in PFMA governance and Schedule 3A public entities. • Experience within regulators, public entities or state-owned entities. </td> </tr> <tr> <td data-bbox="479 1274 1008 1352">Does not meet the minimum qualification and experience requirements</td> <td data-bbox="1013 1274 1229 1352">0</td> </tr> <tr> <td data-bbox="479 1358 1008 1478">Meets the qualification requirement and demonstrates one (1) to two (2) experience criteria</td> <td data-bbox="1013 1358 1229 1478">2</td> </tr> <tr> <td data-bbox="479 1484 1008 1562">Meets all qualification and experience requirements</td> <td data-bbox="1013 1484 1229 1562">4</td> </tr> </table>	Does not meet the minimum qualification and experience requirements	0	Meets the qualification requirement and demonstrates one (1) to two (2) experience criteria	1	Meets the qualification requirement and demonstrates all three (3) experience criteria	3	<p>Public Sector Governance Specialist (4 Points)</p> <p>The proposed specialist must demonstrate:</p> <ul style="list-style-type: none"> • Relevant qualification at NQF Level 7 or higher. • Minimum five (5) years' experience in public sector governance. • Experience in PFMA governance and Schedule 3A public entities. • Experience within regulators, public entities or state-owned entities. 		Does not meet the minimum qualification and experience requirements	0	Meets the qualification requirement and demonstrates one (1) to two (2) experience criteria	2	Meets all qualification and experience requirements	4	
Does not meet the minimum qualification and experience requirements	0															
Meets the qualification requirement and demonstrates one (1) to two (2) experience criteria	1															
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Does not meet the minimum qualification and experience requirements	0															
Meets the qualification requirement and demonstrates one (1) to two (2) experience criteria	2															
Meets all qualification and experience requirements	4															
<p><i>The proposed project team shall collectively satisfy all specialist capability requirements. Where a proposed resource is nominated to fulfil more than one specialist capability, the bidder must clearly demonstrate, through the submitted CV and supporting qualifications, that the resource meets the minimum qualification and experience requirements for each specialist capability against which the resource is proposed.</i></p>																
<p>SECTION 197, WORKFORCE TRANSITION AND FUNCTION TRANSFER EXPERIENCE</p>																
<p>Experience in Section 197 advisory services,</p>	<p>The bidder must identify which of the submitted reference projects demonstrate experience in the areas listed below.</p>	<p>20</p>														

GUIDELINES FOR CATEGORY CRITERIA	FUNCTIONALITY (GUIDELINES FOR CRITERIA APPLICATION)		WEIGHT
workforce transition and function transfer.	<p>The evaluator will assess the identified projects against the required experience areas.</p> <p>Required Experience Areas</p> <p>The submitted projects must demonstrate experience in:</p> <ul style="list-style-type: none"> • Section 197 advisory services and transfer processes. • Workforce transition, skills mapping and employee migration. • Function transfer, role alignment and placement methodologies. • Labour consultation planning and stakeholder engagement. • Development of employee migration, workforce transition or function transfer frameworks. • Organisational transition or institutional transformation within a public sector institution, regulator, public entity or state-owned entity. 		
	Submitted projects do not demonstrate any of the required experience areas.	0	
	Submitted projects demonstrate one (1) to two (2) required experience areas.	5	
	Submitted projects demonstrate three (3) to four (4) required experience areas.	10	
	Submitted projects demonstrate five (5) required experience areas.	15	
	Submitted projects demonstrate all six (6) required experience areas.	20	
Total points on functionality			100

5.3 Price & Specific goals (Phase 3)

5.3.1 The **third phase** is to evaluate the service providers on price and specific goals on the service providers that successfully qualified on phase 2 (technical/functionality).

5.3.2 Price will be composed of 80% and specific goals will be composed of 20%.

5.3.3 The specific goals for this RFQ are as follows:

No	Specific Goal	Proof required	Score
1.	B-BBEE compliance (All levels will be taken into account and allocated specific point as per the attached SBD 6.1)	Valid B-BBEE certificate or sworn affidavit	20

5.3.4 Bidders must submit the completed SBD 6.1 and the above required proof in order to claim specific goals points, failing to submit any the bidder will score 0 points for specific goals.

6. SUMMARY OF DELIVERABLES

6.1. The successful service provider shall deliver all outputs and deliverables specified in Section 4 of this RFQ.

7. PROPOSAL REQUIREMENTS

7.1. Bidders must submit:

7.1.1. Company profile;

7.1.2. Detailed methodology and approach, structured against the scope of work and evaluation criteria;

7.1.3. Project plan and timelines;

7.1.4. Project team composition and CVs, mapped to the specialist capabilities required;

7.1.5. Relevant project experience and references aligned to the mandatory reference project categories and evaluation criteria;

7.1.6. Risk management approach;

7.1.7. Pricing proposal;

7.1.8. Assumptions and dependencies; and

7.1.9. Detailed project implementation schedule indicating milestones, deliverables and estimated timeframes.

7.2. The methodology must specifically explain the bidder's approach to each key workstream, aligned to the evaluation criteria:

7.2.1. The approach to organisational design validation;

7.2.2. The operating model development methodology;

7.2.3. The skills mapping approach;

7.2.4. The methodology for employee migration and placement;

7.2.5. The approach to Section 197 advisory support;

7.2.6. The job evaluation and grading methodology; and

7.2.7. The change management approach.