



TERMS OF REFERENCE

**Provision of Leadership Development and Coaching Services at
SANAS for a Period of twelve (12) Months**

SANAS/LDCS/2018-19/04

1. PURPOSE

The purpose of this is to invite suitably qualified Service Providers to submit proposals for the provision of Leadership Development and Coaching services for the South African National Accreditation System (SANAS). This is aimed at all the Managers and Executives of SANAS. SANAS is located at: Libertas Office Park: 305 Highway Street, Cnr Libertas and the Highway str. Equestria, Pretoria East

2. SANAS OVERVIEW

The South African National Accreditation System (SANAS), is a schedule 3A public entity established in terms of the Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act, 2006. SANAS is a member of the Department of Trade and Industry “the dti” COTII and is responsible for promoting accreditation aimed at facilitating international trade and the enhancement of South Africa’s economic performance.

3. PROJECT BACKGROUND

Given the extremely competitive and rapidly changing global market, organizations are in dire need of leaders equipped with the skills and competencies to help the company remain resilient and agile. Key to that is the need for the leadership team to effectively lead the and have the ability to assemble teams that are “highly engaged and committed,” ensuring that the talents and skills of each team member is fully utilized to further overall business objective. As an organisation, it is therefore critical that SANAS strives to meet its objectives and sustain its competitive advantage.

SANAS believes in having a pool of managers and leaders who are competent in the key skills for the 21st century i.e. people management, global outlook, strategic outlook, critical thinking, transformation thinking and commercial acumen. Without the necessary personal learning and growth strategies, strong organisations like us may find themselves unable to adjust effectively to the ever changing environment they compete in.

It is for that reason that SANAS believes that they need to embark on a structured Leadership Development and Coaching exercise that is aimed at building leader capability to achieve short and long term organisational goals.

4. TARGET AUDIENCE

This programme is targeted at all SANAS' Executives and Managers. It is expected that the appointed bidder will offer leadership development and coaching interventions at individual and group basis.

4.1 AUDIENCE SIZE

The total number of the Target Group is as follows

4.1.1	CEO	1
4.1.2	Executive Members	4
4.1.3	Co-Sec	1
4.1.4	Managers (Core Business)	8
4.1.5	Managers (<i>Enabling Function- including Officers that report directly to Executive</i>)	10
TOTAL:		22

NOTE: *All the people holding the above-listed positions have a Minimum qualification of a Bachelor's Degree and a Maximum qualification of a PhD Degree.*

5. SCOPE OF WORK

SANAS wishes to enter into a contract with a Service Provider to provide Leadership, Development and Coaching services. The preferred Service Provider will develop a leadership profile and development programme that will elevate the leadership competencies and capabilities of the target group.

The accredited and registered service provider is expected to provide service including but not limited to the following:

- 5.1 Develop manager Personal credibility and "Principle-Centered Leadership,"
- 5.2 Develop individual Self-Mastery and Emotional Intelligence
- 5.3 Guide individual towards Decisiveness and agility
- 5.4 Assist towards Disciplined Delivery
- 5.5 Enhance Interpersonal Skills and Social Intelligence
- 5.6 Individual Performance Enablement
- 5.7 Influence, cohesiveness and relationship management

- 5.8 Provide progress report within agreed timelines and frequency
- 5.9 Identify gaps and recommend corrective actions

6. EXPECTED OUTCOME OF THE INTERVENTION

SANAS' intention with the Leadership Development and Coaching programme is to ensure that its Executives and Managers are provided with effective coaching service so that individuals:

- 6.1 Achieve significant personal growth and development;
- 6.2 Have increased awareness of their strength and weaknesses and are able to determine their personal attributes;
- 6.3 Are motivated to perform optimally and to the best of their ability;
- 6.4 Are better equipped to manage change and drive departmental transformation;
- 6.5 Are provided with practical techniques to deal with pressure and work stress and how to achieve a balance between personal life and professional life;
- 6.6 Are guided around techniques for mastering the art of listening blending humility with confidence, building rapport and interpersonal relationships, and other areas that impact on individual and group performance including the assimilation of SANAS values;
- 6.7 Are assisted with the channel to address their unique development needs and also attaining general insight into learning and growing, decision-making, conflict resolution and problem solving.

7. SKILLS, KNOWLEDGE AND QUALIFICATIONS REQUIRED

The preferred service provider must have the following skills and knowledge but not limited to:

- 7.1 Bidder must be Accredited and professionally registered by the professional body for executive coaching (Copy of the Registration Certificate to be attached)
- 7.2 Assigned Coaches must also be qualified, accredited and professionally registered by the professional body for executive coaching (Copy of the Registration Certificate to be attached)
- 7.3 Assigned coaches must have verifiable Work Experience at Senior Management OR Executive Management Levels
- 7.4 Assigned coaches must have verifiable Coaching Experience in a similar project

8. TIME FRAMES

- 8.1 SANAS requires the project to be completed **in exactly 12 months** after contracting.
- 8.2 Specific timelines relating to interventions will be agreed upon by all stakeholders.

9. PROPOSAL

- 9.1 Interested bidders are required to prepare a proposal for a coaching programme for SANAS staff that would describe the objectives, content and measurable outcomes of the programme contextualizing this with worldwide best practice in terms of Executive-level coaching, learning and development.
- 9.2 The proposal should describe their **coaching methodology**, approach and the conceptual basis and indicate how this would be implemented in relation to SANAS staff (the approach and methodology must differentiate between Team Coaching and Individual Coaching).
- 9.3 This should include the approach and tools that will be utilised to identify individual gaps or weaknesses so as to design relevant interventions.
- 9.4 The proposal should indicate in general terms the optimal length of a coaching intervention and the way it would be organized. A generic description of the preparations needed for the coaching intervention, the form and organization of the intervention itself, as well as identification of key meetings, milestones, evaluations and assessments of the relationship should be included in this.
- 9.5 The proposal should set out clearly that the capacity of the Bidder to deliver SANAS' programme in terms of number of coaches and amount of time available.
- 9.6 The proposal should clearly set out all the costs involved in the coaching programme, including the coach/company rates for the coaching, as well as the costs of any disbursements. (For comparative purposes an hourly rate should be indicated).
- 9.7 The proposal should contain full CVs of the proposed coaches that indicate both their qualifications and their work and coaching experience at Senior Level.
- 9.8 Bidders should indicate the extent to which they are available beyond working hours, are contactable telephonically and on e-mail and preferred location of coaching sessions.

- 9.9 Bidders should indicate details of their cancellation policy and policy related to changes in consultation times.
- 9.10 Bidders to commit to keeping the assigned coach for the duration of the programme for consistency and continuity.
- 9.11 In the event of the assigned coach/es not being able to complete the programme, the Bidder must provide the approach to replace the coach without creating instability or disadvantaging the affected executive or manager.

10. METHODOLOGY AND PROCESS TO BE FOLLOWED

The service provider should indicate clear approaches and methods to be followed in delivering the deliverables of this project in line with the set objectives. This should be accompanied by a proposed work plan, including but not limited to the following:

- 10.1 Assessments. (pre and post).
- 10.2 Project Plan with time frames.
- 10.3 Reporting and feedback processes.
- 10.4 Facilitating learning.
- 10.5 Training Evaluation of the learning.
- 10.6 Communication and Feedback.

11. REPORTING

The appointed service provider is required to:

- 11.1 Provide hard coloured copies as well as electronic documents.
- 11.2 Present a written progress and final reports at the end of the programme.
- 11.3 All reports must be evidence-based meaning that the service provider must produce proof that the milestone has been achieved or certain action has taken place.

NOTE: Further reporting requirements will be addressed in the SLA during the contracting phase.

12. PROPOSAL PRESENTATIONS

The short-listed service providers may be called to make a presentation to SANAS.

Details relating to venue and presentation layout will be communicated when required.

13. CONTINUITY AND PROFILE OF SENIOR STAFF ON THE PROJECT

- 13.1 The Bidder must guarantee the continuity of the assigned coaches throughout the duration of the contract.

14. PRICING SCHEDULE

NOTE:

- 14.1 Costing to be broken down by each Phase to be followed from initial engagement till Project close-out.
- 14.2 Costing should be reduced to hourly rate
- 14.3 Schedule to reflect Total Costs including VAT
- 14.4 The below pricing tables are an example. Bidders to develop Tables in line with their proposed methodology phases

PHASE 1:

ACTIVITY	HOURS	COST / HOURS	TOTAL COST (R)
SUB TOTAL (Excl. VAT)	R		
VAT (15%)	R		
TOTAL (Incl. VAT)	R		

PHASE 2

ACTIVITY	HOURS	COST / HOURS	TOTAL COST (R)
SUB TOTAL (Excl. VAT)	R		
VAT (15%)	R		
TOTAL (Incl. VAT)	R		

NOTE: This should include all expense

15. CLOSING DATE AND TIMES

Sealed bids clearly stating the name of this bid and bid number must be deposited into the tender box located at the reception of SANAS, Libertas Office Park, 305 Highway Street, Cnr Libertas and Highway Street, Equestria, 0184 during office hours (08h00 to 16h30) **on or before 08 March 2019 at 11h00**

16. SUMMARY PROPOSAL REQUIREMENTS

The proposal should include, amongst others, the following:

- A proposed plan of action and methodology. This should include the proposed team to be assigned to SANAS, experience and qualifications, assessment tools that will be utilized to identify gaps and intervention requirements should also be included. It is recommended that bidders must motivate the reason for proposed assessment tool.
- Registration with relevant industry bodies / associations (Company and Assigned Coaches)
- Proof of financial sustainability (refer to evaluation criteria);
- 16.4Project Costing Schedule
- A list of verifiable references of similar projects (projects not be older than four (4) years);
- Ability to ensure continuity of staff on the project.
- Valid SARS Tax PIN.
- CSD Registration
- B-BBEE Certificate

Service providers shall submit their responses in accordance with the response format specified below:

- The proposal must be submitted in the prescribed format.
- Standard bidding documents attached with terms of reference should be filled in (**not re-typed**).

- The response must be submitted with three (3) copies of the original proposal and the original copy.
- Service providers are required to use the two-envelope system, whereby the technical proposal (stage 1) and the Financial proposal (**Stage 2**) be placed in two separate envelopes.
- **Cover Page:** (the cover page must clearly indicate the bid reference number, description and the service provider name)

17. STAGE 1: ADMINISTRATIVE COMPLIANCE

The table below depicts the documents that the Service Provider must ensure that they are completed and included in the bid. Service providers are required to use the two-envelope system, whereby the Technical proposal (**Stage 1**) and the Financial proposal (**Stage 2**) be placed in two separate envelopes containing the following:

Envelope 1 - Technical Proposal	Envelope 2 - Financial Proposal
<ul style="list-style-type: none"> ▪ Proposal including, CVs, Reference Letters, Financial Statements, Company Profile, Executive Summary, Experience, references etc. ▪ SBD 4 Declaration of Interest. ▪ SBD 6.1 Preference Points Claim Form. ▪ SBD 7.2 Contract Form (to be completed in duplicate). ▪ SBD 8 Declaration of Bidder's past supply chain management practices. ▪ SBD 9 Independent Bid Determination Certification. ▪ General Condition of Contracts (all pages initialled). ▪ Terms of references (all pages initialled) ▪ Certified Copies of Company registration certificates documents. 	<p>Bidding documents, as follows:</p> <ul style="list-style-type: none"> ▪ SBD 3.3 Pricing Schedule including proposed total cost of the project ▪ SBD 1 Invitation to Bid.

<ul style="list-style-type: none"> ▪ Certified ID Copies of Company Directors/ Partners / Trustees (whichever is applicable). ▪ Copy of CSD report OR MAAA Number as proof CSD Registration ▪ Proof of Registration with Coaching Body / Association NPL, COMENSA etc. 	
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Failure to submit the above-mentioned mandatory documents will result in your bid being disqualified. All SBD forms must be completed and signed.

18. EVALUATION PROCESS FOR BIDS RECEIVED

- 18.1 All bids received will be examined to determine compliance with bidding requirements and conditions (completion and attachment of compulsory documents).
- 18.2 Bids with deviations from the requirements/conditions will be disqualified from stage 1 (one) of the evaluation process
- 18.3 SANAS will establish a Bid Evaluation Committee to review all the responses received.
- 18.4 A two envelope system will be utilised for consideration of bid received and two separate envelopes must be submitted clearly marked as Functionality and Price and BBEE.
- 18.5 Bidders who obtain 80/100 points in stage 2 (Functionality) will qualify to proceed to the next stage which is Price and BBEE evaluation. Wherein 80/20 preference Point Systems will be used as follows:
 - 18.5.1 80 points for price and 20 points for B-BBEE status of contribution.

19. EVALUATION CRITERIA

19.1 STAGE 2: FUNCTIONALITY

<p><u>Business Sustainability</u></p> <p>Audited Financials OR Management Account with Letter from Accountant / Bookkeeper OR Original Bank-Stamped Statements reflecting a consistent minimum amount of R30K per month over a period of three (3) consecutive months</p> <p>Amounts of Less than R30k per month over a period of three (3) consecutive months will score "0"</p>	<p>max 5 points</p>
<p><u>Contactable References on Client Letterhead on similar projects (to include Coaching of Executives). Projects should not be more than 4 years old</u></p> <p>Three (3) written testimonials demonstrating provable experience (5 points)</p>	<p>max 5 points</p>
<p><u>Individual Team Member Work Experience at Senior or Top Management Level-</u> Experience of individual Team member that will be utilised for SANAS. Evidence in the form of CV reflecting their experience working at Executive level.</p> <p>All individuals must have a minimum of five (5) years' experience at senior management level.</p> <p>Bidders that do not meet the minimum requirements will be allocated zero (0).</p>	<p>Max 10 points</p>
<p>TEAM Experience of employment in Senior and Executive Management Role</p> <p>Collective Senior Management / Executive roles- experience of team members assigned to this project.</p> <p>10 years (5 points)</p>	<p>max 25 points</p>

<p>>10 years - 30 years (10 points) >30 years (25 points)</p>	
<p>TEAM Experience in Executive Coaching</p> <p>Collective experience of team members assigned to this project. CV's of all Team Members to be attached reflecting experience in Coaching and relevant Active Coaching Accreditation and Certification.</p> <p>5-10 years (10 points) >10 years (30 points)</p> <p><u>NOTE: If any of the Team Members submitted has no evidence of relevant Active Accreditation and Certification institutions like COMENSA, NPL etc, the entire Team will be disqualified to earn any scores. The score will be "0"</u></p>	<p>max 30 points</p>
<p>METHODOLOGY; proposal and Project plan with duration, number of sessions per person etc.</p> <p>Assessment approach and tools, profiling, engagements - individual and group, support, final assessments, close-out report, developmental recommendations and other value adds</p>	<p>max 25 points</p>
<p>Threshold</p>	<p>80</p>
<p>Total</p>	<p>100</p>

20. STAGE 3 - PREFERENCE POINT SYSTEM.

20.1 Step 1: Calculation of points for price

- Only bids that achieve the minimum qualifying score for functionality will be evaluated further in accordance with the 80/20 preference point system, as contemplated in the Preferential Procurement Policy Framework Act 5 of 2000. The formulae to be used in calculating points scored for price is as follows:

$$P_s = 80 \left(1 - \frac{P_t - P_{\min}}{P_{\min}} \right)$$

Where

P_s = Points scored for comparative price of bid or offer under consideration

P_t = Comparative price of bid or offer under consideration

P_{\min} = Comparative price of lowest acceptable bid or offer.

- Points scored will be rounded off to the nearest 2 decimal places.

20.2 Step 2: Calculation of points for B-BBEE status level of contributor

Points will be awarded to a bidder for attaining the B-BBEE status level of contribution in accordance with the table below:

B-BBEE Status Level of Contributor	Number of Points
1	20
2	18
3	14
4	12
5	8
6	6
7	4
8	2
Non-compliant contributor	0

Bids will not be disqualified from the bidding process if the bidder did not submit a certificate substantiating the B-BBEE status level of contribution or is a non-

compliant contributor. Such a bidder will score zero (0) out of a maximum of 20 points respectively for B-BBEE.

21. NOTES TO BIDDERS

This section outlines basic requirements that must be met. Failure to accept these conditions or part thereof will result in your proposal being excluded from the evaluation process.

- Bid documents should be presented to SANAS marked “**Bid for Leadership Development and Coaching Services**”
- SANAS will not be liable to reimburse any costs incurred by the bidder during the bidding process.
- Evaluation of bidders will be carried out by a Bid Evaluation Committee. The evaluators will, if necessary, contact bidders to seek clarification of any aspect of the bid.
- Bidders should identify any work they are currently carrying out or completing which could cause a conflict of interest and indicate how such conflict could be avoided.
- Provide a Supplier number (MAAA number) and unique code from National Treasury as proof that the supplier is registered on CSD).

22. VALIDITY OF PROPOSALS

The Bidder is required to confirm that it will hold its proposal valid for **90 days** from the closing date of the submission of proposals during which time it will maintain without change the personnel proposed for the services together with their proposed rates.

23. AGREEMENTS

- A service level agreement will be entered into between SANAS and the successful service provider.
- The appointed service provider will be responsible for ensuring that the agreed deliverables are produced to a quality standard, on time and within the budget.

24. PAYMENT TERMS

SANAS undertakes to pay valid invoices in full within 30 (thirty) days from the invoice date for work done to its satisfaction. No payment will be made where there is outstanding information not submitted by the supplier.

25. TAX CLEARANCE CERTIFICATE REQUIREMENTS

It is an absolute requirement that the taxes of the successful bidder MUST be in order, or that verifiable evidence of suitable arrangements must have been made with SARS.

26. QUALITY ASSURANCE REVIEWS OF THE WORK

The successful bidder shall ensure that all work conforms to leadership development and coaching services as per the agreement to be signed.

27. INFORMATION OWNERSHIP

- Any research information gathered and templates created in whatever manner or format will be the property of SANAS and are not to be released to a third party without a written consent of SANAS. All publications emanating from this project will be the property of SANAS.

28. DISCLAIMER

SANAS reserves the right not to appoint a service provider. SANAS reserves the right to:

- Decline to consider any bids that do not conform to any aspect of the bidding process.
- Request further information from any service provider after the closing date, for clarity purposes.
- Cancel this bid or any part thereof at any time.

29. ENQUIRIES/ CLARIFICATION

All communication and attempts to solicit information of any kind relative to this Request for Proposal (RFP) should be channeled in writing to:

Name: Nomvuyo Jawe

Telephone Number: Office: 012 740 8535

Email address: nomvuyo@sanas.co.za