



T23/11/16

**REQUEST FOR PROPOSAL TO
DEVELOP IDC'S LEADERSHIP
COMPETENCY FRAMEWORK AND
LEADERSHIP DEVELOPMENT
FRAMEWORK AND STRATEGY**

**BID CLOSING DATE: THURSDAY, 15
DECEMBER 2016 AT 12:00 NOON**

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SECTION 1: GENERAL CONDITIONS OF BID

1. Proprietary Information

Industrial Development Corporation of SA Ltd (IDC) considers this Request for Proposal (RFP) and all related information, either written or verbal, which is provided to the respondent, to be proprietary to IDC. It shall be kept confidential by the respondent and its officers, employees, agents and representatives. The respondent shall not disclose, publish, or advertise this RFP or related information to any third party without the prior written consent of IDC.

2. Enquiries

2.1 All communication and attempts to solicit information of any kind relative to this RFP should be channelled **in writing** to:

Name:	<u>Ms Louise Stander</u>
Telephone Number:	<u>+27 11 269 3942</u>
Email address:	<u>louises@idc.co.za</u>

2.2 Enquiries in relation to this RFP will not be entertained after **16h00 on 6 December 2016**.

2.3 The enquiries will be consolidated and IDC will issue one response and such response will be posted, within two days after the last day of enquiries, onto the IDC website (www.idc.co.za) under tenders i.e. next to the same RFP document.

2.4 The IDC may respond to any enquiry in its absolute discretion and the bidder acknowledges that it will have no claim against the IDC on the basis that its bid was disadvantaged by lack of information, or inability to resolve ambiguities.

3. Bid Validity Period

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

4. Instructions on submission of Bids

4.1 Bids should be submitted in duplicate (2 hard copies) and one electronic copy (on CD) in PDF format all bound in a sealed envelope endorsed, **T23/11/16: Request for proposal to Develop IDC's Leadership Competency Framework and Leadership Development Framework and Strategy**. The sealed envelope must be placed in the bid box at the Main Reception area of the IDC Building, 19 Fredman Drive Sandton by no later than 12:00 noon on Thursday, 15 December 2016.

4.2 Bids must be submitted in the prescribed response format, herein reflected as **Response Format**.

4.3 The bid closing date, bidder name and the return address must also be endorsed on the envelope.

4.4 If a courier service company is being used for delivery of the bid response, the bid description must be endorsed on the delivery note/courier packaging and the courier must ensure that documents are placed / deposited into the bid box. **The IDC will not be held responsible for any delays where bid documents are handed to the IDC Receptionist.**

- 4.5 No bid response received by telegram, telex, email, facsimile or similar medium will be considered.
- 4.6 Where a bid response is not in the bid box at the time of the bid closing, such a bid document will be regarded as a late bid. **It is the IDC's policy not to consider late bids for tender evaluation.**
- 4.7 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. Preparation of Bid Response

- 5.1 All the documentation submitted in response to this RFP must be in English.
- 5.2 The bidder is responsible for all the costs that it shall incur related to the preparation and submission of the bid document.
- 5.3 Bids submitted by bidders which are, or are comprised of companies must be signed by a person or persons duly authorised thereto by a resolution of the applicable Board of Directors, a copy of which Resolution, duly certified, must be submitted with the bid.
- 5.4 The bidder should check the numbers of the pages of its bid to satisfy itself that none are missing or duplicated. No liability will be accepted by IDC in regard to anything arising from the fact that pages of a bid are missing or duplicated.
- 5.5 A valid tax clearance certificate must be included in the bid response, or proof of application endorsed by SARS in this regard.

6. Supplier Performance Management

Supplier Performance Management is viewed by the IDC as a critical component in ensuring value for money acquisition and good supplier relations between the IDC and all its suppliers.

The successful bidder shall upon receipt of written notification of an award, be required to conclude a Service Level Agreement (SLA) with the IDC, which will form an integral part of the supply agreement. The SLA will serve as a tool to measure, monitor and assess the supplier's performance and ensure effective delivery of service, quality and value-add to IDC's business.

Successful bidders will be required to comply with the above condition, and also provide a scorecard on how their product / service offering is being measured to achieve the objectives of this condition.

7. Supplier Development

The IDC promotes enterprise development. In this regard, successful bidders may be required to mentor SMMEs and/ or Youth-Owned businesses. The implications of such arrangement will be subject to negotiations between the IDC and the successful bidder.

8. IDC's Rights

- 8.1 The IDC is entitled to amend any bid conditions, bid validity period, RFP specifications, or extend the bid closing date, all before the bid closing date. All bidders, to whom the RFP documents have been issued and where the IDC have record of such bidders, may be advised in writing of such amendments in good time and any such changes will also be posted on the IDC's website under the relevant tender information. All prospective bidders should therefore ensure that they visit the website regularly and before they submit their bid response to ensure that they are kept updated on any amendments in this regard.
- 8.2 The IDC reserves the right not to accept the lowest priced bid or any bid in part or in whole. It normally awards the contract to the bidder who proves to be fully capable of handling the contract and whose bid is functionally acceptable and/or financially advantageous to the IDC.
- 8.3 The IDC reserves the right to award this bid as a whole or in part.
- 8.4 The IDC reserves the right to conduct site visits at bidder's corporate offices and / or at client sites if so required.
- 8.5 The IDC reserves the right to consider the guidelines and prescribed hourly remuneration rates for consultants as provided in the **National Treasury Instruction 01 of 2013/2014: Cost Containment Measures**, where relevant.
- 8.6 The IDC 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 IDC to conduct background checks, including FICA verification, on the bidding entity and any of its directors / trustees / shareholders / members.

9. Undertakings by the Bidder

- 9.1 By submitting a bid in response to the RFP, the bidder will be taken to offer to render all or any of the services described in the bid response submitted by it to the IDC on the terms and conditions and in accordance with the specifications stipulated in this RFP document.
- 9.2 The bidder shall prepare for a possible presentation should IDC require such and the bidder will be required to make such presentation within five (5) days from the date the bidder is notified of the presentation. Such presentation may include a practical demonstration of products or services as called for in this RFP.
- 9.3 The bidder agrees that the offer contained in its bid shall remain binding upon him/her and receptive for acceptance by the IDC during the bid validity period indicated in the RFP and calculated from the bid closing hour and date such offer and its acceptance shall be subject to the terms and conditions contained in this RFP document read with the bid.
- 9.4 The bidder furthermore confirms 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 for the services contemplated in this RFP; and that he/she accepts that any mistakes regarding price(s) and calculations will be at his/her risk.
- 9.5 The successful bidder accepts full responsibility for the proper execution and fulfilment of all obligations and conditions devolving on him/her under the supply agreement and SLA to be concluded with IDC, as the principal(s) liable for the due fulfilment of such contract.

- 9.6 The bidder accepts that all costs incurred in the preparation, presentation and demonstration of the solution offered by it shall be for the account of the bidder. All supporting documentation and manuals submitted with its bid will become IDC property unless otherwise stated by the bidder/s at the time of submission.

10. Reasons for disqualification

- 10.1 The IDC reserves the right to disqualify any bidder which does any one or more of the following, and such disqualification may take place without prior notice to the offending bidder, however the bidder will be notified in writing of such disqualification:
- 10.1.1 bidders who do not submit a valid and original Tax Clearance Certificate or proof of application of such as endorsed by SARS **on the closing date and time of the bid**;
 - 10.1.2 bidders who submit incomplete information and documentation according to the requirements of this RFP document;
 - 10.1.3 bidders who submit information that is fraudulent, factually untrue or inaccurate information;
 - 10.1.4 bidders who receive information not available to other potential bidders through fraudulent means;
 - 10.1.5 bidders who do not comply with **mandatory requirements** if stipulated in the RFP document;
 - 10.1.6 bidders who fail to comply with FICA requirements;
 - 10.1.7 Bidders who do not attend the bidders' presentation session as referenced in 9.2 above may be disqualified from the process.

11. Local Production and Content

The IDC promotes Local Production and Content. In the case of designated sectors, only locally produced goods, services or works or locally manufactured goods, with a stipulated minimum threshold for local production and content will be considered. IDC reserves the right at its sole discretion to set minimum thresholds for sectors which may not have been declared as designated sectors by the dti in an effort to stimulate local production and content where relevant.

12. Response Format (Returnable Schedules)

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

- 12.1 **Cover Page:** (the cover page must clearly indicate the RFP reference number, bid description and the bidder's name)
- 12.2 **Schedule 1:**
 - 12.2.1 Executive Summary (explaining how you understand the requirements of this RFP and the summary of your proposed solution)
 - 12.2.2 Annexure 1 of this RFP document (duly completed and signed)
- 12.3 **Schedule 2**
 - 12.3.1 Original and valid Tax Clearance Certificate(s) (TCC);

- 12.3.2 Originally certified copies of bidder's CIPC company registration documents listing all members with percentages, in case of a CC.
- 12.3.3 Copy of Board Resolution, duly certified;
- 12.3.4 Originally certified copy of ID document for the Company Representative
- 12.3.5 Annexure 2 of this RFP document (duly completed and signed);
- 12.3.6 Annexure 3 of this RFP document (duly completed and signed);
- 12.3.7 Annexure 4 of this RFP document (duly completed and signed);
- 12.3.8 Latest Audited Financial Statement
- 12.3.9 Response to Annexure 6: BEE Commitment Plan
- 12.3.10 B-BBEE verification certificate indicating the contribution level of the bidding entity. An Exempted Micro Enterprises (EME) with an annual turnover less than R10 million, is only required to obtain a sworn affidavit confirming the annual total revenue and level of black ownership. A Qualifying Small Enterprise (QSE) that has 51% or more black beneficiaries may obtain a sworn affidavit confirming the annual total revenue and level of black ownership. If a bidder is a Joint Venture or Consortium, the bidder must submit a consolidated B-BBEE scorecard as if they were a group structure. Any misrepresentation in terms of the declaration constitutes a criminal offence as set out in the B-BBEE Act as amended.

Note: If a bidder is a Consortium, Joint Venture or Prime Contractor with Subcontractor(s), the documents listed above (12.3.1-12.3.8) must be submitted for each Consortium/ JV member or Prime Contractor and Subcontractor(s).
- 12.3.11 Copy of Joint Venture/ Consortium/ Subcontracting Agreement duly signed by all parties (if applicable)

12.4 Schedule 3:

- 12.4.1 Response to Section 2 of this document, in line with the format indicated in this RFP document.
- 12.4.2 Annexure 5 of this RFP document, duly completed and signed

12.5 Schedule 4: Price Proposal (response to Section 3 of this RFP document) (Must be submitted in a separate envelope within the sealed envelope of the bid)

- 12.6 One (1) CD with all Schedules listed above, also included in the sealed envelope of the bid**

13. Evaluation Criteria and Weightings

Bids shall be evaluated in terms of the following process:

- 13.1 Phase 1: Initial Screening Process:** During this phase, bid responses will be reviewed for purposes of assessing compliance with RFP requirements including the general bid conditions, which requirements include the following:
- Submission of a valid Tax Clearance Certificate as referenced in 12.3.1 above
 - Submission of Company Registration Forms as referenced 12.3.2 above
 - Submission of ID copy for the Company Representative as referenced in 12.3.3 above
 - BEE Status Certification as referenced in 12.3.10 above
 - Completion of all Standard Bidding Documents and other requirements, as reflected in this RFP, which covers the following:
 - Section 2: Statement of compliance with the Functional Evaluation Criteria for this RFP
 - Section 3: Cost Proposal and Price Declaration Form
 - Annexure 1: Acceptance of Bid Conditions
 - Annexure 2: Supply Chain Management Questionnaire
 - Annexure 3: Declaration of Interest
 - Annexure 4: Shareholders' Information/ Group Structure
 - Annexure 5: Bidders Experience & Project Team
 - Annexure 6: BEE Commitment Plan

Failure to comply with the requirements assessed in Phase 1 (compliance), may lead to disqualification of bids.

13.2 Phase 2: Technical/ Functionality Evaluation

Bid responses will be evaluated in accordance with the Functional criteria as follows:

13.2.1 Mandatory Functional/ Technical Requirements

All bid responses that do not meet any of the Mandatory Functional Requirements will be disqualified, and will not be considered for further evaluation on the Other Functional Requirements. The Mandatory Functional Requirements are stated in section 2 of this RFP document. (if applicable)

Failure to comply with any of the Mandatory Functional Requirements assessed in phase 2 may lead to disqualification of bids.

13.2.2 Other Functional/ Technical Requirements

With regard to the other Functional Requirements, this assessment will be conducted in two stages namely, paper evaluation and bidder presentations. Only bidders, who meet the minimum scores on the paper evaluation, will be requested to participate in the presentation stage.

Stage 1: Paper evaluation will consider the following criteria (set out in more detail in section 2 of this RFP document) and the associated weightings will be applicable:

ELEMENT	WEIGHT
Bidder's Experience – Competency Frameworks	15
Bidder's Experience – Leadership development Strategy	15
Proposal	30
Qualifications and skills of key personnel	15
Timelines	10
TOTAL	80%

Note: Bidders, who score 56 points out of 80 points (70%) or more in total on other functional / technical requirements as stated above, will be required to further provide a presentation at the IDC head office in Sandton for further evaluation purposes.

Stage 2 - Presentation: Shortlisted bidders will be required to provide a presentation to the evaluation team which will account for 20% in total of the Technical Evaluation:

ELEMENT	WEIGHT
Bidders will be required to present on the elements detailed in Section 2 paragraph 5.2.5	15
TOTAL	20%

All bids that fail to achieve the minimum overall qualifying score of 70% on other functional/ technical requirements including the presentation will not be considered for further evaluation on Price and BEE.

13.3 Phase 3: Preference Point System

All bids that achieve the minimum qualifying score for Functionality (acceptable bids) will be evaluated further in terms of the preference point system, as follows:

CRITERIA	POINTS
Price	80
B-BBEE	20
TOTAL	100 points

14. Promotion of Emerging Black owned Service Providers

It is the IDC's objective to promote transformation across all industries and/ or sectors 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 tender would be undertaken by black owned entities. 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 listed in 13.3

SECTION 2: FUNCTIONAL REQUIREMENTS SPECIFICATION

SECTION 2: FUNCTIONAL REQUIREMENTS SPECIFICATION

1. Special instructions to bidders

- 1.1 Should a bidder have reason to believe that the Functional Requirements are not open / fair and/or are written for a particular service provider; the bidder must notify IDC Procurement within five (5) days after publication of the RFP.
- 1.2 Bidders shall provide full and accurate answers to the questions posed in this RFP document, and, where required explicitly state either "Comply/Not Comply" regarding compliance with the requirements. Bidders **must** substantiate their response to all questions, including full details on how their proposal/solution will address specific functional/ technical requirements; failure to substantiate may lead to the bidder being disqualified. All documents as indicated must be supplied as part of the bid response.
- 1.3 Failure to comply with Mandatory Requirements may lead to the bidder being disqualified.

2. Background Information

The IDC implemented a new strategy to support and position the Corporation at the centre of industrial capacity development and to drive the IDC to increase its impact and contribution to the economy. In order to successfully entrench this strategy, the Corporation requires capable leaders at all levels. As a result, the Corporation would like to develop a fit for purpose competency framework that will guide the attraction and development of talent. The focus of the Competency development will cover both the leadership competency framework and the respective functional and behavioural competencies required for all the leadership roles in the Corporation (refer to Annexure 7: IDC Organogram). The scope of the project will also be the development of a leadership development framework and strategy on the basis of the leadership competency framework as proposed. The project is aimed at achieving some of the following key objectives:

- Review and recommend an appropriate IDC capability and competency framework that is aligned to the strategy of the Corporation which is based on relevant benchmarking and is deemed as industry best practice, as follows:
 - Leadership Competency framework with clearly articulated proficiency levels;
 - Functional competencies required by respective divisions within the Corporation (12 Divisions – refer to Annexure 7: IDC Organogram indicating Divisions and Leadership positions) with articulated proficiency levels;
 - Behavioural Competencies aligned to the culture and values of the Corporation and the associated behaviours required to drive the achievement of the Corporate culture and values (with articulated proficiency levels);
 - Propose alternatives or suggestions on how the frameworks could be made available to all staff through use of technology;
 - Ensure that the proposed frameworks are aligned to best practice;
 - The Leadership and Behavioural Competency frameworks will be prioritised for first delivery and approval and followed by the rest;
- Support the Corporation in defining and understanding its current and future leadership requirements, review and recommend an ideal leadership development framework and strategy aligned to the proposed competency frameworks.

- Support the Corporation to create alignment of this initiative to other talent management practices e.g. Role profiling, Talent Acquisition and Interview Guides, and appointment of future leaders.

The Corporation therefore seeks to appoint a capable service provider to deliver on the project as defined.

3. Scope of Work

The project is targeted to deliver on two key outcomes:

3.1 Phase 1: Review and propose a Leadership and Behavioral Competency Framework with articulated proficiency levels. The service provider is required to clearly map out a project approach that will support the development of this Framework.

3.2 Phase 2: Design and propose Functional competencies required by respective divisions within the Corporation (12 Divisions) with articulated proficiency levels. The service provider is required to clearly map out a project approach that will support the development of these competencies.

3.3 Phase 3: Review of Leadership Development Strategy and Platforms

This phase will entail the review of the current leadership development strategy and current leadership development platforms and recommend an ideal leadership development strategy aligned to the leadership competency framework of the Corporation. This should not only focus on academic executive development programs/ classroom training but should also consider other platforms such as secondments/ exchange programs/ complex projects/ action learning initiatives. A clear Return on Investment (ROI) methodology should be proposed to measure the impact of development.

3.4 Reports and Presentations

Prepare and present the recommendations to Executive Management Committee, the Board Human Capital Committee, the Board and the Shareholder.

3.5 Communication and Change Management plan to support implementation

The service provider will be required to ensure effective communication across the various stakeholders in this project. Therefore, the service provider must provide a detailed change management process outlining how this initiative will be communicated and positioned with the respective participants.

4. Project Timelines

The service provider should be available to start the project immediately upon award and complete it within the indicative timelines below.

The IDC envisages to finalise the tender award process by 13 January 2017 and the bidder will have to adhere to the following indicative timelines:

DELIVERABLE	TIMELINE
PHASE 1: LEADERSHIP AND BEHAVIORAL COMPETENCY FRAMEWORK	
Phase 1 to be completed by 27 January 2017 and should cover the following:	16 - 27 January 2017

<ul style="list-style-type: none"> Review and propose a Leadership and Behavioral Competency Framework with articulated proficiency levels. The service provider is required to clearly map out a project approach that will support the development of this Framework. 	
Phase 2 and 3 to be completed by the end of March 2017	30 January 2017 – 31 March 2017

5. Technical Evaluation Criteria

5.1 Mandatory Technical Requirements

The bidder must indicate its compliance / non-compliance to the requirements and should substantiate its response in the space provided below. If more space is required to justify compliance, please ensure that the substantiation is clearly cross-referenced to the relevant requirement.

5.1.1 BIDDER PRESENTATION	Comply	Not Comply
The bidder must be available to make a presentation on 20 December 2016 as per paragraph 5.2.5 (page 18) of this document.		
The Bidder must complete the deliverables as listed under Phase 1 by 27 January 2017.		
Substantiate / Comments		

5.2 Other Technical Requirements

The bidder must indicate its compliance / non-compliance to the requirements and should substantiate its response in the space provided below. If more space is required to justify compliance, please ensure that the substantiation is clearly cross-referenced to the relevant requirement.

5.2.1 BIDDER'S EXPERIENCE – COMPETENCY FRAMEWORKS	Comply	Partially Comply	Not Comply
<p>The bidder must demonstrate the following relevant experience:</p> <ul style="list-style-type: none"> Undertaking the review of leadership competency benchmarking in line with best practice; Development of an organisationally relevant leadership and associated behavioural and functional competency frameworks; <p>The bidder must provide two (2) relevant contactable references of similar work done in the past three (3) years. Local experience in SOE's and Global experience will be an added advantage. Please refer to Table (a) of Annexure 5 of this document for the format in which the required information must be provided.</p>			
Substantiate / Comments			

5.2.2 BIDDER'S EXPERIENCE – LEADERSHIP DEVELOPMENT STRATEGY	Comply	Partially Comply	Not Comply
<p>The bidder must demonstrate the following relevant experience:</p> <ul style="list-style-type: none"> The development and customisation of a suitably aligned leadership development strategy that clearly outlines the methodology and approach in utilising various development platforms; <p>The bidder must provide two (2) relevant contactable references of similar work done in the past three (3) years. Global experience will be an added advantage. Please refer to Table (a) of Annexure 5 of this document for the format in which the required information must be provided.</p>			
Substantiate / Comments			

5.2.3 Proposal

The service provider must indicate their ability to do the following and to substantiate as required:	Comply	Partial	Non Comply	Substantiation
<p>a) Review and recommend the respective Competency Frameworks against the strategy of the Corporation against national and global best practice; and recommend a framework which is aligned to the strategy of the Corporation and to best practice.</p> <p>The bidder must indicate the approach and process that will be followed to deliver in this regard.</p>				
<p>b) Review the current IDC Leadership development strategy and leadership development platforms and recommend an ideal leadership development strategy aligned to the leadership competency as proposed. It is imperative to indicate how one would measure impact and show return on investment for development.</p> <p>The bidder must indicate the approach and process that will be followed to deliver in this regard.</p>				
<p>c) Align the outcomes of this project to other talent management practices e.g., Job Profiling, Recruitment, Assessment etc.</p> <p>The bidder must substantiate on how this would be done.</p>				
<p>d) Ensure effective communication across the various stakeholders in this project.</p> <p>The bidder must provide a detailed change management process outlining how this initiative will be communicated and positioned</p>				

The service provider must indicate their ability to do the following and to substantiate as required:	Comply	Partial	Non Comply	Substantiation
with the respective participants. This proposal must include how the various stakeholders will be briefed and how they will receive feedback; and examples of reports/ presentations/ documents to be used.				
e) Ensure that the project is delivered within the envisaged timelines outlined in this document. The bidder must provide a detailed project plan clearly outlining the tasks, activities, deliverables and related timelines.				
f) Clearly demonstrating an in-depth appreciation and understanding of the IDC strategy and alignment of this process to the strategy The bidder must provide an outline of their understanding of the IDC as it relates to this project.				

5.2.4 QUALIFICATIONS AND SKILLS OF KEY PERSONNEL	Comply	Partially Comply	Not Comply
<p>The bidder's key personnel of the proposed team must have relevant qualifications, skills and experience particularly in having worked and presented to Boards and other key decision makers.</p> <p>The bidders must submit, as part of its proposal, the following:</p> <ul style="list-style-type: none"> The structure and composition of the proposed team, clearly outlining the main disciplines/ specialties of this project and the key personnel responsible for each specialty. The service provider must give consideration to ensuring that the team is diverse in terms of race and gender, Please refer to Table (b) Annexure 5 of this document for the format in which the required information must be provided. CVs of the key personnel; and the CVs must clearly highlight qualifications, areas of experience/ competence relevant to the tasks and objectives of this project as outlined above. 			
Substantiate / Comments			

5.2.5 PRESENTATIONS

Shortlisted bidders will be required to present to the IDC.

PRESENTATIONS	Maximum points
The bidders presentation must articulate how the following requirements will be executed:	
a) Review and recommend the respective Competency Frameworks against the strategy of the Corporation against national and global best practice; and recommend a framework which is aligned to the strategy of the Corporation and to best practice.	
b) Review the current IDC Leadership development strategy and leadership development platforms and recommend an ideal leadership development strategy aligned to the leadership competency as proposed. It is imperative to indicate how one would measure impact and show return on investment for development.	
c) Align the outcomes of this project to other talent management practices e.g., Job Profiling, Recruitment, Assessment etc.	
d) Ensure effective communication across the various stakeholders in this project.	15
e) Ensure that the project is delivered within the envisaged timelines outlined in this document.	
f) Clearly demonstrating an in-depth appreciation and understanding of the IDC strategy and alignment of this process to the strategy	
Bidder's and the proposed team's relevant experience in relation to this project:	
g) Summary of the bidders experience in relation to this project.	
h) Summary of the proposed team relevant qualifications, skills and experience particularly in having worked and presented to Boards and other key decision makers	

SECTION 3: PRICE PROPOSAL

SECTION 3: Cost Proposal

1 Please indicate your total bid price here: R..... (VAT Excl.)

2 **NOTE: All prices must be VAT exclusive and must be quoted in South African Rand (ZAR).**

3 Are the rates quoted firm for the full period of the contract?

YES	NO
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Important: If not firm for the full period, provide details of the basis on which price adjustments shall be applied e.g. CPI etc.

4 All additional costs associated the bidder's offer must be clearly specified and included in the Total Bid Price.

5

Is the proposed bid price linked to the exchange rate?	Yes	No
<i>If yes, the bidder must indicate CLEARLY which portion of the bid price is linked to the exchange rate:</i>		

6

Payments will be linked to specified deliverables after such deliverables have been approved by the IDC. Payments will be made within 30 days from date of invoice.	Comply	Not Comply

7

The IDC reserves the right to consider the guidelines on consultancy rates as set out in the National Treasury Instruction 01 of 2013/2014: Cost Containment Measures which took effect from 01 January 2014, where relevant.	Comply	Not Comply
The bidder must indicate if their proposed rates are in line with the provisions of the referenced National Treasury Instruction: Cost Containment Measures.		
Substantiate / Comments		

8 COSTING MODEL

8.1 Phase 1: Review of IDC Leadership Competency Framework

Activity/ Deliverable	Proposed Resource(s)	Rate/Hour per resource	Number of hours	Cost (VAT Excl.)
Review current Leadership Competency framework				
Review and recommend behavioural competency framework aligned to IDC Values and behaviours				
Review and recommend functional competencies for respective divisions within the Corporation (12 Divisions)				
Alignment of project outcomes to other Talent Management practices				
Prepare presentations for EXCO and Board covering the above (based on 5 presentations)				
Disbursements				
Sub-Total (8.1) (VAT Excl.)				

8.2 Review of Leadership Development Strategy and Platforms

Activity/ Deliverable	Resource(s)	Rate/Hour per resource	Number of hours	Cost (VAT Excl.)
Disbursements				
Sub-Total (8.2) (VAT Excl.)				

8.3 Project Management and Reporting

Activity/ Deliverable	Resource(s)	Rate/Hour per resource	Number of hours	Cost (VAT Excl.)
Project Management				
Reports				
Other Costs				
Disbursements				
Sub-Total (8.3) (VAT Excl.)				

Total Bid Price (VAT Excl.) i.e. (8.1 + 8.2 + 8.3)	
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Notes on pricing:

- Disbursements (incidental expenses other than professional fees e.g. travel and accommodation, printing costs, venue hire, and equipment hire etc.) must be clearly defined, outlining all assumptions. It is of utmost importance to submit clear and comprehensive cost proposals to allow the IDC to fairly compare bid price / cost proposals. If there is no additional fee envisaged for Disbursements, then the bidder must clearly indicate “No Charge / Free of Charge”. Failure to clearly indicate this would result in IDC penalising your bid response by taking the cost of the highest bidder and adding 50% thereto

and apply this rate for purposes of price comparisons. Bidders are therefore requested to respond clearly and comprehensively on this aspect of their bid response.

- The bidder must provide a detailed breakdown of the Disbursements as follows:

Cost Element	Cost (VAT Excl.)
Total Disbursements	

9 SUMMARY OF THE PROPOSAL

DESCRIPTION	BIDDER'S PROPOSAL
Number of resources (personnel)	
Project duration (in hours)	
Project duration (in months)	
Commencement Date	

Price Declaration Form

Dear Sir,

Having read through and examined the Request for Proposal (RFP) Document, RFP no. **T23/11/16**, the General Conditions, and all other Annexures to the RFP Document, we offer to develop competency framework for the IDC as well as a leadership development framework and strategy as per specification at the following total amount:

R..... (Excluding VAT)

In words

R..... (Excluding VAT)

We confirm that this price covers all activities associated with the service, as called for in the RFP document. We confirm that IDC will incur no additional costs whatsoever, other than in respect of VAT, over and above this amount in connection with the provision of this service.

We undertake to hold this offer open for acceptance for a period of 120 days from the date of submission of offers. We further undertake that upon final acceptance of our offer, we will commence with the provision of the required service when required to do so by the IDC.

We understand that you are not bound to accept the lowest or any offer, and that we must bear all costs which we have incurred in connection with preparing and submitting this bid.

We hereby undertake for the period during which this bid remains open for acceptance, not to divulge to any persons, other than the persons to whom the bid is submitted, any information relating to the submission of this bid or the details therein except where such is necessary for the submission of this bid.

SIGNED

DATE

(Print name of signatory)

Designation

FOR AND ON BEHALF OF:

COMPANY NAME

Tel No

Fax No

Cell No

SECTION 4: ANNEXURES

Annexure 1 – Acceptance of Bid Conditions and Bidder’s Details

Request for Proposal No: _____

Name of Bidder: _____

Authorised signatory: _____

Name of Authorised Signatory _____

Position of Authorised Signatory _____

By signing above the bidder hereby accept full responsibility for the proper execution and fulfilment of all obligations and conditions devolving on him/her under this RFP.

[Note to the Bidder: The Bidder must complete all relevant information set out below.]

CENTRAL SUPPLIER DATABASE (CSD) INFORMATION

Bidders are required to be registered on the Central Supplier Database (CSD) of National Treasury. Failure to submit the requested information may lead to disqualification. Bidders are therefore required to submit as part of this proposal both their CSD supplier number and CSD unique registration reference numbers below:	
Supplier Number	
Unique registration reference number	

BIDDING STRUCTURE

Indicate the type of Bidding Structure by marking with an ‘X’:	
Individual Bidder	
Joint Venture/ Consortium	
Prime Contractor with Sub Contractors	
Other	

REQUIRED INFORMATION

If Individual Bidder:	
Name of Company	
Registration Number	
Vat registration Number	
Contact Person	
Telephone Number	
Cellphone Number	
Fax Number	

If Individual Bidder:	
Email address	
Postal Address	
Physical Address	

If Joint Venture or Consortium, indicate the following for each partner:	
Partner 1	
Name of Company	
Registration Number	
Vat registration Number	
Contact Person	
Telephone Number	
Cellphone Number	
Fax Number	
Email address	
Postal Address	
Physical Address	
Scope of work and the value as a % of the total value of the contract	
Partner 2	
Name of Company	
Registration Number	
Vat registration Number	
Contact Person	
Telephone Number	
Cellphone Number	
Fax Number	
Email address	
Postal Address	
Physical Address	
Scope of work and the value as a % of the total value of the contract	

If bidder is a Prime Contractor using Sub-contractors, indicate the following:	
Prime Contractor	
Name of Company	
Registration Number	
Vat registration Number	
Contact Person	
Telephone Number	
Cellphone Number	
Fax Number	
Email address	
Postal Address	
Physical Address	
Sub contractors	
Name of Company	
Company Registration Number	
Vat registration Number	
Contact Person	
Telephone Number	
Cellphone Number	
Fax Number	
Email address	
Postal Address	
Physical Address	
Subcontracted work as a % of the total value of the contract	

Annexure 2 - Supply chain management practices questionnaire

Request for Proposal No: _____

Name of Bidder: _____

Authorised signatory: _____

[Note to the Respondent: the Respondent must complete the information set out below. If the Respondent requires more space than is provided below it must prepare a document in substantially the same format setting out all the information referred to below and return it with Returnable Schedule 2.]

The bidder must complete the following questionnaire.

Bidder's past supply chain management practices:

Item	Question	Yes	No
3.1	<p>Is the Bidder or any of its directors listed on the South African National Treasury's database as companies or persons prohibited from doing business with the public sector?</p> <p>(Companies or persons who are listed on this database were informed in writing of this restriction by the South African National Treasury after the <i>audi alteram partem</i> rule was applied).</p>	<p>Yes</p> <input type="checkbox"/>	<p>No</p> <input type="checkbox"/>
	If so, provide particulars:		
3.2	<p>Is the Bidder or any of its directors listed on the Register for Bid Defaulters in terms of section 29 of the <i>Prevention and Combating of Corrupt Activities Act</i> No 12 of 2004?</p> <p>To access this Register enter the National Treasury's website, www.treasury.gov.za, click on the icon "Register for Bid Defaulters" or submit your written request for a hard copy of the Register to facsimile number +27123265445.</p>	<p>Yes</p> <input type="checkbox"/>	<p>No</p> <input type="checkbox"/>
	If so, provide particulars:		
3.3	<p>Was the Bidder or any of its directors convicted by a court of law (including a court outside of the Republic of South Africa) for fraud or corruption during the past five years?</p>	<p>Yes</p> <input type="checkbox"/>	<p>No</p> <input type="checkbox"/>

Item	Question	Yes	No
	If so, provide particulars:		
3.4	Does the Bidder relate to any IDC employee or part of IDC current or past staff (employee) establishment?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
	If so, provide particulars:		
3.5	Was any contract between the Bidder and any organ of state (within the Republic of South Africa or within any foreign territory) terminated during the past five years on account of failure to perform on or comply with the contract?		
	If so, provide particulars:		

I, _____ (print name) hereby certify that the information, facts and representations are correct and that I am duly authorized to sign on behalf of the company.

Name of Company: _____

Company Registration Number: _____

Company VAT Registration Number: _____

Signature

Date

Annexure 3 – Declaration of Interest

1. Any legal person, including persons employed by the state¹, or persons having a kinship with persons employed by the state, including a blood relationship, may make an offer or offers in terms of this invitation to bid (includes a price quotation, advertised competitive bid, limited bid or proposal). In view of possible allegations of favouritism, should the resulting bid, or part thereof, be awarded to persons employed by the state, or to persons connected with or related to them, it is required that the bidder or his/her authorised representative declare his/her position in relation to the evaluating/adjudicating authority where-

- the bidder is employed by the state; and/or

- the legal person on whose behalf the bidding document is signed, has a relationship with persons/a person who are/is involved in the evaluation and or adjudication of the bid(s), or where it is known that such a relationship exists between the person or persons for or on whose behalf the declarant acts and persons who are involved with the evaluation and or adjudication of the bid.

2. **In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.**

2.1 Full Name of bidder or his or her representative:

2.2 Identity Number:.....

2.3 Position occupied in the Company (director, trustee, shareholder²):

2.4 Company Registration Number:

2.5 Tax Reference Number:

2.6 VAT Registration Number:

2.6.1 The names of all directors / trustees / shareholders / members, their individual identity numbers, tax reference numbers and, if applicable, employee / persal numbers must be indicated in paragraph 3 below.

¹“State” means –

(a) any national or provincial department, national or provincial public entity or constitutional institution within the meaning of the Public Finance Management Act, 1999 (Act No. 1 of 1999);

(b) any municipality or municipal entity;

(c) provincial legislature;

(d) national Assembly or the national Council of provinces; or

(e) Parliament.

2"Shareholder" means a person who owns shares in the company and is actively involved in the management of the enterprise or business and exercises control over the enterprise.

2.7 Are you or any person connected with the bidder presently employed by the state? **YES / NO**

2.7.1 If so, furnish the following particulars:

Name of person / director / trustee / shareholder/ member:

Name of state institution at which you or the person connected to the bidder is employed :

Position occupied in the state institution:.....

Any other particulars:
.....
.....
.....

2.7.2 If you are presently employed by the state, did you obtain the appropriate authority to undertake remunerative work outside employment in the public sector? **YES / NO**

2.7.2.1 If yes, did you attached proof of such authority to the bid document? **YES / NO**

(Note: Failure to submit proof of such authority, where applicable, may result in the disqualification of the bid.

2.7.2.2 If no, furnish reasons for non-submission of such proof:
.....
.....
.....

2.8 Did you or your spouse, or any of the company's directors / trustees / shareholders / members or their spouses conduct business with the state in the previous twelve months? **YES / NO**

2.8.1 If so, furnish particulars:

.....
.....
.....

2.9 Do you, or any person connected with the bidder, have any relationship (family, friend, other) with a person employed by the state and who may be involved with the evaluation and or adjudication of this bid?

YES / NO

2.9.1 If so, furnish particulars.

.....
.....
.....

2.10 Are you, or any person connected with the bidder (i.e. shareholder, partner, director etc.), aware of any relationship (family, friend, other) between any other bidder or any other company and any person employed by the IDC or the dti who may be involved with the evaluation and or adjudication of this bid?

YES / NO

2.10.1 If so, furnish particulars.

.....
.....
.....

2.11 Do you or any of the directors / trustees / shareholders / members of the company have any interest in any other company whether or not they are bidding for this contract? The IDC reserves the right to undertake further background checks on any other company where partners, shareholders or any interested party of the bidder may be involved in and to consider any findings in this regard as part of its vetting processes.

YES/NO

2.11.1 If so, furnish particulars:

.....
.....
.....

3 Full details of directors / trustees / members / shareholders.

Full Name	Identity Number	Personal Tax Reference Number	State Employee Number / Persal Number

DECLARATION

I, THE UNDERSIGNED (NAME).....

CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 2 and 3 ABOVE IS CORRECT. I ACCEPT THAT IDC MAY REJECT THE BID OR ACT AGAINST ME SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....
Signature Date

.....
Position Name of bidder

Annexure 4 – Shareholders and Directors Information

[Note to the bidder: the bidder must complete the information set out below. If the bidder requires more space than is provided below it must prepare a document in substantially the same format setting out all the information referred to below and return it with Returnable Schedule 2.]

5.1 Current Shareholders/ Members

Name of the shareholder	ID Number	Race	Gender	% shares

Note: The bidder must also attach the detailed Company/ Group Structure where relevant.

5.2 Black Shareholders/ Members as per the B-BBEE Certificate

Name of the shareholder	ID Number	Race	Gender	% shares
Total Black Shareholding % as per the current and valid B-BBEE Certificate				

5.3 Directors

Name of the shareholder	ID Number	Race	Gender

I, THE UNDERSIGNED (NAME).....

CERTIFY THAT THE INFORMATION FURNISHED ABOVE IS CORRECT.

.....
Signature

.....
Date

.....
Position

.....
Name of bidder

Table (b) Details of the key personnel of the bidders' proposed team:

Name	Position	Role / Duties in this Project	Relevant Project Experience	
			Project description, Client, Project period	Project Cost

Annexure 6 – BEE Commitment Plan

The IDC encourages existing vendors and prospective bidders to support the objectives of B-BBEE and as far as possible strive to improve their B-BBEE contribution status. For bid evaluation purposes, bidders are allocated points in terms of a preference point system based on the B-BBEE Contribution Level status that is in accordance with a valid B-BBEE certificate.

Bidders are therefore required to submit a B-BBEE improvement plan in view of the new B-BBEE Codes of Good Practice. Bidders must indicate the extent to which their ownership, management control, employment equity, preferential procurement and enterprise development will be maintained or improved over the contract period in the event that they are successful in this bid process.

Annexure 7 – IDC Organogram

IDC Organogram (as at end October 2016)


