

**THE NATIONAL CREDIT REGULATOR**  
**SEPTEMBER 2024**

**TERMS OF REFERENCE (TOR) FOR THE APPOINTMENT OF A  
SUITABLE SERVICE PROVIDER TO FACILITATE THE NCR  
ORGANISATIONAL 5-YEAR STRATEGIC PLANNING BREAKWAY  
WORKSHOP.**

**RFQ NUMBER: NCR929.09.2024**

**DUE DATE: 06 SEPTEMBER 2024 AT 11H00 SHARP CAT**  
**EMAIL YOUR SUBMISSION TO: [TMaseko@ncr.org.za](mailto:TMaseko@ncr.org.za)**  
**COPY: [procurement@ncr.org.za](mailto:procurement@ncr.org.za)**

## **PART A- GENERAL TERMS OF CONDITIONS (SCM)**

### **1. General Information for Bidders**

The National Credit Regulator (NCR) was established in terms of section 12(1) of the National Credit Act, Act 34 of 2005 and came into being on 1 June 2006.

The NCR will determine which bidding organisation ("bid participant"), if any, is appointed in response to this request for submission for the appointment of a service provider for the services of a suitable service provider to conduct the quality assurance review on the NCR's outsourced internal audit activity.

#### **General Terms**

This tender is issued in terms of the Public Finance Management Act 1 of 1999 (PFMA), the Preferential Procurement Policy Framework Act 5 of 2000 (PPPFA), the Preferential Procurement Regulations, 2001/2022 (PPR), Supply Chain Management Regulations issued by the National Treasury and BBBEE Act.

Parties that wish to submit proposals are required to indicate that they are willing to accept the General Conditions and Procedures of the NCR ( Annexure B and B.1 that can be downloaded from NCR website - <https://www.ncr.org.za/index.php/procument/tender-standard-bidding-documents/general-terms-conditions> ). **Please read this document carefully and confirm your agreement to the terms prior to submitting your proposal.**

## 2. The Proposal Format

- **Economy of proposal preparation**

The proposal should be prepared simply and economically, providing a straightforward and concise description of the bid participant's ability to meet the requirements of the proposal request.

Clear factual responses are required. The content of the proposals shall determine the merit of each participant, not brochures or other marketing material. To facilitate the review of proposals, participants are required to organise their responses according to the format presented below. Should a participant wish to provide additional information, that information should be referred to and provided in a file of annexure.

## 3. Validity of proposals

The proposals must include a statement as to the period for which the proposal remains valid. The proposal must be valid for at least sixty (60) days from the due date for the submission of all bids.

## 4. Number of proposals

Each bid participant must email 1 their entire proposal, including all the documentation referred to in Section 7 below, in the format specified in that section. All submitted proposals will become the property of the NCR and will not be returned. The proposal must be signed and dated in black ink by the bidder or authorized representative of the bidder and initialled on each page.

## 5. Submission of proposals

- 5.1. Proposals must reach [TMaseko@ncr.org.za](mailto:TMaseko@ncr.org.za) , [procurement@ncr.org.za](mailto:procurement@ncr.org.za) before 11:00AM on 06 September 2024

**a) RFQ No: NCR929.09.24**

**b) TERMS OF REFERENCE (TOR) FOR THE APPOINTMENT OF A SUITABLE SERVICE PROVIDER TO FACILITATE THE NCR ORGANISATIONAL 5-YEAR STRATEGIC PLANNING BREAKAWAY WORKSHOP.**

**c) CLOSING DATE: 06 SEPTEMBER 2024 AT 11H00 AM,**

- 5.2. Please note that this RFQ closes punctually at 11h00 on 06 September 2024. No late submissions will be considered under any circumstances.
- 5.3. **All** the documentation referred to in Section 7 below must be submitted. Failure to submit all the documentation referred to in this section may result in a submission being discarded, and not considered for evaluation.
- 5.4. If responses are not delivered as stipulated in this Section 5.1, such responses will be considered “**late**”, and will not be considered for evaluation.
- 5.5. The NCR shall not disclose any details pertaining to the responses received, to any other participant, as this is regarded as confidential information.
- 5.6. Submissions must not contain documents relating to any RFQ other than the one referred to in this RFQ.
- 5.7. The responses to the RFQ will be opened as soon as is practical after the expiry of the time advertised for receiving them.
- 5.8. After the evaluation process is completed, the Evaluation Committee may, prior to making a final selection, draw up a shortlist of participants and require them to make a detailed presentation to the Evaluation Committee. A minimum of 2 days’ notice will be given to relevant participants in advance of the presentation date.

## 6. Timetable

Date & time	Activity
02/09/2024	Issue RFQ document
06/09/2024	Closing date
16/09/2024	Evaluations
27/09/2024	Appointment of a supplier

The National Credit Regulator reserves the right to determine the structure of the process, the right to determine the number of short-listed participants, the right to withdraw from the proposal process, and the right to change this timetable at any time without notice.

## 7. Documentation to be submitted.

Document that must be Submitted	Guideline		Consequence of Non-submission
Invitation to Bid – SBD 1	Yes	Complete and sign the supplied pro forma document	Disqualification from process
Tax status SBD 1	Yes	Written confirmation that SARS may on an ongoing basis during the tenure of the contract disclose the bidder's tax compliance status. Proof of Registration on the Central Supplier Database Vendor number	Disqualification from process
Declaration of Interest – SBD 4	Yes	Complete and sign the supplied pro forma document	Disqualification from process
Preference Point Claim Form – SBD 6.1	Yes	Non-submission will lead to a zero (0) score on Specific goals	Zero points awarded for specific goals
Registration on Central Supplier Database (CSD)	Yes	<p>The Service Provider must be registered as a service provider on the Central Supplier Database (CSD). If not registered, to complete the registration of company prior to submitting the proposal.</p> <p>Visit <a href="https://secure.csd.gov.za/">https://secure.csd.gov.za/</a> to obtain your vendor number starting with MAAA. Submit proof of registration.</p>	Disqualification from process
Acceptance of the General Terms and Conditions	Yes	<a href="https://www.ncr.org.za/index.php/procedure/tender-standard-bidding-documents/general-terms-conditions">https://www.ncr.org.za/index.php/procedure/tender-standard-bidding-documents/general-terms-conditions</a>	Disqualification from process

## 8. Evaluation Criteria

Proposals will be evaluated on the 80/20 preference points scoring system: that is, 80% of the points awarded will be based on price, as indicated in the table below; and 20% of the points awarded will be based on specific goals, allocated as indicated in the table below:

B-BBEE status level of contributor	Specific goals	Price
Total maximum points	20	80

The points system is outlined for the 80/20 to address the preferential procurement as followed:

### 8.1. SMME's which are owned by Black people.

SPECIFIC GOAL	ACHIEVEMENT LEVEL	TOTAL NUMBER OF
Persons historically disadvantaged on the basis of race	81%- 100% black ownership	7
	51% - 80% black ownership	5
	31% - 50% black ownership	3
	0 – 30% black ownership	1

### 8.2. SMME's which are owned by People with disability

SPECIFIC GOAL	OWNERSHIP LEVEL	POINTS
Persons historically disadvantaged on the basis of disability	50 %- 100% owned by persons living with disabilities	3
	30% - 49% owned by persons living with disabilities	2
	0 – 29% owned by persons living with disabilities	1

### 8.3. SMME's which are owned by Women.

SPECIFIC GOAL	ACHIEVEMENT LEVEL	POINTS
	81% - 100% owned by women	7

Persons historically disadvantaged on the basis of gender – Women	51% - 80% owned by women	5
	31% - 50% owned by women	3
	0 – 30% owned by women	1

**8.4. SMME's which are Youth owned business.**

SPECIFIC GOAL	OWNERSHIP LEVEL	POINTS
Persons historically disadvantaged based on age	50%- 100% owned by persons who are youth	3
	30% - 49% owned by persons who are youth	2
	0 – 29% owned by persons who are youth	1

**9. Evidence for specific goals**

PROOF OF EVIDENCE TO SCORE SPECIFIC GOALS POINTS			
EVIDENCE	YES	NO	ATTACH EVIDENCE (indicate a page)
Share certificate			
ID Copies stamped by the commissioner of oath			
Sworn affidavits			
BBBEE certificates			
Proof of disability			
CIPC Documents			

**NB: Bidders will only score points based on the evidence submitted.**

**10. Reporting of fraud and corruption**

The National Credit Regulator management is commitment to transparency, integrity, and accountability, as described in our Code of Conduct and business principles. Which led to the establishment of the Ethics Line. The Ethics Line seeks to provide an independent and comprehensive service through enhanced anonymity assurance and a wide range of

communication channels. Bidders and members of the public are encouraged to use the following toll-free line to report any misconduct relating procurement activities amongst others.

### **Fraud / Anti-Corruption Hotline**

**Report any incidents of wrongdoing  
to the KPMG Ethics Line**

**0800 20 53 17 (Toll Free)**

## **TERMS OF REFERENCE: APPOINTMENT OF A SUITABLE SERVICE PROVIDER TO FACILITATE THE NCR ORGANIZATIONAL 5-YEAR STRATEGIC PLANNING BREAKAWAY WORKSHOP**

### **1. Background**

The strategic planning process in the public service is undertaken in accordance with the legislative and policy frameworks. Each Government department and public entity is expected to produce a five-year Strategic Plan (SP) aligned to the electoral mandate, implemented through three-year rolling Annual Performance Plan (APP) and in alignment to the allocated budget.

The existence of these documents is dependent on adequate planning which will culminate in adequate reporting and budgeting. To ensure adequate planning process ensues, a strategic planning session is necessary. It is at such a session where the alignment between NCR's Strategic and Annual Performance Plans could be aligned with the Government's Programme of Action, Medium-Term Strategic Framework (MTSF), Medium-Term Expenditure Framework (MTEF), and Estimates of National Expenditure (ENE).

The NCR has in place a 5-year Strategic Plan for the period 2020/21 – 2024/25. The Strategic Plan is currently in its final year of implementation in the 2024/25 period. It is on this notion that the organization is required to develop the next 5-year Strategic Plan for the period of 2025/26 – 2029/30.

The strategic planning process is aimed at enhancing good governance, processes, set priorities, and strengthen operations. The process is also aimed at encouraging a culture of integrated planning to calculate the consequences of all planning decisions to be made and to have a holistic overview of the entire organisational performance, resources and be aligned to the Vision and Mission of the NCR. A clear understanding of the current position and reflection of the previous 5-year period should generate insights which will assist the organization to identify the most promising strategic choices for the coming 5-year period.

The APP identifies the outputs, output indicators and targets that an institution aims to achieve in the upcoming financial year and is aligned with the outcomes given in the SP. Consistent with Medium-Term Expenditure Framework (MTEF) period, it includes forward projections (annual targets) for a further two years, with annual and quarterly performance targets for the financial year.

## **2. SCOPE OF WORK (STRATEGIC PLANNING SESSION AND COMPILATION OF THE STRATEGIC PLAN)**

The NCR intends to acquire services of a suitably qualified and experienced service provider to facilitate the NCR organisational 5-year strategic planning breakaway session covering the period 2024/25 – 2028/29. The session should be at conducted at a location outside the office environment. The scope should include, but not necessarily be limited to:

- Secure a venue, inclusive of catering and team building activities for 37 employees for a period of 3 consecutive days,
- Develop programmes for the three days for NCR strategic planning workshop.
- Identify items that require further discussion in the planning session.
- Identify background material to be distributed to workshop participants.
- Evaluation of the implementation of the previous strategic plan and prepare a working paper on level of achievement of the strategic objectives.
- Evaluate the organisations dynamics and support structures in enabling the organisation to deliver on its mandate.
- Facilitate a detailed SWOT and/or PESTEL analysis, collation of projections and wishes for the next five years.
- Guide and manage discussions to arrive at desired outputs.
- Analyse and package inputs to contribute to the Strategic Plan.
- Preparation a presentation of a draft strategic plan with vision, mission, strategic objectives, implementation matrix and monitoring and evaluation framework, to the NCR management.
- Produce a final strategic plan document that conforms to the National Treasury Framework for Managing Programme Performance Information and DPME Revised Framework for Strategic Plan and Annual Performance Plans.

## **3. EVALUATION CRITERIA.**

**The following criteria- will be used: After the closing date for the bid invitation, an appointed evaluation committee of NCR officials and / or external parties / consultants (where necessary) will evaluate the proposals.**

The committee will evaluate each of the bid proposals received against the approved criteria as stated below:

- a) Phase 1: Compliance check of administrative documents/ information.
- b) Phase 2: Functionality (Technical) evaluation.
- c) Phase 3: Price and specific goals

### 3.1 Phase 1: Pre-compliance of administrative documents

Document that must be Submitted	Guideline		Consequence of Non-submission
Invitation to Bid – SBD 1	Yes	Complete and sign the supplied pro forma document	Disqualification from process
Tax status SBD 1	Yes	Written confirmation that SARS may on an ongoing basis during the tenure of the contract disclose the bidder's tax compliance status. Proof of Registration on the Central Supplier Database Vendor number	Disqualification from process
Declaration of Interest – SBD 4	Yes	Complete and sign the supplied pro forma document	Disqualification from process
Preference Point Claim Form – SBD 6.1	Yes	Non-submission will lead to a zero (0) score on Specific goals	Zero points awarded for specific goals
Registration on Central Supplier Database (CSD)	Yes	The Service Provider must be registered as a service provider on the Central Supplier Database (CSD). If not registered, to complete the registration of company prior to	Disqualification from process

Document that must be Submitted	Guideline		Consequence of Non-submission
	submitting the proposal. Visit <a href="https://secure.csd.gov.za/">https://secure.csd.gov.za/</a> to obtain your vendor number starting with MAAA. Submit proof of registration.		

### 3.2 Phase 2: Functionality/ (Technical) evaluation)

Minimum threshold of **70 points** should be obtained to qualify for the second phase. The functionality criteria will be evaluated based on the following:

Values: 1= poor

2= did not met requirements

3= partially met the requirements

4= meet the requirements

5= exceed the requirements

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

- Other Functional/ Technical Requirements

#### Evaluation Criteria:

The following constitutes the minimum requirements/specifications:

No.	Technical Evaluation Criteria	Scoring	Weight
<b>1. Company Profile and Experience</b>			
<b>1a.</b>	A detailed company profile, including brief history, field of expertise, staff resources, a proven track record of	<b>5</b> - More than 3 completed projects related to strategic planning and facilitation	25

	conducting strategic planning sessions and facilitation and a list of recently completed projects.	<p><b>4</b> - 3 completed projects related to strategic planning and facilitation.</p> <p><b>3</b> - 2 completed projects related to strategic planning and facilitation.</p> <p><b>2</b> - 1 completed projects related to strategic planning and facilitation.</p> <p><b>1</b> – No completed projects related to strategic planning and facilitation.</p>	
<b>1b.</b>	Company experience on projects related to strategic planning and facilitation and produce contactable reference within the last three years.	<p><b>5</b> - More than 3 reference letters related to strategic planning and facilitation.</p> <p><b>4</b> - 3 reference letters related to strategic planning and facilitation.</p> <p><b>3</b> – 2 reference letters related to strategic planning and facilitation.</p> <p><b>2</b> – 1 reference letter related to strategic planning and facilitation.</p> <p><b>1</b> – No reference letters related to strategic planning and facilitation.</p>	25
<b>2. Project Leader/ Facilitator Qualifications and Experience</b>			
<b>2a</b>	<b>Project Leader/Facilitator</b> Bidder to provide CV and evidence of qualifications of the Project Leader/Facilitator related to strategy implementation; Public Administration/Management;	<p><b>5</b> - Master’s degree or higher or equivalent (NQF 9+)</p> <p><b>4</b> - Honours Degree or equivalent (NQF 8)</p> <p><b>3</b> - Degree/B.Tech (NQF 7)</p> <p><b>2</b> - National Diploma/ Advanced Certificate (NQF 6)</p> <p><b>1</b> – Higher Certificate</p>	10

<b>2b.</b>	<b>Project Leader/Facilitator</b> Bidder to provide CV and evidence detailing years of experience in facilitating a strategic planning workshop.	<b>5</b> - More than 5 years relevant experience related to strategic planning and facilitation. <b>4</b> – 4 to 5 years relevant experience related to strategic planning and facilitation. <b>3</b> - 3 years relevant experience related to strategic planning and facilitation. <b>2</b> - 1- 2 years relevant experience related to strategic planning and facilitation. <b>1</b> – No relevant experience related to strategic planning and facilitation.	10
<b>3. Key Team Qualifications and Experience</b>			
<b>3a.</b>	Key Team Qualification of at least two key team members, related to strategy implementation; Public Administration/Management;	<b>5</b> - Honours Degree or equivalent (NQF 8) <b>4</b> - Degree/B.Tech (NQF 7) <b>3</b> - National Diploma/ Advanced Certificate (NQF 6) <b>2</b> – Higher Certificate <b>1</b> – No qualifications attached	5
<b>3b.</b>	The two (2) key team members must have years of post-qualification strategic planning experience.	<b>5</b> – more than 3 years of relevant experience. <b>4</b> – 3 years of relevant experience. <b>3</b> - 2 years of relevant experience. <b>2</b> - 1 year of relevant experience. <b>1</b> - No relevant experience.	5
<b>4. Proposed Project Plan</b>			
<b>4</b>	Project understanding and approach including covering the below requirements:	<b>5</b> = training plan addressing all 5 requirements. <b>4</b> = training plan addressing 4 requirements.	20

	<p>1. An understanding of the NCR mandate.</p> <p>2. Clear breakdown of the development and facilitation work to be done on the services required.</p> <p>3. Brief description of the innovative strategies and approaches that will be provided for the project.</p> <p>4. Materials and tools to be used; and</p> <p>5. Completion timelines.</p>	<p><b>3</b> = training plan addressing 3 requirements.</p> <p><b>2</b> = training plan addressing 2 requirements.</p> <p><b>1</b> = No submission of training plan.</p>	
	<b>Total</b>		<b>100</b>

**Bidders will need a minimum of 70 points to be qualified for price and specific goals. Bidders failing to score minimum of 70 points will be disqualified from the process.**