National Credit Regulator
Advocating For Inclusive Credit

THE NATIONAL CREDIT REGULATOR

NOVEMBER 2026

RFP NUMBER: NCR1059.11.2026

TERMS OF REFERENCE FOR THE APPOINTMENT OF A SUITABLE SERVICE PROVIDER TO FACILITATE THE NATIONAL CREDIT REGULATOR (NCR) ANNUAL 3-DAY STRATEGIC PLANNING BREAKAWAY WORKSHOP.

DUE DATE: 13 NOVEMBER 2026 AT 11H00 SHARP CAT

EMAIL YOUR SUBMISSION TO: TMaseko@ncr.org.za
COPY: 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.

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 ninety (90) days from the due date for the submission of all bids.

4. Submission of proposals

4.1. Proposals must reach Tmaseko@ncr.org.za , procurement@ncr.org.za before 11:00AM on 13 NOVEMBER 2026.

a) RFQ No: NCR1059.11.2026

THE APPOINTMENT OF A SUITABLE SERVICE PROVIDER TO FACILITATE THE NATIONAL CREDIT REGULATOR (NCR) ANNUAL 3-DAY STRATEGIC PLANNING BREAKAWAY WORKSHOP

CLOSING DATE: 13 NOVEMBER 2026 AT 11H00 AM,

4.2. Proposals are to be submitted to Tmaseko@ncr.org.za , procurement@ncr.org.za

4.3. Please note that this RFQ closes punctually at 11h00 on 13 November 2026. No late submissions will be considered under any circumstances.

4.4. **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.

4.5. 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.

4.6. The NCR shall not disclose any details pertaining to the responses received, to any other participant, as this is regarded as confidential information.

4.7. Envelopes must not contain documents relating to any RFP other than the one referred to in this RFP.

4.8. The responses to the RFP will be opened as soon as is practical after the expiry of the time advertised for receiving them.

4.9. Only the participants that are short-listed after the evaluation process will be informed of the results of the submission adjudication process.

4.10. 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 Adjudication Committee. A minimum of 2 days' notice will be given to relevant participants in advance of the presentation date.

5. Timetable

Date & time	Activity
09/11/2026	Issue RFQ document
13/11/2026	Closing date
16/11/2026	Evaluations by the Evaluation Committee
27/11/2026	Appointment

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.

6. 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	Disqualification from process

Document that must be Submitted	Guideline		Consequence of Non-submission
		of Registration on the Central Supplier Database Vendor number	
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 submitting the proposal. Visit https://secure.csd.gov.za/ to obtain your vendor number starting with MAAA.Submit proof of registration.	Disqualification from process
Acceptance of the General Terms and Conditions	Yes	https://www.ncr.org.za/index.php/procument/tender-standard-bidding-documents/general-terms-conditions	Bidders to confirm that they read

7. 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:

7.1. 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

7.2. 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

7.3. SMME's which are owned by Women.

SPECIFIC GOAL	ACHIEVEMENT LEVEL	POINTS
Persons historically disadvantaged on the basis of gender – Women	81% - 100% owned by women	7
	51% - 80% owned by women	5
	31% - 50% owned by women	3
	0 – 30% owned by women	1

7.4. 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	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.

TERMES OF REFERENCE FOR APPOINTMENT OF A SUITABLE SERVICE PROVIDER TO FACILITATE THE NCR'S ANNUAL 3-DAY STRATEGIC PLANNING BREAKAWAY WORKSHOP

1. BACKGROUND

The National Credit Regulator (NCR) is a schedule 3A public entity in terms of the Public Finance Management Act (PFMA) and was established by the National Credit Act (NCA) which came into effect on 1 June 2007. The purpose of the NCA is "to promote and advance the social and economic welfare of South Africans, promote a fair, transparent, competitive, sustainable, responsible, efficient, effective and accessible credit market and industry, and to protect consumers." In addition, the NCA enjoins the NCR with a mandate to carry out education, research, policy development, registration of industry participants, investigation of complaints, and ensure the enforcement of the NCA.

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 budgeting and reporting. To ensure adequate planning process ensues, a strategic planning breakaway workshop is necessary. It is at such a workshop 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 Development Plan (MTDP), Medium-Term Expenditure Framework (MTEF), and Estimates of National Expenditure (ENE).

Considering these developments, the organisation is required to review, update and develop the 2027/28 -2031/32 Strategic Plan and 2027/28 – 2029/30 Annual Performance Plan.

The strategic planning process seeks to strengthen governance, improve organisational processes, establish clear priorities, and enhance operational effectiveness. It also promotes a culture of integrated planning by enabling the NCR to assess the implications of planning decisions, maintain a holistic view of organisational performance and resource requirements, and ensure alignment with its Vision and Mission. A clear understanding of the NCR's current

position, informed by a review of the preceding five-year period, will generate valuable insights and support the identification of the most promising strategic choices for the next five years.

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

The NCR intends to procure the services of a suitably qualified and experienced service provider to facilitate its organisational five-year strategic planning breakaway workshop, covering the 2027/28–2031/32 Strategic Plan and the 2027/28–2029/30 Annual Performance Plan. The workshop should be conducted at a venue away from the NCR's office environment. The scope of work will include, but is not limited to, the following:

- Develop programmes for the 3 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.
- Use the different planning tools (Scenario Planning, SWOT/PESTEL/Fishbone analysis, etc) at the different stages of planning to provide a comprehensive view of the results chain while assisting the organisation to collate 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.
- Align with the National Treasury Framework for Managing Programme Performance Information and DPME Revised Framework for Strategic Plan and Annual Performance Plans.

3. MANDATORY CRITERIA

All three requirements must be met for bidder to qualify for Price and Specific goals, failure to meet all the mandatory requirements the bidder will be disqualified.

No.	Mandatory requirement	Evidence required	Comment and give evidence
1	The bidder must submit a company profile demonstrating that the business provides facilitation, strategic planning, organisational development or related consulting services.	Company profile	
2	The bidder must submit 3(three) reference letter or testimonial from a client for a strategic planning workshop, strategic facilitation assignment or similar professional facilitation project completed previously. The reference must identify the client, describe the service provided and include contact details for verification.	Client reference letter or testimonial	
3	The bidder must provide the CV of the proposed lead facilitator, demonstrating relevant qualifications and experience in strategic planning, workshop facilitation, organisational development or a related field.	CV of proposed lead facilitator	
4	Understanding of the National Treasury Framework for Managing Programme Performance Information and DPME Revised Framework for Strategic Plan and Annual Performance Plans.	Methodology & Approach	
5	Clear breakdown of the development and facilitation work to be done on the services required.	Methodology & Approach	

6	Brief description of the innovative strategies and approaches that will be provided for the project.	Methodology & Approach	
7	Materials and tools to be used; and Completion timelines.	Samples	

The bidder must meet all three mandatory requirements to proceed to the next stage of evaluation. A bidder that fails any one of the mandatory requirements will be regarded as non-responsive and will not proceed to further evaluation.