



P.O. Box 3209,  
Houghton, 2041  
Block A,  
Riviera Office  
Park,  
6-10 Riviera  
Road,  
Riviera



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**TERMS OF REFERENCE**

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**DEVELOPMENT OF TRAINING MATERIAL ON STRATEGIC  
AND OPERATIONAL PLANNING  
RFP/JHB/2017/014A**

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**PROPOSALS TO BE SUBMITTED BY  
NOT LATER THAN  
12H00 ON**

**21<sup>st</sup> SEPTEMBER 2017**



## **Documents in this Bid Pack**

**Bidders must ensure that they receive all the pages in this document, which include the following:**

### **SECTION A**

- Background
- Purpose and Objective
- Context for Strategic and Operational Planning within the HDA
- Scope of Work
- Deliverables
- Evaluation criteria

### **SECTION B**

- General conditions and instructions
- Terms and conditions

## **SECTION A**

### **1. Background**

The Housing Development Agency (HDA) is a National Public Development agency which promotes sustainable communities by making well located and appropriately planned land available for the development of human settlement. As its primary activity, the HDA assembles state, private and communal land and releases it for development. In addition HDA provides project delivery support services to organs of state at local, provincial and national level. Informal settlements upgrading and project management services are a particular focus of the organisation.

### **2. Purpose and Objective**

The Organisational Performance Management Unit of the HDA is tasked with Managing and Co-ordinating organisation wide efforts to inculcate a culture of performance management within the HDA. The unit develops standards, guidelines, procedures and policies all aimed at managing the organizational performance environment as well as ensuring alignment to the Government wide framework for managing programme performance information.

Performance Management does not exist in an operational vacuum. It exists as a component within the eco system of an organization, located within the broader operational framework, geared towards delivering on the mandate and strategy of the organization. Strategic and operational planning and reporting are the drivers of performance management within HDA and represent the starting point of all performance management activities within the organization.

To this end, the HDA seeks to appoint the services of a suitably qualified and experienced service provider to conduct training on strategic and operational planning in line with all regulatory prescripts, applicable internal HDA policies and global best practice for strategic and operational planning in the public service.

In order to provide this strategic and operational training, the appointed service provider will be required to develop training manuals and training material, as well as supporting tools such as inter alia templates, checklists and forms that relate to strategic and operational planning and reporting.

The strategic and operational planning and reporting training will be provided for 20 HDA employees and will take place at the Johannesburg head office.

### **3. Context for Strategic and Operational Planning within the HDA**

Strategic Planning, Operational Planning, monitoring and reporting as well as budgeting in the Public Sector is governed by a number of legislative and policy frameworks. In addition, National Treasury has published a number of guidelines which set out how National, Provincial and Local Governments as well as public entities should plan, monitor and report performance. Among the key frameworks and guidelines that govern strategic management in the Public Sector are as follows:

- The Constitution of RSA (Section 92);
- The Public Finance Management Act of 1999;
- The Framework for Strategic Plans and Annual Performance Plans;
- The Framework for Managing Performance Information;
- The Government Wide Monitoring and Evaluation System.

The National Treasury Guidelines also apply to public entities as defined in the Public Finance Management Act of 1999.

Chapters 5 and 30 of the National Treasury regulations issued in terms of the PFMA require the Accounting Officer to provide the necessary legal basis for the implementation of this Framework and to support the implementation of the Framework for Managing Programme Performance Information.

The HDA along with other government institutions are required to inter alia perform the following tasks:

- Produce and table a Strategic Plan with a five-year planning horizon, outlining the planned sequencing of projects and programme implementation and associated resource implications and other prescribed information;
- Produce and table an Annual Performance Plan including forward projections for a further two years, consistent with the medium-term expenditure framework (MTEF) period, with annual and quarterly performance targets, where appropriate, for the current financial year and the MTEF;
- Identify a core set of indicators needed to monitor institutional performance;



- Adopt a quarterly reporting system, including submission of agreed information to executive authorities, the relevant treasury and Parliamentary portfolio committees.
- Ensure there is alignment of reporting between the Strategic Plans, Annual Performance Plans, budget documents and annual and quarterly reports.

#### 4. Scope of Work

The scope of work for this assignment:

- Develop a training manual for strategic and operational planning customised to the specific requirements of the HDA
- Develop supporting tools to be used as part of the strategic and operational planning process such as templates, workbooks, checklists, forms, and any other supporting tool that will enhance strategic and operational planning and reporting in the HDA
- The training manual must contain the following minimum modules:

Module	Module Overview
Strategic Planning and Annual Performance Planning	<p>The HDA is required to develop a five-year strategic plan and an Annual Performance Plan.</p> <p><b>A strategic plan</b> sets out the strategic posture of an organization and articulates inter alia, strategic goals, objectives, priority programmes and is aligned to the Medium Terms Strategic Framework and delivery agreement.</p> <p><b>An annual Performance Plan</b> sets out what the organization will do over a one year period, identifies performance indicators and annual and quarterly performance targets.</p>
Business Unit Level Operational Planning	<p>Each business unit within the HDA is required to develop an operational plan aligned to the Annual Performance plan and five-year strategic plan. The business</p>



	unit operational plan sets out the performance targets and performance indicators for the business unit.
Reporting	The HDA is required to compile several reports during the performance management cycle, including an Annual Report, quarterly reports and a mid-term review. Each report must be supported with verifiable portfolio of Evidence per indicator.
Budget Development	The HDA is required to develop a budget in line with in line with National Treasury Strategic Plan and Annual Performance Plan framework. Business Unit level budgeting must align to budget programme structures.

Bidders are encouraged to incorporate additional modules that will enhance the overall end product

- The appointed service provider will be required to understand the HDA's operating environment to the extent that it impacts on strategic and operational planning and reporting, in order to customise the training material and supporting work tools.
- The training material developed must align to the HDA business processes as they relate to strategic and operational planning specifically, and organizational performance management generally.
- The training manual and supporting tools must be both in hard copy and electronic format. The electronic format must allow for future changes to be made.
- Bidders must submit a project plan with clear timelines and milestones.
- The "Train the Trainer" approach is the preferred methodology for this assignment. A detailed description of how this training methodology will be applied to this assignment must be included in the proposal.
- Bidders must submit an organogram of the proposed project team, indicating project team structure, roles and responsibilities.
- The HDA needs to be satisfied that the service provider selected has the necessary experience to undertake this assignment. Therefore, the proposals / responses must include the following:

- **Annexure One:** a copy of a training manual that they have developed in the past that relates exactly or closely to the requirements of this assignment.
- **Annexure Two:** A company profile and three reference letters not older than two years, as evidence that the bidder has successfully completed 3 assignments of a similar nature.
- **Annexure Three:** The CV's of the proposed team (not longer than 4 pages each) indicating at least five years' experience in training, performance management, strategic and operational planning and reporting in the public service. CV's must be in chronological order.

## 5. Deliverables

1. Strategic and Operational Planning and Reporting in the HDA training manual (hard copy and editable electronic copy)
2. Supporting working tools such as templates, checklists and forms to be used in the strategic and operational planning process (hard copies and editable electronic copies)
3. Training sessions on strategic and operational planning and reporting for 30 HDA personnel

## 6. Duration of Contract

The duration of the contract is for a period of three (3) months from the date of appointment.

## 7. Evaluation.

In order to facilitate a transparent selection process that allows equal opportunity to all bidders, the HDA has a policy for the appointment of service providers that will be adhered to. Proposals will be evaluated in terms of the prevailing supply chain management policy applicable to the HDA and it should be noted that:

- The evaluation of the bids will be done in a two stage process as per the requirements of Circular No.2 of 2010:
- The **first stage** will be the evaluation of bids on functionality which consist of technical evaluation and presentations will be evaluated on a technical capability benchmark of **70** points out of **100**. During this stage, bids that did not meet the



threshold for functionality will be disqualified and will not be considered for the **second stage** of evaluation (Price and B-BBEE points).

- The **second stage** of the evaluation will be using the 80:20 formula for Price and B-BBEE as per the PPPFA preference point system.

The technical proposals received will be evaluated out of 100 points with a threshold of 70 points (Technical Evaluation and Presentation). Only submissions that pass the technical threshold will continue on to the Financial and B-BBEE evaluation.

**STAGE 1A: TECHNICAL EVALUATION (70 POINTS)**

- A total of points **70** is allocated for technical evaluation.
- Bidders that do not meet a minimum threshold of **50 points** during the technical evaluation shall not be considered for the next stage of evaluation which is presentation stage.

PHASE ONE EVALUATION CRITERIA		
CRITERIA	SUB-CRITERIA	WEIGHTING/ POINTS
Curriculum vitae of all the team members and team leader	CV demonstrates that the proposed team has the requisite skills and experience to undertake this assignment, and have undertaken similar projects in the past.	<b>20</b>
Reference letters specific to the assignment not older than 2 years	Three reference letters that are not older than two years on a company letter head, signed by a duly authorised official, with contact details (phone and email)	<b>10</b>
	1-2 non-work specific testimony letter with contactable references <b>(6 Points)</b>	
	3-4 work specific testimony letter with contactable references <b>(8 Points)</b>	
	5 and above work and project specific testimony letter with contactable references <b>(10 Points)</b>	
Understanding of the assignment	The proposal demonstrates a clear understanding of the assignment and deliverables and is responsive	<b>10</b>



	towards the scope of work as described in the terms of reference.	
Approach and methodology	Methodology and approach clearly describing the steps to training the trainer methodology that will be applied to this assignment.	<b>20</b>
Example of a training manual previously developed	Provide an example of 1 training manual previously developed that relates exactly or closely to the requirements of this assignment.	<b>10</b>
<b>Total</b>		<b>70</b>

**STAGE 1B: PRESENTATION EVALUATION (30)**

Bidders that do not scored the minimum of **20** points for the presentation will be disqualified

The following criteria will be used for point's allocation for presentation:-

CRITERIA	WEIGHTING/POINTS
Understanding of HDA operating environment	10
Detailed Description of training methodology and modules	10
Detailed description of modules to be developed	10
<b>TOTAL</b>	<b>30</b>

The following criteria will be used for point's allocation for price and B-BBEE compliance on an 80/20 point system:-

CRITERIA	SUB-CRITERIA	WEIGHTING/POINTS
Price	Detailed budget breakdown	80
BBBEE (Status Level Verification Certificate)	BBBEE Level Contributor	20
<b>TOTAL</b>		<b>100</b>

## SECTION B

### 8. General Conditions and instructions

- 8.1. It is important to note that the successful bidder will work under the supervision of a HDA representative, abide by HDA's Code of Conduct, and other organisational guidelines.
- 8.2. The following documents and forms must be submitted:
  - 8.2.1. Valid original or original certified tax clearance certificate.
  - 8.2.2. SBD Forms (SBD4, SBD6.1, SBD8 and SBD9) obtainable from HDA Website: [www.thehda.co.za/procurement](http://www.thehda.co.za/procurement). Under compliance checklist.
  - 8.2.3. Valid and Original or original Certified B-BBEE Status Level Verification Certificates issued by the following agencies SANAS, IRBA or CCA.
  - 8.2.4. CSD Report
- 8.3. Queries for further information regarding **technical requirements/matters** can be sent an email to: [Teboho.Sejane@thehda.co.za](mailto:Teboho.Sejane@thehda.co.za) or at Tel: 011 544 1000
- 8.4. Queries for further information regarding **supply chain matters** and queries can be sent via email to: [Jane.Mahlangu@thehda.co.za](mailto:Jane.Mahlangu@thehda.co.za) or at Tel: 011 544 1000.
- 8.5. Bids must be deposited in the bid box situated at the following street address:

**Attention:**

Procurement Specialist  
Block A,  
Riviera Office Park  
6 – 10 Riviera Road  
Killarney  
Johannesburg

- 8.6. Faxed, posted or emailed bids will not be accepted.

- 8.7. Bidders must ensure that bids are delivered timeously to the correct address. If a bid is late, it will not be accepted for consideration. A late bid is one arriving one second after 12h00 on the closing date, or any time thereafter.
- 8.8. Bids can be delivered between 08h30 and 16h30, Mondays to Friday, prior to the closing date and between 08h30 and 12h00 on the closing date.

## **9. Terms and Conditions.**

- 9.1. HDA undertakes to pay in full within thirty (30) days, all valid claims for work done to its satisfaction upon presentation of a substantiated claim/invoice.
- 9.2. No payment will be made where there is an outstanding information/work by the service provider/s.
- 9.3. A dedicated HDA account manager must be allocated with a substitute should there be a need.
- 9.4. All work undertaken must be handed over to the HDA in all available and possible formats 2 weeks before the contract ends.
- 9.5. Pricing should be valid for a period of three months after the closing date.
- 9.6. The selection of the qualifying proposal will be at the HDA's sole discretion. The HDA does not bind itself to accept any particular bid/proposal, and the HDA reserves the right not to appoint the service provider.