



INDUSTRIAL DEVELOPMENT CORPORATION

REQUEST FOR PROPOSAL

APPOINTMENT OF A SERVICE PROVIDER TO WORK WITH THE IDC ON THE CULTURE TRANSFORMATIONAL/RENEWAL PROJECT

RFP number	T07/03/26
Issue date	17 March 2026
Closing date and time	31 March 2026 AT 11:00AM
Tender validity period	[120] days from the closing date and time
Responses to this RFP should ONLY be forwarded to:	https://idcza-my.sharepoint.com/:f:/g/personal/moitlisim_idc_co_za/IqCBPZqHOxvBS7cidIFQ9w-2AZ_9HhThxc3s5T1AH7-kXJc

TABLE OF CONTENTS

SECTION 1: GENERAL CONDITIONS OF BID	3
1. PROPRIETARY INFORMATION	4
2. ENQUIRIES	4
3. BID VALIDITY PERIOD	4
4. INSTRUCTIONS ON SUBMISSION OF BIDS	4
5. PREPARATION OF BID RESPONSE	5
6. SUPPLIER PERFORMANCE MANAGEMENT	5
7. ENTERPRISE AND SUPPLIER DEVELOPMENT	5
8. IDC'S RIGHTS	5
9. UNDERTAKINGS BY THE BIDDER	6
10. REASONS FOR DISQUALIFICATION	7
11. RETURNABLE SCHEDULES	7
12. EVALUATION CRITERIA AND WEIGHTINGS	8
13. PROMOTION OF EMERGING BLACK OWNED SERVICE PROVIDERS	10
SECTION 2: FUNCTIONAL REQUIREMENTS SPECIFICATION	11
1. SPECIAL INSTRUCTIONS TO BIDDERS	12
2. BACKGROUND INFORMATION	12
3. SCOPE OF WORK/TERMS OF REFERENCE	14
4. PROJECT TIMELINES	17
5. TECHNICAL EVALUATION CRITERIA	18
SECTION 3: COST PROPOSAL	21
SECTION 4: ANNEXURES	25
ANNEXURE 1: RESPONSE FORMAT FOR SECTION 2	26
ANNEXURE 2: ACCEPTANCE OF BID CONDITIONS AND BIDDER'S DETAILS	27
ANNEXURE 3: TAX COMPLIANCE REQUIREMENTS	29
ANNEXURE 4: BIDDER'S DISCLOSURE	30
ANNEXURE 5: SHAREHOLDERS AND DIRECTORS INFORMATION	32
ANNEXURE 6: BEE COMMITMENT PLAN	33
ANNEXURE 7: DISCLOSURE STATEMENT	34
ANNEXURE 8: PRIVACY & PROTECTION OF PERSONAL INFORMATION ACT 4 OF 2013 REQUIREMENTS	35

SECTION 1: GENERAL CONDITIONS OF BID

SECTION 1: GENERAL CONDITION 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 submitted **in writing** to:

Name:	Joseph Phiri
Telephone Number: Office:	+27 11 269 3810
Email address:	josephp@idc.co.za

- 2.2. Enquiries in relation to this RFP will not be entertained after **16:00pm on 24 March 2026**.
- 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

3.1. 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. Bid responses must be submitted in electronic format only and must be sent to the dedicated portal as provided herein.
- 4.2. Bid responses should be in generally acceptable / standard electronic file format/s (i.e., Microsoft suite of products or pdf) to enable access thereto by the IDC for purposes of evaluating responses received. Where documents are presented in a format which cannot be accessed by the IDC through generally acceptable formats, such bid response will be disqualified.
- 4.3. The closing date for the submission of bids is **31 March 2026** not later than **11h00 AM** (before midday). No late bids will be considered. Bids must only be sent to https://idcزامy.sharepoint.com/:f/g/personal/moitlisim_idc_co_za/IgCBPZqHOxvBS7cidIFQ9w-2AZ_9HhThxc3s5T1AH7-kXJc Bids sent to any other platform other than the one specified herein will be disqualified and will not be considered for evaluation. It is the bidder's responsibility to ensure that the bid is sent to the correct platform and that this is received by the IDC before the closing date and time on IDC's dedicated platform
- 4.4. Bidders are advised to submit / send its bid responses at least **30 minutes** before the **11h00 AM** deadline to avoid any technical challenges in this regard which may result in bid responses being received late. IDC's portal servers are configured to receive responses with sizes up to 50MB.
- 4.5. The IDC will not be held responsible for any of the following:
- 4.5.1. bid responses sent to the incorrect platform;

- 4.5.2. bid responses being inaccessible due to non-standard electronic file formats being utilised to submit responses by bidders;
 - 4.5.3. any security breaches and unlawful interception of tender / bid responses by third parties outside the IDC's IT network domain;
 - 4.5.4. bid responses received late due to any IT network related congestions and/or technical challenges; and
 - 4.5.5. bid responses with file size limits greater than IDC's e-mail receipt capacity of 50MB.
- 4.6. Only responses received via the specified platform will be considered.
- 4.7. **It is the IDC's policy not to consider late bids for tender evaluation.**
- 4.8. Amended bids may be sent to the electronic platform **marked** "Amendment to bid" and should be received by the IDC **before** the closing date and time of the bid.

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 companies 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. Bidder's tax affairs with SARS must be in order (tax compliant status) and bidders must provide written confirmation to this effect as part of their tender response.
- 5.6. If the bidding structure is a Prime Contractor with Sub-contractor/(s), then the Prime Contractor must not hold lower % of the contract value than **any** of the subcontractors.

6. SUPPLIER PERFORMANCE MANAGEMENT

- 6.1. 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.
- 6.2. 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 performance and ensure effective delivery of service, quality and value-add to IDC's business.
- 6.3. 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. ENTERPRISE AND 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 condition, bid validity period, RFP specification, 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 financially advantageous to the IDC.
- 8.3. The IDC reserves the right to conduct site visits at bidder's corporate offices and / or at client sites if so required.
- 8.4. 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.
- 8.5. The IDC reserves the right, at its sole discretion, to appoint any number of vendors to be part of this panel of service providers, if applicable (i.e., where a panel is considered).
- 8.6. The IDC reserves the right of final decision on the interpretation of its tender requirements and responses thereto.
- 8.7. The IDC reserves the right to consider professional conduct and experiences it had with any bidder which rendered similar services to the IDC in the past 5 years over and above the references put forward by the bidder in its response.

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 this RFP 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:
- 10.1.1. bidder whose Tax Status is non-compliant, after they have been notified accordingly and still remain non-compliant;
 - 10.1.2. bidder who submit incomplete information and documentation according to the requirements of this RFP document;
 - 10.1.3. bidder who submit information that is fraudulent, factually untrue, or inaccurate information;
 - 10.1.4. bidder who receive information not available to other potential bidders through fraudulent means;
 - 10.1.5. bidder who do not comply with any of the mandatory requirements as stipulated in the RFP document;
 - 10.1.6. bidder who fail to comply with POPIA requirements as listed herein
bidder, as the prime contractor, who holds a lower percentage in terms of the value of the contract than any of its subcontractor/(s).

11. RETURNABLE SCHEDULES

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

- 11.1. Cover Page:** (the cover page must clearly indicate the RFP reference number, bid description and the bidder's name)

11.2. Schedule 1:

- 11.2.1. Executive Summary (explaining how you understand the requirements of this RFP and the summary of your proposed solution)
- 11.2.2. Annexure 1 of this RFP document (duly completed and signed)

11.3. Schedule 2

- 11.3.1. Copy of Board Resolution, duly certified;
- 11.3.2. Originally certified copy of ID document for the Company Representative;
- 11.3.3. Annexure 2 of this RFP document (duly completed and signed);
- 11.3.4. Annexure 3 of this RFP document (duly completed and signed);
- 11.3.5. Annexure 4 of this RFP document (duly completed and signed);
- 11.3.6. Response to Annexure 6: BEE Commitment Plan;
- 11.3.7. Bidders must submit a B-BBEE verification certificate. For Exempted Micro Enterprises (EME) with an annual revenue of less than R10 million and Qualifying Small Enterprises (QSE) with an annual revenue of between R10 million and R50 million per annum, a sworn affidavit confirming the annual total revenue and level of black ownership may be submitted. 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 must be submitted for each Consortium/ JV member or Prime Contractor and Subcontractor(s).

- 11.3.8. Annexure 7 of this RFP document (duly responded to);
- 11.3.9. Annexure 8 of this RFP document (duly completed and signed, if applicable);
- 11.3.10. Statement of Financial Position of the Bidder: Latest Audited Financial Statements (where applicable in terms of the Company's Act) and/or independently reviewed

financial statements and/or Cashflow Budget for new entities with no financial records.

- 11.3.11. Copy of Joint Venture/ Consortium/ Subcontracting Agreement duly signed by all parties (if applicable).

11.4. Schedule 3:

- 11.4.1. Response to Section 2 of this document, in line with the format indicated in this RFP document.
- 11.4.2. Annexure 1 of this RFP document duly completed and signed.

11.5. Schedule 4: Price Proposal (response to Section 3 of this RFP document).

NOTE: Must be submitted as a separate file/document marked Schedule 4: Price Proposal)

12. EVALUATION CRITERIA AND WEIGHTINGS

Bids shall be evaluated in terms of the following process:

12.1. 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 and also the Specific Conditions of Bid, which requirements include the following:

- IDC will make use of the Central Supplier Database (CSD) to access key information which is required to conduct supplier vetting including Company Registration status, tax compliance status and any other relevant checks conducted on CSD.
- In the event that the bidding structure is a Prime Contractor with Sub-contractor/(s), then IDC will evaluate the information provided in Annexure 2 (Acceptance of Bid Conditions and Bidder's Details) and if determined that the Prime Contractor holds a lower percentage in terms of the value of the contract than any of its subcontractor/(s), then the bid will be disqualified.
- Submission of ID copy for the Company Representative as referenced in 11.3.3 above.
- BEE Status Certification as referenced in 11.3.7 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: Tax Compliance Requirements.
 - Annexure 3: Bidder's Disclosure.
 - Annexure 4: Shareholders' Information/ Group Structure.
 - Annexure 5: Bidders Experience & Project Team.
 - Annexure 6: BEE Commitment Plan.
 - Annexure 7: Disclosure Statement.
 - Annexure 8: Privacy & Protection of Personal Information Act 4 of 2013 Requirements.

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

12.2. Phase 2: Technical/ Functionality Evaluation

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

12.2.1. Mandatory Functional/ Technical Requirements

All bid responses that do not meet 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.

Note: Failure to comply with the Mandatory Functional Requirements assessed in this phase will lead to disqualification of bids.

12.2.2. Other Functional/ Technical Requirements

With regards to the other Functional Requirements, the following criteria (set out in more detail in section 2 of this RFP document) and the associated weightings will be applicable:

ELEMENT	WEIGHTS
BIDDERS RELEVANT EXPERIENCE IN ORGANIZATIONAL CULTURE RENEWAL PROJECTS	20
BIDDER'S PROPOSED METHODOLOGY AND APPROACH	20
PROPOSED RESOURCES QUALIFICATIONS, SKILLS, AND EXPERIENCE	25
PRESENTATION OF THE METHODOLOGY	35
TOTAL	100

Note:

- **Bidders who score 45.5 points out of 65 points or more in total for the functional/technical requirements will be shortlisted for presentations.**
- **All bids that fail to achieve the minimum overall qualifying score of 70% on functional/technical requirements including the presentations shall not be considered for further evaluation on Price and Specific Goals.**

12.3. 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
Specific Goals ¹	20
TOTAL	100

¹Specific Goals for this tender and points that may be claimed are indicated per table below:

SPECIFIC GOALS	POINTS
	(80/20 system)
Black ownership ²	10
30% Black women ownership	5
Any % of ownership by Black Designated Groups ³	2
Reconstruction Development Programme Objective: Promotion of SMMEs (Entities that are EME or QSE)	3
TOTAL POINTS	20

²Black ownership: 100% black owned entities will score the full 10 points (if 80/20 system) or 5 points (if 90/10 system), and between 51% - 99.99% black owned entities will score 4 points (if 80/20 system) or 2 points (if 90/10 System).

³Black Designated Groups has the meaning assigned to it in the codes of good practice issued in terms of section 9(1) of the Broad-Based Black Economic Act as amended.

Note: Only enterprises with direct Black shareholding that fall under the four categories below be considered for allocation of points on Specific Goal:

- Exercisable voting rights in the hands of Black people
- Exercisable voting rights in the hands of Black women
- Exercisable voting rights in the hands of Black Designated Groups
- Employee Share Ownership Programmes (“ESOPs”) with direct shareholding and exercisable voting rights in the hands of Black People, Black woman, and Black Designated Groups

12.4. Phase 4: Objective Criteria

This contract will be awarded to the bidder scoring the highest points unless an objective criterion justifies the award of the tender to a bidder other than the highest scoring bidder.

12.4.1. Objective Criteria are:

The bidder must pose less risk to the IDC. The risk will be assessed in terms of, but not limited to, the following:

- Reputational Risk: This will be assessed in line with the bidder’s disclosure (Refer to Annexure 7: Disclosure statement of this document).
- Concentration Risk: Over exposure to a single bidder.
- The bidder’s financial capability in relation to the execution of the contract.
- The bidder’s past performance in IDC contracts.

13. 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 either a consolidated B-BBEE scorecard or each bidder of the partnership in their individual capacity to submit a BEE certificate or Sworn Affidavit in case of an EME or QSE which will be considered as part of the Specific Goals scoring listed in 12.3.

SECTION 2: FUNCTIONAL REQUIREMENTS SPECIFICATION

SECTION 2: FUNCTIONAL REQUIREMENTS

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 “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

- 2.1. The Industrial Development Corporation (IDC) has, over the past decade, invested significantly in its culture transformation journey, recognising organisational culture as a critical enabler of performance, ethical conduct, credibility, and the effective delivery of its developmental mandate. This journey commenced during Project Evolve in FY2014/15 and has progressed through multiple phases aimed at addressing both the **tangible** and **intangible** dimensions of organisational culture.

Phase 1 focused on tangible enablers such as employee engagement platforms, delegation of authority, learning and development opportunities, and structural mechanisms to support performance. Phase 2, initiated in 2020, deliberately shifted attention to the “**Hearts and Minds**” of the organisation, addressing trust, social cohesion, diversity, equity and inclusion, leadership values, and shared ownership of the IDC’s cultural identity. These efforts culminated in a corporation-wide culture survey conducted in November 2021 and the implementation of divisional and corporate action plans, which initially indicated movement in a positive direction.

Despite these sustained interventions, the results of the **Barrett culture survey conducted in January 2025 reveal a significant and concerning regression**, with **culture entropy increasing to 50%**. This level of entropy indicates that a substantial proportion of organisational energy is being absorbed by **unproductive and limiting cultural dynamics**, pointing to a culture that is under strain and increasingly misaligned with the IDC’s aspirations.

The findings of the **2025 Ethics Survey further reinforce the severity of this challenge**. The Ethics Survey outcomes point to the presence of a **culture of ethical risk and misconduct**, alongside deeply entrenched **bureaucratic processes that undermine organisational effectiveness and agility**. Of particular concern, the survey surfaces experiences and perceptions of **fear, victimisation, and reluctance to speak up**, which are symptomatic of low psychological safety and weakened trust in leadership and organisational systems.

Taken together, the outcomes of the 2025 Culture and Ethics surveys present a **converging and compelling picture**:

- A culture characterised by high levels of entropy and internal friction;
- Bureaucratic practices that inhibit responsiveness, accountability, and performance;
- Ethical vulnerabilities that pose reputational, governance, and compliance risks; and
- An environment where fear and perceived victimisation undermine employee voice, engagement, and ethical courage.

At a culture entropy level of 50%, coupled with these ethics-related findings, the IDC is faced with a **clear burning platform**. If left unaddressed, these conditions pose material risks to:

- The IDC's ability to execute its developmental mandate effectively and at pace;
- Leadership credibility, cohesion, and collective accountability;
- Ethical conduct, compliance culture, and organisational integrity;
- Employee engagement, morale, retention, and discretionary effort; and
- The organisation's reputation as a trusted and values-driven Development Finance Institution.

The insights from the January 2025 culture survey and the 2025 Ethics Survey were further echoed during separate culture immersion sessions held with the **Exco and Heads of Departments**. Across both leadership groupings, there was clear acknowledgement that incremental improvements and isolated interventions will no longer be sufficient. Instead, there is an urgent need for a **fundamental culture reset**, with leadership behaviour, accountability, ethical tone, and ownership at the centre of the transformation.

This moment represents a critical inflection point for the IDC. The organisation can either allow entrenched behaviours, bureaucratic inertia, and ethical risks to deepen, or it can act decisively to reset its culture, starting with leadership and cascading throughout the organisation.

2.2. CONTEXT

The convergence of the **50% culture entropy result from the January 2025 culture survey** and the **2025 Ethics Survey findings** makes it unequivocally clear that the IDC is not facing a surface-level engagement issue, nor a deficit of values articulation or awareness. Rather, the organisation is confronting **deeply embedded behavioural, leadership, and systemic patterns** that actively undermine ethical conduct, effectiveness, accountability, and trust.

As such, the IDC is explicitly **not seeking**:

1. Generic culture diagnostics or re-surveying exercises;
2. High-level culture frameworks that are not translated into lived leadership behaviour;
3. Inspirational messaging, workshops, or facilitation that avoids confronting difficult truths;
4. Interventions that operate in parallel to leadership accountability, governance, and performance management processes; or
5. Short-term morale-boosting initiatives that do not result in sustained behavioural change.

The IDC requires a transformation partner that is capable of **working at the edge of organisational discomfort**, with the credibility, maturity, and authority to:

- Challenge entrenched leadership behaviours, power dynamics, and unwritten rules that perpetuate fear, victimisation, and silence;
- Actively surface and disrupt bureaucratic practices and decision-making patterns that disable effectiveness, accountability, and agility;
- Strengthen ethical leadership, speak-up cultures, and psychological safety in an environment where trust has been eroded; and
- Hold leaders at all levels accountable for demonstrable shifts in behaviour, not merely stated commitment.

Expectation of Depth, Courage, and Leadership Impact

Given the current state of the organisational culture, **incremental improvement is not a viable option**. The IDC is intentionally seeking a partner that can support a **fundamental reset**, starting with leadership and cascading through the organisation, rather than a programme that can be comfortably absorbed into existing ways of working.

Bidders are therefore expected to demonstrate, through their proposed approach and evidence of prior work, the ability to:

- Engage credibly and robustly with senior leadership (Exco, Manco, and Heads of Departments) on issues of accountability, ethical conduct, power, and behavioural misalignment;
- Navigate resistance, defensiveness, and fatigue that typically accompany deep culture and ethics work in complex institutions;
- Translate values, ethics, and culture aspirations into **observable, enforceable leadership practices and decision-making standards**; and
- Enable the IDC to dismantle disabling bureaucracy and embed ways of working that materially improve execution, trust, and ethical confidence.

Given the seriousness of the culture entropy results and the reinforcing evidence from the Ethics Survey, the IDC has determined that an **accelerated, structured, and leadership-led culture transformation** is essential. This requires a **strategic partnership with a highly experienced and reputable culture transformation service provider** capable of challenging existing norms, addressing fear and victimisation, dismantling disabling bureaucracy, strengthening ethical leadership, and embedding a culture of trust, accountability, and ownership that is sustainable over the long term.

Considering these implications, the IDC has concluded that the next phase of its culture journey requires more than programme delivery or facilitation support. It necessitates a strategic partnership with a service provider capable of engaging at leadership level, addressing entrenched behaviours and ethical risk, and enabling a sustained reset of how the organisation leads, decides, and operates.

It is within this context of urgency, risk, and opportunity that the IDC issues this Request for Proposal for the appointment of a strategic partner to support and enable a comprehensive culture re-set aligned to the IDC’s aspirational culture vision and ethical standards.

3. SCOPE OF WORK/TERMS OF REFERENCE

3.1. The service provider will be expected to do the following:

Scope Area	Key Activities/Deliverables
1. Culture Reset Governance & Integration	<ul style="list-style-type: none"> • Establish and operate a single Culture Reset Governance Forum integrating culture, ethics, leadership, and HC initiatives. • Define clear decision rights, escalation protocols, and cadence to prevent initiative overload. • Integrate all culture-related interventions into one execution roadmap.
2. Tactical Corporate Culture Action Plan Implementation	<ul style="list-style-type: none"> • Translate the approved Corporate and Divisional Culture Action Plans into an executable operating model. • Establish and maintain a central action register with owners, milestones, and dependencies.

Scope Area	Key Activities/Deliverables
	<ul style="list-style-type: none"> Actively remove bottlenecks to implementation in partnership with leadership.
3. Quick Wins Execution	<ul style="list-style-type: none"> Implement the Quick Win actions identified through IDC culture immersion sessions. Translate each quick win into concrete tasks with timeframes and accountable owners. Track and report on impact achieved through quick wins.
4. Leadership Accountability & Behaviour Change	<ul style="list-style-type: none"> Utilise existing IDC data only to identify priority leadership behaviour risks and misalignments. Translate identified leadership behaviour risks into a small set of non-negotiable, observable leadership behaviour shifts required at Exco, Manco and HoD levels Facilitate mandatory leadership behaviour contracting sessions, where leaders commit to specific behaviour changes, with clear expectations of what must stop, start and continue in practice. Embed leadership behaviour commitments into existing leadership forums and routines Run quarterly leadership behaviour review sessions using lived-experience evidence to assess whether commitments are being honoured.
5. Leadership Manifesto Embedment	<ul style="list-style-type: none"> Embed Leadership Manifesto standards into existing organisational systems, including: <ul style="list-style-type: none"> leadership performance frameworks and scorecards; talent, succession and leadership assessment processes; leadership learning and onboarding interventions. Align leadership forums (Exco, Manco, HoD platforms) so that agenda design, decision protocols and meeting norms reinforce the Leadership Manifesto principles. Support Human Capital to institutionalise the Leadership Manifesto within policies, governance frameworks, and leadership documentation, ensuring it becomes the reference point for “how we lead at IDC”. Ensure consistency between Leadership Manifesto standards and the Social Compact, avoiding parallel or competing leadership expectations.
6. Psychological Safety & Speak-Up Enablement	<ul style="list-style-type: none"> Identify fear and silence hotspots across the organisation. Redesign and operationalise speak-up mechanisms with clear response SLAs and anti-retaliation protocols. Equip leaders with practical “leader-as-listener” behaviours and routines.
7. Performance Reciprocity & Contribution Culture Reset	<ul style="list-style-type: none"> Use existing IDC data and evidence to identify patterns of entitlement, under-performance tolerance, and misalignment between rewards and contribution (no new surveys or diagnostics). Define and articulate clear organisational norms of contribution, explicitly stating what IDC expects from employees in return for trust, benefits, flexibility, and developmental opportunities (i.e. the “give–get” contract of employment). Support the IDC to re-anchor performance expectations by clarifying what constitutes acceptable performance versus exceptional contribution, and where discretionary effort is required to fulfil IDC’s mandate.

Scope Area	Key Activities/Deliverables
	<ul style="list-style-type: none"> • Enable leaders and teams to have direct, adult-to-adult conversations about performance, contribution, and accountability, addressing avoidance and tolerance of chronic under-performance. • Integrate contribution and ownership expectations with the Social Compact, reinforcing that rights and benefits are matched by responsibility and effort.
8. Purpose-at-Work Definition, Embedment and Activation	<ul style="list-style-type: none"> • Use existing IDC strategic intent, mandate, values, culture immersion outputs, and leadership narratives to craft a single, plain-language Purpose-at-Work statement that answers: “<i>Why does my work at IDC matter, regardless of role?</i>” (no new surveys or re-diagnostics). • Translate the Purpose-at-Work into practical line-of-sight guidance for different role categories • Embed the Purpose-at-Work into existing organisational moments such as onboarding, induction, team planning, goal-setting, • Refresh and reinforce the Purpose-at-Work through regular organisational rituals and leadership communication, ensuring it remains a lived reference point rather than a slogan.
9. Ethics & Compliance Culture Strengthening	<ul style="list-style-type: none"> • Utilise existing IDC Ethics Survey results, ethics cases, and compliance data to identify systemic ethics and compliance risk patterns (no new ethics diagnostics or surveys). • Translate identified ethics and compliance risks into practical organisational safeguards, including clear escalation pathways, response timeframes, and protection mechanisms for employees who raise concerns. • Review and strengthen speak-up and case-handling mechanisms to ensure clarity of process, consistency of treatment, and protection against retaliation, without duplicating leadership accountability interventions covered under Action 4. • Embed ethics and compliance expectations into operational processes and governance forums • Support Human Capital, Risk, and Compliance functions to ensure ethics and compliance systems are adequately resourced, consistently applied, and continuously improved based on lessons learned. • Embed ethics and integrity expectations into performance and consequence management. • Facilitate real-case ethical dilemma sessions using IDC scenarios.
10. Bureaucracy Dismantling & Decision Rights Redesign	<ul style="list-style-type: none"> • Diagnose decision bottlenecks and approval loops in priority processes. • Redesign decision rights using a clear decision-rights framework. • Remove unnecessary approvals and track decision cycle-time improvements.
11. Policy & Process Alignment	<ul style="list-style-type: none"> • Review and prioritise policies and procedures that reinforce fear, bureaucracy, or misaligned incentives. (not to rewrite policies, but to recommend which ones are misaligned and need to be rewritten)
12. Social Compact Activation	<ul style="list-style-type: none"> • Review and refine the IDC Social Impact, involving staff • Translate the IDC Social Compact into explicit behavioural obligations for all IDC employees

Scope Area	Key Activities/Deliverables
	<ul style="list-style-type: none"> • Embed the Social Compact into core employee lifecycle and operating moments • Enable teams and functions to explicitly adopt the Social Compact in their ways-of-working agreements, while maintaining corporate consistency. • Integrate Social Compact expectations into existing organisational systems • Define a Social Compact measurement framework using existing organisational data sources • Establish a cadence for ongoing reinforcement and review, ensuring the Social Compact remains a living organisational agreement rather than a static statement. • Support leaders to call out breaches in real time.
13. Recognition & Reinforcement	<ul style="list-style-type: none"> • Recommend recognition mechanisms to reward courage, accountability, simplification, and ethical leadership.
14. CEO as Chief Culture Officer Enablement	<ul style="list-style-type: none"> • Develop/Refine and embed a CEO Culture Playbook with weekly, monthly, and quarterly leadership actions. • Provide coaching to the CEO on high-risk culture interventions. • Support CEO-led symbolic and corrective interventions.
15. Measurement & Impact Tracking	<ul style="list-style-type: none"> • Establish a culture measurement spine using leading indicators, preferably not surveys. • Track decision speed, speak-up responsiveness, retaliation, leadership follow-through, and action completion. • Use data to adjust interventions in real time.
16. Capability Transfer & Sustainability	<ul style="list-style-type: none"> • Build internal IDC capability through culture champions and HC enablement. • Gradually transfer ownership of routines and governance to IDC leaders. • Prevent dependency on the service provider.
17. Close-Out & Sustainment	<ul style="list-style-type: none"> • Produce a hard-edged close-out report detailing shifts achieved, risks remaining, and leadership/system gaps. • Provide a 24-month sustainment plan owned by IDC leadership.

4. PROJECT TIMELINES

The successful bidder(s) will be required to start immediately after the award. As much as this is an accelerated culture transformation, it is anticipated that the project will take Two (2) years to complete the assignment.

5. TECHNICAL EVALUATION CRITERIA

5.1. Other Technical Requirements

The service provider must indicate their compliance/ non-compliance to the following requirements and to substantiate as required. The bidder must respond in the format below, where additional information is provided/ attached somewhere else; such information must be clearly referenced.

5.1.1. BIDDERS RELEVANT EXPERIENCE IN ORGANIZATIONAL RENEWAL PROJECTS	COMPLY	PARTIALLY COMPLY	NOT COMPLY
<p>The bidder must have relevant experience in organizational Transformation/renewal projects at organizational level.</p> <p>The bidder must provide three (3) references for similar work done in the past five (5) years. At least one (1) of the references must be in the financial service sector.</p> <p>Refer to Table (a) Annexure 1 of this document for the response format provided.</p>			
Substantiate / Comments			

5.1.2. BIDDER'S PROPOSED METHODOLOGY-Discuss	COMPLY	PARTIALLY COMPLY	NOT COMPLY
<p>The bidder must demonstrate thorough understanding of the objectives and deliverables of this project/required services</p> <p>Bidders are expected to demonstrate, through their proposed approach and evidence of prior work, the ability to:</p> <ul style="list-style-type: none"> • Engage credibly and robustly with senior leadership (Exco, Manco, and Heads of Departments) on issues of accountability, ethical conduct, power, and behavioural misalignment. • Navigate resistance, defensiveness, and fatigue that typically accompany deep culture and ethics work in complex institutions. • Translate values, ethics, and culture aspirations into observable, enforceable leadership practices and decision-making standards; and • Enable the IDC to dismantle disabling bureaucracy and embed ways of working that materially improve execution, trust, and ethical confidence. 			
Substantiate / Comments			

5.1.3. QUALIFICATIONS AND SKILLS OF THE PROPOSED PERSONNEL	COMPLY	PARTIALLY COMPLY	NOT COMPLY
<p>The bidder's proposed personnel must have relevant qualifications, skills and experience relevant to the task.</p> <ul style="list-style-type: none"> The Project Lead must have a minimum of ten (10) years' experience with a relevant NQF-8 qualifications such as market research, statistics, psychology, sociology, or a similar discipline. The team must also comprise of five (5) Organizational Development (OD) and Change Specialist/Consultant with five (5) to eight (8) years' experience with a relevant NQF-8 qualifications. <p>The bidders must submit, as part of this 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. Please refer to Table (b) Annexure 1 of this document for the format in which the required information must be provided. A detailed CV of the proposed resources clearly highlighting qualifications, areas of experience/competence relevant to the tasks and objectives of this project as outlined in the scope of work. 			
Substantiate / Comments			

5.1.4. Presentation of the Methodology

Shortlisted bidders will be required to deliver a structured presentation focused on demonstrating their capability to act as a strategic execution partner in delivering the IDC's leadership-led culture reset, as defined in the Scope of Work. The presentation must move beyond conceptual frameworks and clearly demonstrate how the bidder will drive execution, behaviour change, accountability, and sustainability within the IDC context.

Presentations must be grounded in relevant case experience, explicitly linked to the IDC's current cultural, ethical, and organisational challenges as outlined in the background and context setting, and must address the following areas, at a minimum:

Presentation	35 points
<p>1. Execution Approach and Use of Resources Demonstrate how the proposed approach will be executed within the IDC environment, including how activities will be prioritised, sequenced, governed, and resourced to ensure delivery within the agreed timeframe and budget, without creating unnecessary duplication and operational burden on IDC resources.</p>	
<p>2. Leadership Accountability and Behaviour Change Mechanisms</p>	

Presentation	35 points
<p>Explain the practical mechanisms through which leadership accountability and observable behaviour change will be implemented, monitored, and reinforced at Exco, Manco, and Head of Department levels, using existing IDC data and structures.</p>	
<p>3. Implementation of Approved Culture Actions Demonstrate how approved Corporate and Divisional Culture Action Plans, Quick Wins, and Leadership Manifesto commitments will be translated into clearly defined actions, accountable owners, milestones, and monitoring processes.</p>	
<p>4. Governance, Control, and Adaptability Explain how the proposed governance and execution model will allow for responsiveness to emerging issues while maintaining alignment to agreed priorities, controls, and budget parameters.</p>	
<p>5. Sustainment and Risk Management Demonstrate how delivery risks, including loss of momentum, resistance, or non-compliance, will be identified, managed, and mitigated during and after the implementation period.</p>	
<p>6. Measurement of Progress and Impact Explain how progress and impact will be measured using existing organisational data, indicators, and evidence, without reliance on new diagnostic surveys, and how this information will be used to inform ongoing execution.</p>	
<p>7. Ethics, Speak-Up, and Psychological Safety Enablement Demonstrate how the proposed approach will support the strengthening of ethics, speak-up mechanisms, and psychological safety, in alignment with existing IDC ethics and compliance frameworks.</p>	
<p>8. Capability Transfer and Sustainability Explain how skills, routines, and ownership will be transferred to IDC leadership and relevant functions to ensure sustainability beyond the contract period.</p>	
<p>9. Additional Value-Add (If Applicable) Any additional value-adding elements must be clearly defined, directly relevant to the Scope of Work, and must not introduce parallel initiatives or additional cost unless explicitly stated in the bid submission.</p>	

SECTION 3: COST PROPOSAL

SECTION 3: COST PROPOSAL

1. **NOTE: All prices must be VAT inclusive (where applicable) and must be quoted in South African Rand (ZAR).**

2. Are the rates quoted firm for the full period of the contract?

YES	NO
-----	----

Important: If not firm for the full period, provide details of the basis on which price adjustments shall be applied e.g., CPI etc.

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

4. 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>		

5. 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

6. COSTING MODEL

Activity/ Deliverable	Resource/s	Rate/Hour per resource	Number of hours	Cost (VAT Excl.)
Culture Reset Governance & Integration				
Tactical Corporate Culture Action Plan Implementation				
Quick Wins Execution				
Leadership Accountability & Behaviour Change				
Leadership Manifesto Embedment				
Psychological Safety & Speak-Up Enablement				
Performance Reciprocity & Contribution Culture Reset				
Purpose-at-Work Definition, Embedment and Activation				
Ethics & Compliance Culture Strengthening				
Policy & Process Alignment				
Social Compact Activation				
Recognition & Reinforcement				

Activity/ Deliverable	Resource/s	Rate/Hour per resource	Number of hours	Cost (VAT Excl.)
CEO as Chief Culture Officer Enablement				
Measurement & Impact Tracking				
Capability Transfer & Sustainability				
Close-Out & Sustainment				
Disbursements				
Sub-Total (VAT Excl.)				
VAT at 15% if applicable				
Total Cost (VAT Incl.)				

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

Cost Element	Cost (VAT Excl.)
Sub-Total Disbursements	

Note on pricing:

Disbursements (incidental expenses other than professional fees e.g., travel and accommodation, printing costs, 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.

6.1. 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. , **T07/03/26**, the General Conditions, and all other Annexures to the RFP Document, we offer to work with the IDC on the culture renewal project as specified in this RFP document.

R..... (Including VAT)

In words

R..... (Including 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 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: RESPONSE FORMAT FOR SECTION 2

Bidder's Experience and the proposed Team

Request for Proposal No: _____
 Name of Bidder: _____
 Authorised signatory: _____

[Note to the Bidder: The bidder must complete the information set out below in response to the requirements stated in Section 2 of this bid document. 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 this Returnable Schedule 3.]

The bidder must provide the following information:

Table (a) Details of the bidder's experience in working with organizations on culture renewal projects (please refer to Section 2 par 5.1.1):

Client' Name	Project period (Start and End Dates)	Description of service performed and extent of Bidder's responsibilities	Name, title and telephone contact of client

Table (b) Details of the proposed personnel of the bidders' team (please refer to Section 2 par 5.1.3):

Name	Role / Duties in this Project	Relevant Project Experience		
		Year of Experience	Qualifications	CV attached Yes/No

ANNEXURE 2: 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 that are registered on the Central Supplier Database (CSD) of National Treasury are 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 Subcontractors	
Other	

REQUIRED INFORMATION

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

1. TAX COMPLIANCE REQUIREMENTS		
<p>1.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.</p> <p>1.2 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VIEW THE TAXPAYER'S PROFILE AND TAX STATUS.</p> <p>1.3 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) OR PIN MAY ALSO BE MADE VIA E-FILING. IN ORDER TO USE THIS PROVISION, TAXPAYERS WILL NEED TO REGISTER WITH SARS AS E-FILERS THROUGH THE WEBSITE WWW.SARS.GOV.ZA.</p> <p>1.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS TOGETHER WITH THE BID.</p> <p>1.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE PROOF OF TCS / PIN / CSD NUMBER.</p> <p>1.6 WHERE NO TCS IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.</p>		
2. QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS		
<p>2.1 IS THE BIDDER A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)? <input type="checkbox"/> YES <input type="checkbox"/> NO</p> <p>2.2 DOES THE BIDDER HAVE A BRANCH IN THE RSA? <input type="checkbox"/> YES <input type="checkbox"/> NO</p> <p>2.3 DOES THE BIDDER HAVE A PERMANENT ESTABLISHMENT IN THE RSA? <input type="checkbox"/> YES <input type="checkbox"/> NO</p> <p>2.4 DOES THE BIDDER HAVE ANY SOURCE OF INCOME IN THE RSA? <input type="checkbox"/> YES <input type="checkbox"/> NO</p> <p>IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN, IT IS NOT A REQUIREMENT TO OBTAIN A TAX COMPLIANCE STATUS / TAX COMPLIANCE SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 1.3 ABOVE.</p>		
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:	

ANNEXURE 4: BIDDER'S DISCLOSURE

1. PURPOSE OF THE FORM

Any person (natural or juristic) may make an offer or offers in terms of this invitation to bid. In line with the principles of transparency, accountability, impartiality, and ethics as enshrined in the Constitution of the Republic of South Africa and further expressed in various pieces of legislation, it is required for the bidder to make this declaration in respect of the details required hereunder.

Where a person/s are listed in the Register for Tender Defaulters and / or the List of Restricted Suppliers, that person will automatically be disqualified from the bid process.

2. BIDDER'S DECLARATION

2.1 Is the bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest ¹ in the enterprise, employed by the state? **YES/NO**

2.1.1 If so, furnish particulars of the names, individual identity numbers, and, if applicable, state employee numbers of sole proprietor/ directors / trustees / shareholders / members/ partners or any person having a controlling interest in the enterprise, in table below.

Full Name	Identity Number	Name of State institution

2.2 Do you, or any person connected with the bidder, have a relationship with any person who is employed by the procuring institution? **YES/NO**

2.2.1 If so, furnish particulars:
.....
.....

2.3 Does the bidder or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise whether or not they are bidding for this contract?

YES/NO

2.3.1 If so, furnish particulars:
.....
.....

3 DECLARATION

I, the undersigned, (name)..... in submitting the accompanying bid, do hereby make the following statements that I certify to be true and complete in every respect:

- 3.1 I have read, and I understand the contents of this disclosure;
- 3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect;

¹ the power, by one person or a group of persons holding the majority of the equity of an enterprise, alternatively, the person/s having the deciding vote or power to influence or to direct the course and decisions of the enterprise.

- 3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement, or arrangement with any competitor. However, communication between partners in a joint venture or consortium² will not be construed as collusive bidding.
- 3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.
- 3.4 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
- 3.5 There have been no consultations, communications, agreements, or arrangements made by the bidder with any official of the procuring institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.
- 3.6 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

I CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 1, 2 and 3 ABOVE IS CORRECT.

I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 6 OF PFMA SCM INSTRUCTION 03 OF 2021/22 ON PREVENTING AND COMBATING ABUSE IN THE SUPPLY CHAIN MANAGEMENT SYSTEM SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....
Signature

.....
Date

.....
Position

.....
Name of bidder

² Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.

ANNEXURE 5: 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.]

1 Shareholders/ Members

Name of the shareholder	ID Number	Race	Gender	% Shares

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

2 Trust Information

With reference to point 8.6 IDC Rights, should a trust form part of the Company / Group structure then the following must be submitted as part of your proposal.

Documents necessary to verify the Identity of a Trust	<input type="checkbox"/> Copy of trust deed or other founding document by which trust is created. <input type="checkbox"/> Letters of authority (as issued by the Master of the High Court) <input type="checkbox"/> Personal details of each Trustee, each Beneficiary, the Founder, and the person authorised to act on behalf of the Trust
--	---

3 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				

4 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

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 Specific Goals which requires the bidder to have a valid B-BBEE certificate or a sworn affidavit in case of a EME or QSE.

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: DISCLOSURE STATEMENT

In terms of the tender condition 8.6, which allows the IDC to conduct background checks on bidders and its shareholders and directors, the IDC hereby requires bidders to provide the following additional information:

1. The IDC considers the integrity of its appointed service providers to be of critical importance. The IDC reserves the right to apply its objective criteria to award to any bidders whose integrity, based on past conduct (during the 5 years immediately preceding the bid submission date), it considers questionable.
2. To this end, the IDC requires each bidder to include in its bid, a disclosure statement which details the following (sufficient information and supporting documentation for the IDC to make its own assessment as to the materiality or seriousness of allegations regarding the bidder’s integrity or conduct): any criminal charges made against the bidder or any of its directors, shareholders, or management officials regarding their professional conduct;
 - 2.1. any civil proceedings initiated against the bidder or any of its directors, shareholders, or management officials regarding their professional conduct; and
 - 2.2. any other enquiry or similar proceedings initiated or threatened against the bidder or any of its directors, shareholders, or management officials regarding their professional conduct.
3. Where the bidder is a consortium, the disclosure statement referred to in paragraph 2.2 above must be made separately in respect of each consortium partner.
4. In the event that the bidder’s circumstances change, after submission of its bid, regarding any matter referred to in paragraph 2.2 above or in regard to any matter referred to in its disclosure statement, the bidder must submit a written notification to IDC indicating the nature and extent of such changed circumstances.
5. The IDC reserves the right to seek such additional information from any bidder, in respect of the disclosure statement referred to in paragraph 2.2 above, as it may, in its sole discretion, determine, whether such information has been requested under this RFP or otherwise, and may require the bidder to make oral presentations for clarification purposes or to present supplementary information, in respect of the disclosure statement if so required by the IDC.
6. Based on its own assessment of the contents of the bidder’s disclosure statement and any publicly available information which is relevant to the contents of such disclosure statement, the IDC will decide whether the bidder’s conduct or any allegations relating thereto pose a risk, reputational or otherwise, to the IDC; and if it reaches an adverse conclusion the IDC will in its sole discretion have the right not to award a contract or order.

SIGNED _____ **DATE** _____

(Print name of signatory)

Designation _____

FOR AND ON BEHALF OF: COMPANY NAME _____

Tel No _____

Fax No _____

Cell No _____

ANNEXURE 8: PRIVACY & PROTECTION OF PERSONAL INFORMATION ACT 4 OF 2013 REQUIREMENTS

Request for Proposal No:	
Name of Bidder:	
Authorised signatory:	

Protecting personal information is important to the Industrial Development Corporation (IDC). To do so, IDC follows general principles in accordance with applicable privacy laws and the Protection of Personal Information Act 4 of 2013 (POPIA).

IDC’s role as a responsible party, is amongst others to process personal information for the intended purpose for which it was obtained and in line with legal agreements with its respective/ prospective clients, third parties, suppliers, and operators.

Who is an Operator? A person or body/ entity which processes personal information for the IDC in terms of a contract or mandate.

Who is a Supplier? a natural or juristic person that provides a product or renders a service to the IDC. A supplier could also be considered as an operator, an independent responsible party or (together with IDC) a joint responsible party.

If the supplier or business partner provides IDC with its related persons’ personal information, the supplier or business partner warrants that the related persons are aware of and have consented to the sharing and processing of their personal information with/by IDC. IDC will process the personal information of related persons as stated under a contractual agreement or as required by any related legislation.

Examples of the personal information of the supplier or business partner where relevant may include (but are not limited to): financial information, including bank statements provided to the IDC; invoices issued by the supplier or business partner; the contract/ legal agreement between the IDC and the supplier or business partner; other identifying information, which includes company registration numbers, VAT numbers, tax numbers and contact details; marital status and matrimonial property regime (e.g. married in community of property); nationality; age; language; date of birth; education; financial history; identifying numbers (e.g. an account number, identity numbers or passport numbers); email address; physical address (e.g. residential address, work address or physical location); information about the location (e.g. geolocation or GPS location); telephone numbers; online and other unique identifiers; social media profile/s; biometric information (like fingerprints, facial recognition signature; race; gender; sex; criminal history).

Example of Special personal information is personal information about the following: · criminal behaviour, or any proceedings in respect of any offence allegedly committed by a data subject or the disposal of such proceedings; religious and philosophical beliefs; trade union membership; political beliefs; health, including physical or mental health, disability, and medical history; or biometric information (e.g. to verify identity).

RESPONSIBILITIES OF SUPPLIERS AND BUSINESS PARTNERS WHO ARE OPERATORS UNDER POPIA

Where a supplier or business partner, in terms of a contract or mandate, processes personal information for the IDC and is considered an operator of the IDC, the supplier or the business partner will be required to adhere to the obligations set out in the IDC data privacy or POPIA policy. This policy sets out the rules of engagement in relation to how personal information is processed by suppliers and business partners on behalf of the IDC as well as the minimum legal requirements that IDC requires the suppliers and business partners to adhere to, including compliance with POPIA as summarised in the below table.

ITEM	GUIDING CONDITIONS FOR PROCESSING PERSONAL INFORMATION	YES	NO
1.	<p>Accountability</p> <p>The respective clients, third parties, suppliers and operators and its members will ensure that the provisions of POPIA, the guiding principles outlined in the policy and all the measures that give effect to such provisions are complied with at the time of the determination of the purpose and means of the processing and during the processing itself. In the event that an employee of the IDC or any person acting on behalf of the corporation who through their intentional or negligent actions and/or omissions fail to comply with the principles and responsibilities outlined, proper corrective measures will be applied.</p>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2.	<p>Processing Limitation</p> <p>The respective clients, third parties, suppliers and operators and its members will ensure that information is only processed for the justifiable reason and processing is compatible with the purpose of the collection.</p>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
3.	<p>Purpose Specification</p> <p>All respective clients, third parties, suppliers and operators and its members will process personal information only for specific, explicitly defined, and legitimate reasons. The respective clients, third parties, suppliers and operators will inform IDC of reasons prior to collecting or recording their PI.</p>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.	<p>Further Processing Limitation</p> <p>Personal information will not be processed for a secondary purpose unless that processing is compatible with the original purpose. Thus, where the respective clients, third parties, suppliers and operators seek to process personal information it holds for a purpose for which it was originally collected, and where this secondary purpose is not compatible with the original purpose, respective clients, third parties, suppliers and operators will first obtain additional consent from the IDC.</p>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
5.	<p>Information Quality</p> <p>The respective clients, third parties, suppliers and operators will take reasonable steps to ensure that all personal information collected is complete, accurate and not misleading. Where PI is collected or received from third parties, the respective clients, third parties, suppliers and operators will take reasonable steps to confirm that the information is correct by verifying the accuracy of the information directly with the data subject or by way of independent sources.</p>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
6.	<p>Open Communication</p> <p>Reasonable steps will be taken by the respective clients, third parties, suppliers and operators to ensure that the IDC is notified of the purpose for which the information is being collected, used, and processed.</p>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
7.	<p>Security Safeguards</p> <p>It is a requirement of POPIA for responsible parties, business partners and operators to adequately protect personal information. IDC will need to review suppliers or business partner security controls and processes to ensure that personal Information is compliant with the conditions of the lawful processing of personal information as set out in the POPIA. This would be a continuous monitoring and review that will be conducted by the IDC at its discretion.</p>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
8.	<p>Data Subject Participation</p> <p>A data subject whose PI has been collected, stored, and processed by the respective clients, third parties, suppliers and operators must have communication channels to attend to may request for the correction or deletion of such information.</p>	Yes <input type="checkbox"/>	No <input type="checkbox"/>

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/ Entity: _____

Company/ Entity Registration Number: _____

Company/ Entity VAT Registration Number: _____

Signature (Company/ Entity Representative)

Date