



**National  
Research  
Foundation**

**REQUEST FOR INFORMATION ON DEVELOPING AND PRESENTING A  
CUSTOMISED MANAGEMENT DEVELOPMENT PROGRAMME (MDP) FOR  
STRATEGIC MANAGERS, EXECUTIVES, NEW MANAGEMENT, AND FUTURE  
SUPERVISORS**

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# INTRODUCTION

## THE NRF

The National Research Foundation Act as amended, Act 19 of 2018, establishes the National Research Foundation ("NRF") as the juristic legal entity that is requesting information.

The NRF is the government's national agency responsible for promoting and supporting research and human capital development through funding, the provision of National Research Facilities and science outreach platforms and programs to the broader community in all fields of science and technology, including natural science, engineering, social science and humanities.

Please visit the NRF website (<https://www.nrf.ac.za>) for more information.

## CONTEXT FOR THE RFI

The NRF has embarked on a number of organisational changes to assist in ensuring the realisation of its vision and in an attempt to develop a management pool within the organisation.

As a knowledge-creating and learning organisation, the NRF strives to continually develop the knowledge, skills, competencies, and capabilities of its management and employees to deliver high-performance service in conjunction with individual, organisational growth and transformation.

There is a challenge due to the scarcity of ready leaders, especially in the science environment, and it has been the objective for the leadership development programmes to address this challenge.

The NRF has had Management Development Programmes since 2013 to-date, during this period, a total of two hundred and eighty-six (286) employees have benefited from the programme. The current, recently expired, contract with a previous service provider was recently reviewed by a panel of independent experts and produced a fourth level which is that of Executive Development.

The NRF has identified a need for continuous leadership development across all levels to enhance the organisation's leadership impact and effectiveness to drive the necessary behaviours required to ensure business performance and sustainability. This programme will support the NRF's succession planning process.

The aim is to prepare a leadership pipeline for the four identified levels of leadership.

# REQUEST FOR INFORMATION (RFI) PROCESS

## RULES FOR THE RFI PROCESS

1.	This Request for Information (RFI) by the National Research Foundation (NRF) and is purely intended at soliciting information from prospective service provider on the various MDP levels offered in the Market.
2.	<p>The RFI is an information gathering exercise.</p> <p>It is an open, non-compulsory, non-binding process and does not prevent the NRF from approaching other service providers when done in accordance with the Promotion of Administrative Justice Act 3 of 2000.</p> <p>The RFI does not prevent the NRF from doing business with other institutions/service providers who did not respond to the RFI.</p>
3.	The NRF has the right to withdraw/cancel or amend the RFI at any point without prior notice. The NRF has no liability to any persons who had vested interest in the issued RFI.
4.	For avoidance of any doubt, any disclaimer in this document shall at apply equally to protect the NRF and any of its representatives.

## FOR INFORMATION: SUBSEQUENT BIDDING PROCESS

### Bidding Process

Based on the information obtain during the RFI process and any dialogue thereof, the NRF will draft the bid document package to procure a multi-level Management Development Programme (MDP) incorporating the scope of work, specifications, mandatory qualifications, general conditions of contract, special conditions of contract, special conditions of service management, ethical minimums, and pricing schedules.

### Responsive to Submission Requirements

Prospective bidders are required to meet all submission requirements in the bid document derived from this RFI to qualify as a prospective responsive bid for proceeding to the technical evaluation and thus the pricing competition.

### Mandatory Disqualifications

Attention is drawn in the RFI to elements that are critical to the NRF for Management Development Programme. To assist with that understanding, the subsequent table provides the proposed disqualifications subject to the information returned from this RFI.

### Evaluation to enter the Price Competition and Price Competition

The NRF will evaluate prospective bidders against the qualifications and technical requirements to qualify to enter the pricing competition. The price competition will be conducted in accordance to the PPPFA and 2022 Regulations.

## DEPARTMENT MANAGING THE RFI

The NRF Human Resources Department intend to utilize the information submitted in response to this RFI to develop the bid package inclusive of contract and service levels for the MDP. Respondents are required to respond to the RFI sections under **A1 to A13**.

## CONTRACT NATURE AND PERIOD

The contract type is an output functional performance allowing for innovative MDP programmes and content. The contract period for these services will be in time slots of five (5) years once the NRF has established a suitable scope of work.

## SUBJECT MATTER UNDER CONSIDERATION

The proposed subject matter, dependent on the RFI, is for service providers to offer a management development programme in four different categories:

- **Executive Development Program** – to be developed to equip participants with integrated strategic management and leadership skills for the purpose of aligning current business practices to national and global standards for increased competitiveness in the sector/industry. The programme must promote the development of network of empowered executives that can leverage each other's experience to the betterment of their areas of expertise within the organisation.
- **Strategic Management Development Program** – to be developed to equip participants with developing and implementing effective business strategies that guide decision making.
- **New Management Development Program** – to be developed to equip participants who are new managers with the necessary skills required for the level.
- **Supervisory Development Program / Future Management Development** – to be developed to equip future managers and supervisory level managers with the necessary skills.

## OUTPUT FUNCTIONALITY FROM THE RFI

The proposal will have the following functional outputs:

- To provide the skills and knowledge required to deliver more effectively on the NRF's strategic and operational objectives, linked to their individual growth trajectories"
- To provide a programme that is relevant to core and current business objectives and activities of the NRF, within a national and global context.
- To strengthen the NRF's competence in people management, organisational transformation, change management and stakeholder relations.
- To facilitate and promote the sharing of management and leadership knowledge and best practices.
- To apply and integrate best practice management and leadership principles in the work environment.

- Capacity development aimed at improving employee performance.
- Equip executives, managers, and future leaders with the necessary knowledge and skills.
- To enable managers to effectively fulfil their roles.
- Formulate goals in order to achieve key performance indicators.
- Identify and describe the operations of their specific departments.
- To establish a programme that is relevant to core and current business objectives and activities of the NRF, within a national and global context.
- To strengthen the NRF's competence in people management, organisational transformation, change management and stakeholder relations.
- To facilitate and promote the sharing of management and leadership knowledge and best practices.
- To facilitate the realisation of the aspirations of the NRF as contained in its vision and shared values.

## **A 1: ACCREDITATION PROCESS AND TIMELINE**

The respondent to assist the NRF through providing information on the following aspects:

- What is the process of obtaining an accredited programme and the time period.
- Can this be obtained as part of the proposed bidding process before the proposed contract is signed?
- On the information provided in this document, does such accreditation required additional time prior to the delivery of the MDP's five-year period?

## **A 2: EXECUTIVE DEVELOPMENT PROGRAMME (EDP)**

The respondent to assist the NRF through providing information on their programmes meeting the functionality requirement of the Executive Development Programme:

- Be an authentic and mindful leadership who is able to apply system thinking.
- Be exposed to leading change through neuro-leadership.
- Critically analyse future competitive, robust strategies to enable your organisation to compete sustainably.
- To be sensitised to potential disruption and seek contextually relevant innovations for your organisations.
- Solve complex organisational problems.
- To improve critical thinking abilities by asking the right questions, making decisions when factors are uncertain and collating information from diverse sources.
- Be exposed to opportunities for personal benchmarking, interaction and networking with executives in within the research fraternity both in South Africa and globally.
- Financial Management and Organisation Sustainability (with the focus on Public Service Financial Management Models).
- Analyse the current variables competing impacting economies and differing business environments.

- The following modules taken into consideration as part of the programme:

- Strategic Leadership
- Governance and Ethics
- Transformation and Change Management
- Operations and Supply Chain Management
- Innovation and Technology (4IR)
- Financial Strategies
- Market and Economic Trends
- Business, Environment and Sustainability

The respondent to provide a preliminary NQF assessment equivalence of their programme offerings.

The respondent to provide what can be customised on their programme offerings.

### **A 3: STRATEGIC MANAGEMENT DEVELOPMENT PROGRAMME (SMDP)**

The respondent to assist the NRF through providing information on their programmes meeting the functionality requirement of the Strategic Management Development Programme:

- Vision and Strategy Management
- Coaching and Relationship Management
- Knowledge Management
- Organisational Transformation and Change Implementation
- Strategic Stakeholder Management
- Advanced Project Management
- Strategic People Management and Leadership
- Strategic Financial Management and Organisation Sustainability (with the focus on Public Service Financial Management Models)

The respondent to provide a preliminary NQF assessment equivalence of their programme offerings.

The respondent to provide what can be customised on their programme offerings.

### **A 4: NEW/MIDDLE MANAGEMENT DEVELOPMENT PROGRAMME (NMDP)**

The respondent to assist the NRF through providing information on their programmes meeting the functionality requirement of the New/Middle Management Development Programme:

- The Role and Practice of Management

- Relationship Management
- Knowledge Management
- Change Management Theory and Practice
- Stakeholder Management
- Project Management Practices
- People Management
- Financial Management (with the focus on Public Service Financial Management Models)

The respondent to provide a preliminary NQF assessment equivalence of their programme offerings.

The respondent to provide what can be customised on their programme offerings.

## **A 5: FUTURE/SUPERVISORY MANAGEMENT DEVELOPMENT PROGRAMME (FMDP)**

The respondent to assist the NRF through providing information on their programmes meeting the functionality requirement of the Future/Supervisory Management Development Programme:

- The Economy of Business
- Management Theories
- Group Dynamics and Teamwork
- Basic Theory of Budgeting and Finance ((with the focus on Public Service Financial Management Models)
- Customer Centricity
- Ethics and SA Labour Law
- Project Management Theories

The respondent to provide a preliminary NQF assessment equivalence of their programme offerings.

The respondent to provide what can be customised on their programme offerings.

## **A 6: STRUCTURE OF THE PROGRAMME**

The respondent to assist the NRF through providing information on their programme structures including customization range that address the following:

- The programme must be conducted in a hybrid model (40% face to face and 60% virtual).
- The programme duration is anticipated to between 9- 12 months which includes certification for EDP, SMDP, NMDP, and FMDP categories.
- Development of appropriate block release programme with a of duration 9-12 months.
- Certificate must be issued after successful completion of the programme

The respondent to assist the NRF through providing information on their facilitators/lecturers resourcing of their programmes



including the following:

- Quality and academic qualifications available to support EDP, SMDP, NMDP, and FMDP categories.
- What available resources the respondent can draw upon to provide the facilitators to be allocated to each of the EDP, SMDP, NMDP, and FMDP categories, indicating areas of expertise and track records /extent of experience of the facilitator.
- Where not a Higher Education Institution, to provide their partnerships/associations with Academic Institutions and other technical institutes they collaborate with.
- Where a Higher Education Institution, to provide their partnerships/associations with other technical institutes they collaborate with.
- The coaches they utilise, in-house and external as well as what available capacity to provide such resources.

The information provided will aid in design the academic qualifications and quality of facilitation resources specification of the proposed bid.

## **A 7: SERVICE PROVIDER ACCREDITATION**

The respondent to assist the NRF through providing information on their accreditation to allow for wide range so as not to restrict the pool of potential bidders:

- Registered Council for Higher Education (CHE) or other equivalent accrediting bodies
- Accredited with a recognised professional body or institute of higher learning. Please list these to allow inclusiveness.
- Other relevant accrediting bodies covering the subject matter of the proposed bid.

## **A 8: FACILITATION AND DELIVERY**

The respondent to assist the NRF through providing information on how they facilitate and deliver the Management Development Programmes:

- Facilitation and delivery of their programmes.
- Available modes of training delivery.
- Action learning and coaching
- On-going assessments throughout the programme.
- Pre-entry requirements and candidate assessment processes.
- Treatment of prior learning.

## **A 9: FACILITIES AND SUPPORT**

The respondent to assist the NRF through providing information on their:

- Certification and graduation ceremony.
- Facilities they have conducive for the effective and efficient delivery of the programme.

- Programme budget management.
- Available venues, accommodation, and catering.
- Training material provided for their Management Development Programmes offerings split between digital, on-line, and hard copy.

## A 10: CONTRACT CLAUSES

The NRF utilises the National Treasury's General Conditions of Contract (GCC). These are available at [treasury.gov.za](https://treasury.gov.za).

The respondent to assist the NRF through providing information on their conditions of contract clauses not included in the GCC for consideration for inclusion in the Special Conditions of Contract section of the bidding documents post the RFI.

The NRF will consider such input in the frame of risks being shared equally by both parties and the party best able to mitigate the risk.

The NRF's current special conditions of contract are as below and will consider any other inputs:

1. In a case of a replacement of a resource during the contract duration, the replacement resource should be similar to the one provided on the proposal.
2. Managing service levels
  - a. Upon appointment, both parties agree on the final set of performance levels for each deliverable service levels including measurable key performance indicators with minimum thresholds in writing which is appended to this contract document.
  - b. Where both parties agree to variation of these, both parties sign the revision which is appended to this contract document.
  - c. The appointed third party and the NRF Corporate contract manager measure delivered performance against these performance levels.
  - d. Where either party has identified poor performance under this contract, both parties will meet and investigate the matter to determine the root cause, the correction plan, and the execution planning thereof.
  - e. Both parties will monitor the corrective actions.
  - f. Both parties will assess the applicability of penalties to the incurred poor performance and apply these.

## A 11: CONTRACT COMMUNICATION

The respondent to assist the NRF through providing information on their programmes quality control, monitoring, and reporting including the following aspects:

- Provide delegates and NRF with periodic updates.
- Monthly reporting e.g. on participants' commitment, absenteeism.
- Reporting on challenges or/and risks that might be picked up.
- Statement of results.
- Completion certificates upon completion.
- Financial management of the costs.
- Payment management.
- Structured feedback process and at what intervals. Feedback on both content and implementation aspects of the programme.

## A 12: SERVICE LEVEL MANAGEMENT

The respondent to assist the NRF through providing information on the service levels they provide, penalty triggers, escalation procedures and dispute management.

Service	Measurement methodology	Penalty trigger level	Penalty

## A 13: PRICING REQUIREMENTS

The respondent to assist the NRF through providing information on what cost categories make up the costing of their Management Development Programmes e.g. :

1. Course Design /Development /Customisation
2. Course Material
3. Pre-course Assessments
4. Course Facilitation /Lectures
5. Course assignments /Examinations
6. In-Course Support (incl. Coaching)
7. Post-Course Support
8. Course Venue(s) & Equipment
9. Course Catering
10. Graduation (incl. Ceremony)
11. Course /Project Administration
12. Course Communication (incl. Brochures)
13. Learner Transport (e.g. company visits)
14. Facilitator Travel
15. Facilitator Accommodation

Provide details on how the respondent manages the accommodation and travel costs for candidates.

**Note: Financial Rand data is not required in this RFI.**