

# APPOINTMENT OF A SERVICE PROVIDER FOR ONE ON ONE EXECUTIVE COACHING SERVICES

<b>Briefing Session</b>	<b>12 November 2018 at 11H00</b>
<b>RFP No</b>	<b>RFP 62/2018</b>
<b>Closing Date</b>	<b>03 December 2018, 11h00</b>

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# Bid Evaluation Committee

## Procurement

Sourcing Lead: Professional Services – Project Oversight

Governance, Compliance & Risk Specialist – Audit

Contract Specialist

Tender Office – Pre-Qualification

Value Delivery Planning – Price Evaluator

Financial Analysis team

B-BBEE Evaluator

## SARS Business Unit

Bid Specification Committee

Technical Evaluators X 4

## Corporate Legal Services

Legal Specialist

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# RFP Timelines

ACTIVITY	DUE DATE
RFP Advertisement in Government Tender Bulletin	02 November 2018
Tender documents on SARS website	05 November 2018
<b>Non-compulsory briefing session</b>	12 November 2018 at 11H00
Questions relating to RFP	02 November – 22 November 2018
RFP Closing Date	03 December 2018, 11h00
Notice to bidders	February/ March 2018

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# Background and Scope of work

Refer to section 8 of the RFP document.



Adobe Acrobat  
Document

# Background: SARS Strategic Context

- Human Capital and Development Strategy and alignment to SARS strategic outcomes
- Integrated talent management approach
- SARS Leadership Management Development Programmes
- Personal Mastery: Coaching for talent and development to be explored towards leadership effectiveness



# SARS Enterprise Structure

- Business and Individual Tax
- Customs and Excise
- Enforcement
- Digital Information Services and Technology
- Strategy and Communication
- Finance
- Legal Counsel
- Internal Audit
- Tax, Customs and Excise Institute



- Increased Tax Compliance
- Increased ease and fairness of doing business with SARS
- Increased cost effectiveness, internal efficiencies
- Increased public trust and credibility

# SARS Levels of Work

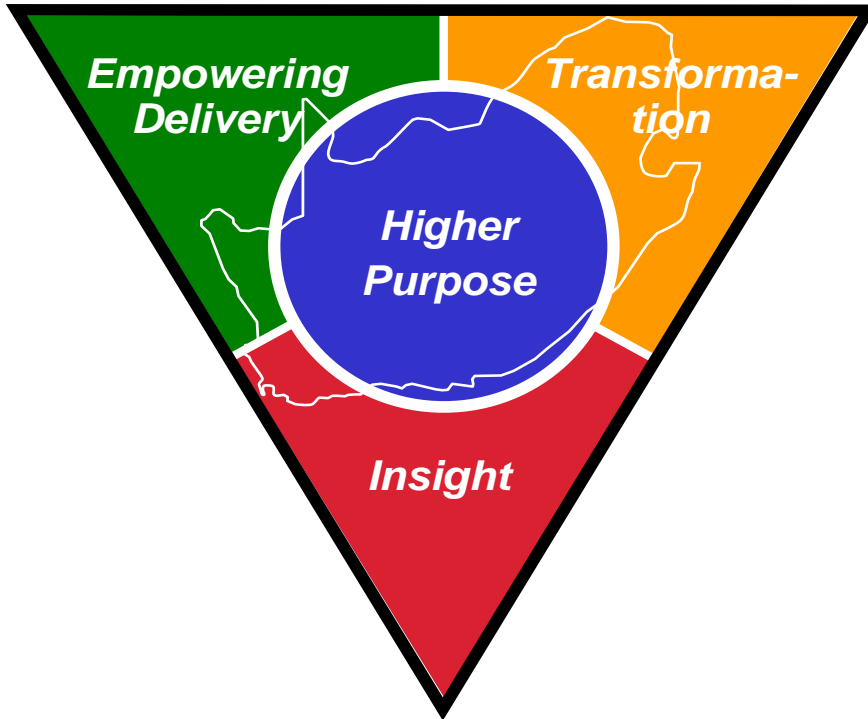
## TOP MANAGEMENT Commissioner Chief Officers

- **Enterprise Leadership:** provides strategic direction, formulates organisational business model and strategy
- **Strategy Formulation:** formulates organisational business model in relation to a part of the organisation

## SENIOR MANAGEMENT Group Executives Executives

- **Strategy Alignment/Enablement:** formulates and positions value chain, operating model and frameworks
- **Strategy Specialisation:** Provides expert advice and support to the positioning and interpretation of value chains

# SARS Leadership Competencies



## **Higher Purpose**

- Championing the Mandate
- Responsibility for Societal Impact

## **Empowering Delivery**

- Driving Excellence
- Mobilising Teams

## **Transformation**

- Developing Others
- Building Sustainability
- Leveraging Diversity
- Influencing Others

## **Insight**

- Conceptual Thinking
- Accurate Understanding
- Humility

# Technical Requirements

- Target Audience
- Structure and duration
- Management of coaching sessions
- Bidders pre-approved list of coaches
- Alignment of coaching sessions
- Learning Resources
- Location and Venue
- Post Tender Award

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## Gate 0

Pre-Qualification

- Invitation to Bid SBD 1
- Tax Compliance status pin
- Central Registration Report (Central Database System) from NT
- GCC
- SARS Oath of Secrecy
- Declaration of interest SBD 4
- Preference Point Claim form- SBD 6.1
- Declaration of Bidder's Past SCM Practices – SBD 8
- Certificate of Independent Bid Determination – SBD 9
- Supplier cost and risk assessment questionnaire
- Bidder Compliance checklist for Technical Evaluation
- **Mandatory Requirements – Minimum B-BBEE status level 4**

## Gate 1

Technical Evaluation

100 points

Achieve overall score of 70 out of 100 points to proceed to Gate 2

- Company profile
  - Organisation structure & services
  - Resources
- Coaching Process
- Capability
  - Schedule of bidders experience
  - Bidders pre-approved list of coaches
- Testimonials

## Gate 2

BBBEE = 20

100 points

Price = 80

# Technical Requirements

Bidders are required to complete Annexure A2 to assist the evaluators to locate technical responses.

Section No	Technical Criteria	Compliant	Partially Compliant	Non-Compliant	Reference page in Proposal	Comments
1.2	<b>Experience of the bidder</b>	Yes			Page 9 to 12 - exhibit 2	
2.1	<b>Provide the approach, processes and methodology that will be applied by demonstrating the alignment to the SARS requirements and scope of work.</b>	<b>EXAMPLE</b>	Yes		Page 13 to 15 - exhibit 2	Bidder to state reason for partial compliance
2.2	<b>Demonstrate the capability and capacity to deliver the service</b>			No	Page 17 to 20 - exhibit 5	Bidder to state reason for non-compliance

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# Bid Evaluation Process Gate 2 (Price & BBBEE)

## PRICING

# Bid Evaluation Process Gate 2 – Price

The Price and B-BBEE points will be added together to determine each bidder's overall score out of 100 points.

## Stage 1: Price Evaluation (80 points)

Bidders must refer to Annexure B – Pricing Template



Microsoft Excel  
Worksheet

Adjudication Criteria	Points
Price Evaluation	80

$$P_s = 80 \left( 1 - \frac{P_t - P_{\min}}{P_{\min}} \right)$$

$P_s$  = Points scored for price of Bid under consideration  
 $P_t$  = Rand value of Bid under consideration  
 $P_{\min}$  = Rand value of lowest acceptable Bid

# Bid Evaluation Process Gate 2 (Price & BBEE)

## B-BBEE

# B-BBEE Mandatory Requirement

The Preferential Procurement Regulations 2017 (PPR) allows SARS to exercise its discretion to issue Tenders with mandatory B-BBEE requirements:

- **The Mandatory B-BBEE Level for this Tender is Level 4, 3, 2 or 1**

## B-BBEE = 20 points

B-BBEE points may be allocated to Bidders on submission of documentation or evidence as follows:

ADJUDICATION CRITERIA	POINTS
A duly completed Preference Point Claim Form: SBD 6.1 and a B-BBEE Certificate.	20

Bidders **MUST** complete and sign the SBD 6.1 form to claim the Bidder's B-BBEE preference points.

# B-BBEE Certificate

The table below indicates the specific B-BBEE certification documents that must be submitted for this tender. Failure to submit the required certification documents will also result in Bidders being disqualified.

Classification	Turnover	Submission Requirement
<b>Exempted Micro Enterprise (EME)</b>	Below R10 million p.a.	A DTI Affidavit or Certificate from CIPC
<b>Qualifying Small Enterprise (QSE)</b>	Between R10 million and R50 million p.a.	Certified copy of B-BBEE Rating Certificate from a SANAS Accredited rating.  A DTI Affidavit – Only 51% BO and above
<b>Large Enterprise (LE)</b>	Above R50 million p.a.	Certified copy of B-BBEE Rating Certificate from a SANAS Accredited rating agency.

# USE AND ACCEPTANCE OF AFFIDAVITS

Section 1.6 SBD 6.1 states.. The purchaser reserves the right to require of a bidder, either before a bid is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the purchaser.

**SARS reserves the right to request that bidders submit their Black ownership and turnover information in support of their Affidavits.**

# B-BBEE KEY SECTIONS TO COMPLETE IN SBD

## BID DECLARATION

6.1 Bidders who claim points in respect of B-BBEE Status Level of Contribution must complete the following

### 7. B-BBEE STATUS LEVEL OF CONTRIBUTION CLAIMED IN TERMS OF PARAGRAPHS 1.3.1.2 AND 5.1

7.1 B-BBEE Status Level of Contribution: ..... = .....(maximum of 10 or 20 points)

(Points claimed in respect of paragraph 7.1 must be in accordance with the table reflected in paragraph 5.1 and must be substantiated by means of a B-BBEE certificate issued by a Verification Agency accredited by SANAS or a Registered Auditor approved by IRBA or an Accounting Officer as contemplated in the CCA).

## 8 SUB-CONTRACTING

8.1 Will any portion of the contract be sub-contracted? YES / NO (delete which is not applicable)

8.1.1 If yes, indicate:

(i) what percentage of the contract will be subcontracted? .....%

(ii) the name of the sub-contractor? .....

(iii) the B-BBEE status level of the sub-contractor? .....

(iv) whether the sub-contractor is an EME? YES / NO (delete which is not applicable)



# BEE CERTIFICATE

## JOINT VENTURES

Incorporated JVs must submit the B-BBEE status of the entity. Unincorporated JVs must submit a consolidated B-BBEE certificate as if they were a group structure for every separate Bid.

## SUB-CONTRACTING

- Bidders who want to claim preference points will have to comply fully with regulations 11(8) and 11(9) of the Preferential Procurement Regulations, 2011 with regard to sub-contracting:
- A person must not be awarded points for B-BBEE status level if it is indicated in the tender documents that such a tenderer intends sub-contracting more than 25% of the value of the contract to any other enterprise that does not qualify for at least the points that such a tenderer qualifies for, unless the intended sub-contractor is an Exempted Micro Enterprise that has the capability and ability to execute the sub-contract.

## **Proof of Existence: Joint Ventures and/or Sub-Contracting**

- Bidders must submit concrete proof of the existence of joint ventures and/or sub-contracting arrangements. SARS will accept signed agreements as acceptable proof of the existence of a joint venture and/or sub-contracting arrangement.
- The joint venture and/or sub-contracting agreements must clearly set out the roles and responsibilities of the Lead Partner and the joint venture and/or sub-contracting party. The agreement must also clearly identify the Lead Partner, who shall be given the power of attorney to bind the other party/parties in respect of matters pertaining to the joint venture and/or sub-contracting arrangement.

# Bid Evaluation Process Gate 2 (Price & BBBEE)

## FINANCIALS

## BACKGROUND

- Public Finance Management Act (PFMA)
- Fair
- Equitable
- Transparent
- Competitive
- Cost Effective

# Financial Evaluation

- Financially Stable
- Financially Viable
- Identify Financial Risks
- Apply Appropriate Mitigating Strategies

# Financial Evaluation

- **Complete Sets of Audited/ Independently Reviewed Annual Financial Statements**

- ✓ Signed Auditors / Accounting Officers Opinions
- ✓ Statement of Comprehensive Income (*Income Statement*)
- ✓ Statement of Financial Position (*Balance Sheet*)
- ✓ Statement of Cash Flows (*Cash Flow Statement*)
- ✓ Accompanying Unabridged Notes for ALL of the above documents

- **Less than 3 Financial Periods**

Explanatory Letter

- **Joint Ventures**

Unincorporated JVs must submit separate F/S for each party to the JV.  
Signed JV legal agreement.

- **Financial statements in Bidding Companies Name**

Subsidiary submitting holding company's F/S must also furnish a Performance Guarantee

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# Service Level Agreement

Service Providers are requested to:

- Comment on the terms and conditions set out in the services agreement and where necessary, make proposals to the terms and conditions;
- Each comment and/or amendment must be explained; and
- All changes and/or amendments to the services agreement must be in an easily identifiable colour font and tracked for ease of reference.
- SARS reserves the right to accept or reject any or all amendments or additions proposed by a service provider if such amendments or additions are unacceptable to SARS or pose a risk to the organisation.



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# Bid Submission

Bidders must submit copies of each file (Original and Duplicate) and a CD-ROM or USB with content of each file by the **03 December 2018 at 11:00**



## TENDER BOX

SARS Brooklyn Bridge, 570 Fehrsen Street, Linton House, Brooklyn

Any enquiries must be referred, in writing via email:  
[tenderoffice@sars.gov.za](mailto:tenderoffice@sars.gov.za) cc [rft-professionalservices@sars.gov.za](mailto:rft-professionalservices@sars.gov.za)  
(02 November 2018 – 22 November 2018)

# File 1: Original/ Duplicate

## Exhibit 1

- Pre-qualification documents (SBD documents)



## Exhibit 2

- Bidder Compliance Checklist – Annexure A2
- Response to Technical Requirements – Annexure A1
- Supporting documents for technical responses
- Testimonials



## Exhibit 3

- Supporting documents for technical responses/  
Supplementary information
- Financial Statement



## Exhibit 4

- General Conditions of Contract
- Draft Services Agreement



## File 2: Original/ Duplicate

Exhibit 1

- B-BBEE Certificate
- SBD 6.1



Exhibit 2

- Pricing Schedule



**NB!** Each file must be marked correctly and sealed separately for easy reference during the evaluation process. CD-ROM / USB marked with Bidder Name

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# Question & Answers

# QUESTION AND ANSWERS

#	QUESTION	ANSWER
1	What is the number of individuals to be coached?	Estimated number is 25 per year over three years with a total of 75 coachees. The numbers are estimated as the need for coaching will arise out of SARS talent management conversations.
2	Will the session for all 25 individuals start at the same time?	Coaching it will start at different times of the year. SARS has a structured talent management calendar and the outcome will inform SARS on the intake for coaching.
3	Coaching is for one hour. Is it for costing purposes or is it the prescribed length per coaching session?	SARS gives the coaching session an hour; if the coach and coachee decide to use 90 min for whatever the reason it will be acceptable. The number of hours allocated per individual will be (12) twelve hours.
4	Is the individual to be coached aware and prepared for the coaching session/intervention/programme? As there could be non-attendance if the individual is not ready to be coached.	SARS will conduct an intro session to explain to the individual what the coaching programme is about. SARS will take responsibility to ensure that the individual is willing to have coaching before embarking on the coaching programme.
5	Would SARS require an overall report for all the individuals in the system or individual reports for each person?	SARS is aware that coaching is a confidential process SARS requires the coach to summarise and provide an emerging themes in the report overall to enable SARS to look at further developmental interventions. On an individual base SARS requires logs and registers of the number of individual's hours of coaching that have taken place.
6	Will SARS provide a contact person in SARS with who the service provider will interact with?	Yes, SARS will provide a contact person.

# QUESTION AND ANSWERS

#	QUESTION	ANSWER
7	The Oath of Secrecy referred to in 8.2.3 is it the one that is published with the tender and when bidders submit proposals should each coach sign the Oath of Secrecy or will they sign at the point of award?	Yes. The bidder is required to sign the Oath of Secrecy at the tender stage this is binding on both the company and the coaches that they will ensure the centrality and database of information. Every coach that enters into the coaching space in terms of SARS agreement with the main contractor is bound by the confidentiality and code of ethics that govern coaching. The main contractor should maintain a record of such Confidentiality/ non-disclosure agreements.
8	Are the recommended coaches required to have one or all three qualifications?	SARS is looking into two aspects of qualifications : First it is the tertiary or educational qualification and in addition a professional qualification in coaching plus credentials (i.e. the practice hour per coach) in coaching. These are stated in the RFP as the minimum requirement.
9	Does SARS have any preference in the coach pool for psychologist, would there be a % of psychology back ground?	Coaches may have a background in psychology and that is acceptable but it is not a prerequisite or outlined as an additional requirement.
10	Bullet point one of section 8.2.3 of the RFP document refers to a matching of coachee to coach. What system or methodology will SARS use for the matching process?	HC & D will have a conversation with the nominated individual in terms of their requirements for a coach. SARS will take the database of coaches that the service provider has and offer two or three profiles to the individuals who will then make the final selection.



# QUESTION AND ANSWERS

#	QUESTION	ANSWER
11	What will happen if in the middle of the coaching session it is discovered that there was a mismatch?	In the event that it does not work as prescribed the service provider must report to SARS. Both the coach and the coachee can then decide to look at options on an individual base. The code of ethics that govern coaching will be applicable.
12	Will the coaches that were approved during the initial tender process be expected to see out the three years of the contract?	It would be ideal to keep the same coaches if possible but in the event of changes, the service provider will be required in consultation with SARS to replace the person with similar or better credentials. This will be covered in the SLA.
13	As part of the integrated talent management process is SARS going to perform psychometric testing and will the service provider have access to the reports?	In the integrated talent management SARS does administer psychometric assessments and 360 Leadership Effectiveness. In some instances the information may be outdated. In the case of the MCPA that is a lifelong assessment. The individuals will be asked to share those developmental reports. As per SARS policy there is no agreement to share the reports with the service provider but the service provider can encourage the individual to identify areas of development and if they wish to share the content of the report.
14	If a coach and coachee agree that it would be worthwhile to do another assessment, would SARS have the facility to organise it directly or should the bidder submit a standard price in the tender process?	SARS has psychometric tool assessments in-house. The pricing template does cater for additional tools or resources. Psychometric Assessment Testing is OUT OF SCOPE of this tender.

# QUESTION AND ANSWERS

#	QUESTION	ANSWER
15	Where will the individuals to be coached based?	It is estimated that 85% will be in the Gauteng province and 15% in other regions. SARS will communicate the details of the facilities to the approved service provider.
16	Is it possible to give an indication where the 15% is based?  Does SARS expect the service provider in the pool of 6 coaches show a view of geographical spread?	SARS has offices nation-wide. Executives do attend meetings in Pretoria and coaching can coincide with these meetings. Where there is an absolute must, coaching will take place in the regions. Coachees are not expected to travel to other Provinces for coaching. Technology will be explored in the event of a coachee selecting a coach who is based elsewhere. Bidders must show Coaches across Kwa Zulu Natal, Western Cape, Eastern Cape, Limpopo, Free State and Gauteng.
17	Are only face-to-face sessions recommended or is there an allowance for video calling?	SARS prefers face-to-face sessions. The use of technology will be explored with the successful service provider.
18	In terms of cost for travel outside of the province, who will bear the cost?	There should be no travel out of the province for coaching.
19	Will SARS provide us with a breakdown in numbers of how many coachees are in the Top Management as well as Senior Management as this will give us an indication on the coaching rate?	The target audience for coaching is the top and senior management. The split will be provided to the successful bidder on the basis of the outcomes from the talent conversations.
20	What is the cost of the tender documents?	Tender documents are not sold, bidders can download all documents from the SARS website

# QUESTION AND ANSWERS

## GENERAL

- |    |  |
|----|--|
| 21 | Bidders should ensure that the person that signs SDB 6.1 and the bidders pricing proposal is an authorised person as it become a legal binding document. |
| 22 | Bidders are advised to regularly visit the SARS website for any up-dates   |