



palama

Public Administration Leadership
and Management Academy
REPUBLIC OF SOUTH AFRICA

TERMS OF REFERENCE

FOR THE

SECOND PHASE ROLLOUT

OF THE

PROJECT KHAEDU PROGRAMME

AS PART OF THE

PRESIDENTIAL STRATEGIC LEADERSHIP DEVELOPMENT PORTFOLIO

MANAGED BY THE

EXECUTIVE DEVELOPMENT BRANCH

**TERMS OF REFERENCE:
PROJECT KHAEDU PROGRAMME**

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TERMS OF REFERENCE

PROJECT KHAEDU PROGRAMME –

SECOND PHASE ROLLOUT

1. BACKGROUND

1.1. Introduction

The Public Administration Leadership and Management Academy (Palama) wishes to contract the services of consortia of reputable higher education institutions and private providers (herein after referred to as service providers) to deliver a high quality, relevant and applicable action learning programme known as Project Khaedu in all nine provinces to a cohort of executive, senior and middle managers.

Managers in the South African public sector are facing unique challenges as they are responsible for the future direction that their organisations are to pursue. They have to demonstrate skills and competencies in terms of, amongst others:

- The Department for Public Service and Administration's Senior Management Service competency framework; and
- The Leadership Development Management Strategic Framework among others.

Palama's purpose is to unlock the efficacy of departments through appropriate training and development interventions to enable them to improve service delivery. Through the establishment of strategic partnerships between Palama, Higher Education Institutions and private training and development providers, the strengthening of capacity in terms of building a robust, competent and committed management cadre will be achieved.

The appointed service provider, under the guidance of Palama, will facilitate the Project Khaedu Programme aimed to equip the cohort of managers with the skills to improve service delivery in the public sector. Guided by the South African Qualification Authority (SAQA), the National Qualification Framework (NQF) and the Public Service Sector Education and Training Authority (PSETA), the education, training and development which will be delivered will be outcomes-based and aligned to unit standards. The appointed service provider will use the training materials that adhere to the relevant SETA's accreditation requirements, and will deliver the programme to a cohort of executive, senior and middle managers and assess and moderate the portfolios of evidence.

1.2. Institutional Context

The Public Administration Leadership and Management Academy (Palama) is constituted as a Schedule 1 Department by the Public Service Act No. 103 of 1994, as amended by the Public Service Act No. 5 of 1999. It is headed by a Director-General and reports to the Minister of Public Service and Administration.

Palama has been mandated as the training arm of government to professionalise, build capacity and support career advancement in the Public Service. Palama was officially launched in August 2008.

The main challenge for the Academy is to provide training on a large scale to public service officials, in order to enhance government's capacity for effective, efficient and economical service delivery. Palama strives to develop a public service whose members are capable, committed, innovative and user-oriented in service of the South African developmental state. This will be achieved through management development and training that is:

- High quality: accredited and monitored;
- Relevant: to government delivery needs;
- Practical: covering 'hard' and 'soft' generic and specific skills; and
- Aligned: to the Minister of Public Service competency frameworks for all management levels, and following the Single Public Service, across all spheres of government.

1.3. Project Beneficiaries

The primary beneficiaries of the Project Khaedu Programme are drawn from the three spheres of government and are:

Existing and new executive, senior and middle managers in:

- National departments;
- Provincial departments; and
- Local governments

The secondary beneficiaries of the Project Khaedu Programme are, amongst others:

- Departments providing deployment sites.
- Public sector in general.
- The South African public.

2. SCOPE OF THE WORK

2.1. Background

Project Khaedu is an integral part of the government's Batho Pele Revitalization strategy. This project came about as a response to the survey conducted by DPSA in 2003 with regard to the extent to which both national and provincial government departments are implementing the Batho Pele Principles. That survey revealed that although some departments are implementing these principles, most departments still regard these as a set of separate principles unrelated to their day to day operations.

As a response to this state of affairs, Cabinet therefore, decided in August 2004 that all Senior Management Services (SMS) members must, during every performance review cycle, be deployed to the coalface of service delivery and that this must be incorporated into their Performance Agreements as one of their Key Performance Areas.

"Khaedu" is the TshiVenda word for "challenge", and relates to the challenge posed to senior managers to be deployed to the coal face of service delivery annually in order to remove blockages and improve the quality of services delivered. The programme should equip managers with skills related to process design, organisational effectiveness and change management, and support them on their first facilitated deployment.

The objectives of the Project Khaedu Programme are to:

1. Equip all SMS and MMS members with a basic management tool kit for problem identification, analysis and resolution,
2. Expose SMS and MMS members from all departments to service delivery issues at the coalface, and
3. Monitor and evaluate the implementation to ensure that the toolkit is understood and used.

These objectives are advanced through:

- 1) Core Skills – This is a 5-day facilitated case-based training programme which assists managers in building the core skills required to solve service delivery problems. This module includes the following topics:
 - Process Design and Business Maths: Basic introduction to process design concepts such as process mapping, time and value analysis, capacity analysis and best practice development. Three of the SMS competencies as defined by the

DPSA are integrated into this module, namely, client orientation and customer focus, service delivery innovation, and problem solving and analysis.

- Organisation Effectiveness: Modern organisation structures, teaming concepts, decision making and authority levels, overcoming human capacity bottlenecks and creating a learning organisation culture. SMS competencies matched to this module are change management and strategic capability and leadership.
- People Management: This is about the core skills in hiring, performance management, discipline and working with organised labour and understanding the change management issues within the public service context. The SMS competencies linked to this module are change management and people management and empowerment.
- Budgets and Controls: This is about developing an effective budget and understanding when a unit/component is unable to effectively control expenditure. This is linked to issues of financial management in line with the SMS competency framework; and
- Communicating for Results: This module revolves on how to present problems and their solutions effectively and is linked to the issue of communication within the SMS competency framework.

In future the newly developed materials should address the generic middle management competencies as defined by the DPSA as well.

- 2) Deployment (Supervised) – During this 5-day supervised session managers are deployed to service delivery points, where they are supervised and assisted in analysing service delivery problems. They are expected to prepare a short report with recommendations on how the situation at hand can be improved.

2.2. Target group

The target group for the Project Khaedu Programme consists of officials at Middle Manager Services (MMS) levels 11 and 12, Senior Management Services (SMS) levels 13 and 14 and Executive Managers at levels 15 and 16 drawn from the nine provinces, national departments and local governments.

2.3. Activities

Potential service providers are encouraged to form consortia to deliver the Project Khaedu Programme to participants in all spheres of government. Each consortium should appoint a lead provider that will serve as an overall project manager and coordinator. The service providers are encouraged to form consortia in accordance with the following regions:

- National departments (Pretoria only)
- Northern region (Limpopo, Gauteng and Mpumalanga provinces)
- Central region (North West, Free State and KwaZulu-Natal provinces)
- Southern region (Northern, Eastern and Western Cape provinces)

The consortium appointed for presentations to national departments will present courses in Pretoria only. Should national departments have offices outside Pretoria, those courses will be presented by one of the three consortia appointed for that particular geographical area. Prospective providers may bid for more than one region, provided that they have sufficient capacity to facilitate courses if appointed for more than one region.

The appointed service providers should engage *inter alia* in the following activities in implementing the contract:

2.3.1 *Project Management*

The appointed service provider will be responsible for the all activities related to the day-to-day management of the Project Khaedu Programme in terms of scheduling facilitators (approved by Palama); all arrangements related to the travel and accommodation of facilitators, the distribution of course material, assessment and moderation of portfolios of evidence and declaring successful participants competent. **A dedicated project manager should be identified to serve as Palama's one-stop contact person. The importance and demands of this role should not be underestimated. The lead providers must ensure that sufficient resources are committed to this project, and that the nominated project manager will be given the required support in terms of administrative staff, resources and infrastructural support.**

<p>Output: A dedicated project manager at the lead provider with whom Palama can liaise regarding the day-to-day management and rollout of the project.</p>
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2.3.2 *Training of trainers*

The provider appointed for the design and development of the course materials will conduct training of trainers' sessions in order to familiarise facilitators with the programme design and envisaged rollout process. Palama will play a key role in these sessions. No facilitators will be allowed to conduct training if they have not received a proper briefing on the programme's content and rollout process.

2.3.3 Customisation of modules

A brief needs analysis should be done in each department prior to the presentation of the programme to participants from that department for purposes of customisation. After completion of each departmental needs assessment, the generic framework of the appropriate module should be customised and supported by applicable case studies, based on this particular assessment. Case studies from the relevant sector should be selected by the appointed provider and included in the course packs. This should reflect and emphasise the specific departmental needs, challenges and priorities. Customisation efforts should be reflected in course reports. If any of the generic course packs are changed as part of the customisation efforts, the copyright of the amended materials will belong to Palama and a hard and electronic copy should be submitted to Palama with the relevant course report.

Output: Courses customised according to each department / group's specific needs and Palama supplied with copies of customised materials on a monthly basis, at the provider's cost.

2.3.4 Course logistics

The appointed provider will be responsible for the reproduction (including the relevant case studies) and distribution of the course packs, consisting of a course manual, learner guide and portfolio of evidence template. Templates for other course documents such as registration forms, attendance registers and reaction evaluation questionnaires will be made available by Palama. These documents should be reproduced and distributed to the relevant venues / facilitators with the other course materials. The service provider will also be responsible for the reproduction and distribution of pre-course materials if applicable, as well as the quality assurance of these materials. Groups will usually consist of 20-25 participants. The service provider will also be responsible for the facilitators' travel and accommodation arrangements.

Output: High quality course materials prepared and distributed in good time to ensure that courses can start on time with the necessary training aids, and facilitators' travel and accommodation arrangements taken care of. All costs will be included in the fixed rate paid per module, and the appointed providers are at liberty to determine the modes and quality of travel and accommodation services procured.

In terms of **venues** for the residential workshops, the following will apply:

- Palama will be responsible for the arrangement of venues for the contact sessions (or obtain the relevant information from clients who may prefer to do it themselves).

Output: Venues accommodating specific needs arranged and secured in good time.

2.3.5 *Course presentations*

The Project Khaedu Programme consists of 2 modules of 5 days each. Some courses will be prescheduled while others will be presented on a demand-driven basis. Palama will manage the presentations on a cost-recovery basis. Appointed service providers must have the capacity to deliver the Project Khaedu Programme on a large scale. Course presentation includes facilitation of training based on relevant materials, formative assessment of activities that are designed to be carried out during attendance, and preparation of learners for the deployment and post-attendance summative assessment.

The appointed service provider will be responsible for the following pertaining to the **management of facilitators**:

- Securing of suitably qualified facilitators (experienced in terms of the facilitation of action learning programmes, must have public service experience, must be an expert in terms of service delivery and organisational change, and must be demographically representative of the broader South African population) – only facilitators approved by Palama may be utilised. The following information must be included in the facilitators' curriculum vitae for consideration as part of this bid: full name, surname, identity number, telephone number, cell phone number, physical address, postal address and copies of all qualifications. Should there be a need to enlarge the pool of facilitators, the service provider should approach Palama with the proposed facilitators' curriculum vitae for consideration.
- Ensuring that facilitators customise and utilise a well crafted baseline presentation on each module, which will be made available by Palama;
- Ensuring that each facilitator provides his/her own audiovisual equipment in the form of a laptop computer and data projector;
- Submission of attendance registers, registration forms, formative assessment reports, reaction evaluation questionnaires and facilitator reports to Palama after

each session within Palama service standards (annexure A). Failure to do so will cause delays in payments to providers.

Output: High quality facilitators with the required skills and expertise identified, contracted and available to present courses.

In terms of **monitoring and evaluation**, Palama or its nominees reserve the right to evaluate progress and the outcome of the project through the following measures:

- Onsite monitoring of programme implementation;
- Regular progress reports from providing service provider;
- Interviews with facilitators and/or participants;
- Regular updates of training schedules; and
- Independent evaluation of impact.

In the event of non-compliance with any conditions or poor performance by the appointed service provider, Palama reserves the right to take whatever reasonable remedial action it may deem necessary to remedy non-compliance.

Movement of participants

Participants may be allowed to attend sessions other than those initially booked, given that the necessary arrangements are made in advance. In cases where a participant cannot attend the session initially booked, Palama will as far as possible advise participants to attend alternative sessions.

Output: Participants' schedules are accommodated by allowing them to reschedule modules in good time.

2.3.6 Post-course assignments

Only qualified and appropriately registered assessors and moderators may conduct assessments that lead to the issue of credits against the Unit Standards 252026 and 15214. With regard to **portfolios of evidence**, and the **assessment** and **moderation** thereof, the service provider will ensure that it adheres to all Palama's Quality Management policies, including specifically the following:

- A detailed explanation is given to the learner about the requirements of the portfolios of evidence and assessment protocols.

- The assessment tools to be used for the assessment of portfolio of evidence are available and shared with the participants.
- Participants are provided with the structure of the portfolio of evidence.
- Participants are allowed three submission attempts in total – one initial submission and two re-submission attempts.
- The first assessment will be submitted within six weeks after attendance of the training session. The evidence will be submitted to Palama. Details will be provided during the training course.
- Extension of submission deadline, up to a maximum of one week, may be requested by the learner in writing.
- Should participants not submit evidence by the assessment submission due date and fail to ask extension, they may make arrangement to submit late. However the participant will be liable for the cost of the assessment. This rule applies to the submission of evidence for re-assessment.
- Should participants require any post-training support with the development of portfolios of evidence, the facilitators should be available to assist them. Online facilitators should also be available to assist participants, should this be required.
- Assignments are assessed and moderated within fourteen days of receipt, when the results sheet containing the final mark (including the results of the formative and summative assessments) is forwarded to the Palama Project Manager.
- After the first submission, if there is a small amount of evidence outstanding, the participant will have one week to submit the evidence to the provider.
- Should a substantial amount of evidence be outstanding, the assessor needs to return the portfolio of evidence to Palama, who will return it to the departmental coordinator. The participant will have three weeks to complete the outstanding evidence. The re-submission of outstanding evidence will be regarded as a second attempt.
- Should the authenticity of evidence be in question, the participant will resubmit the entire portfolio of evidence:
 - The first attempt will result in the participant receiving a written warning.
 - The second attempt will result in the learner being expelled from the programme in question.
 - A note will be made on the learner's file to target future assessments for moderation for a period of one year.
- If the learner is found Not Yet Competent after three assessment attempts, the participant will be referred for further training.
- 10% of all assessments will be moderated to ensure consistency and reliability of assessments. This 10% will include competent ratings, not yet competent ratings and special needs assessment candidates.

- 100% of the assessments will be moderated in the following cases:
 - New assessors' assessments are moderated until such time that a quality track record is established as an indicator of consistency.
 - In the event where a assessor's performance declines, 100% of assessments will be moderated until such time that a quality track record is re-established as an indicator of consistency.
 - All assessment appeals will be moderated.
- Curriculum Vitae of proposed assessors and moderators should be submitted for consideration according to the Palama selection process. Assessors and moderators will be registered with the relevant ETQA at the service providers' cost.

Output: All submitted assignments are marked, feedback is provided to participants and final results are forwarded to Palama within indicated timeframes.

2.3.7 *Certification*

Palama will be responsible for the issuing of credit-bearing certificates to participants that successfully completed the programme. This will be done in full compliance with PSETA's requirements, and appointed providers will have to adhere to these requirements as well.

Output: Certificates for successful participants issued by Palama.

2.3.8 *Graduation ceremonies*

Palama will ensure that successful participants receive their certificates at an annual certification ceremony, dependent on statements of results being issued by PSETA.

2.3.9 *Reporting*

Palama will require the following:

- Registration forms and signed attendance register faxed to Palama programme manager on the second day of each course.
- Course report, consisting of the following documentation, within 5 working days after the completion of each module:
 - Facilitator's report prepared in the Palama template, which clearly indicates:
 - Details on customisation of the programme and case studies used;
 - and

- Details of the post-course assignment and due dates given to participants.
- Completed registration form for each attending participant;
- Completed attendance register, signed by each participant on each training day;
- Completed reaction evaluation questionnaires for all participants.
- Submit the following pertaining to the assessment of each group;
 - Evaluation report on formative and summative assessments;
 - Final marks sheet in template provided by Palama.
- Invoices should be forwarded to Palama with all course reports in order to expedite payments within 30 days from receipt of correct and complete invoice and relevant supporting documents. If these are not received payments will be delayed until outstanding documents have been received. Constant failures to submit the required documents may constitute reason for terminating the contract between Palama and the provider.

Palama reserves the right to enter into strategic partnerships with more than one service provider in order to present the Project Khaedu Programme. Providers may bid for more than one region, provided that they have the required capacity to cope with the demand if more than one bid is awarded to them.

3. CONTRACT ASSUMPTIONS & RISKS

3.1. Assumptions underlying the Project Khaedu Programme implementation

The intended success of the project is based on the assumption that certain conditions will exist. These assumptions are:

- Managers in the South African Public Sector have the commitment, interest and ability necessary to benefit from this programme;
- Senior managers in the South African Public Sector are committed to fulfil the precepts in the SMS handbook;
- The necessary buy-in and financial support for human resource development, and this programme in particular, is provided by departments and sponsors to their staff;
- Clients have a need for Project Khaedu commensurate to the needs of the developmental state;
- Communication practices necessary to the learning intervention are in place and supported by the client department;

- Relevant unit standards registered on the NQF are available, learning materials are aligned to those unit standards, and there is a sufficient number of appropriately qualified and registered qualified assessors and moderators;
- Programme registration processes through the relevant quality assurance bodies will not be held up unnecessarily;
- Suitable participants have been selected and are available for training;
- The service provider will be enabled to access information from the client's workplace as required for programme development, implementation and monitoring;
- The service provider will be enabled and supported by the client department in terms of learning interventions that take place in the workplace itself;
- Participants on the programme will be supported by their supervisors or sponsors to implement the skills, knowledge and practices gained through the learning programme;
- SAQA-accredited structures and processes supportive of quality assurance are in place;
- The selected service provider will receive the necessary background information documents and support from Palama and the client;
- The selected service provider have the necessary capacity to roll the programme out on scale across the country;
- Palama project managers and Provincial/Departmental Training Coordinators will cooperate with the appointed service provider; and
- Participants may be allowed to attend sessions other than those initially booked, given that the necessary arrangements are made in advance.

3.2. Specific Risks

The following risks have been identified:

- Resources availability – the availability of expert resources will impact on overall performance and should be managed as a risk area;
- Non-performance – the potential non-delivery or non-performance by the service provider remains a risk to be managed effectively;
- Delays – from the appointed service provider, the client or Palama present a distinct time-based risk. This should be factored into planning, cycles and reporting mechanisms;
- Insufficient management and communication practices as well as the lack of appropriate support systems within the client departments which prevent effective learning and transfer;
- Challenges may be experienced when attempting to register the programme with quality assurance bodies;
- Unavailability of the public sector executive management to attend the programme;
- Availability of funds from the client departments; and

- Potential non-submission of Portfolios of Evidence by participants.

4. EXPECTED OUTPUTS AND OUTCOMES

4.1. Output

The expected output of the project is as follows:

- The appointment of a designated service provider project manager who will manage all facets of the programme and serve as the liaison point between Palama and the service provider;
- Presentation of training programmes to all national, provincial and local departments within the geographical region for which they were appointed;
- Course report per presentation, including a customisation report per department;
- Assessment of all participants and evidence of moderation of portfolios of evidence;
- Final report – three hard copies and one electronic copy.

4.2. Outcomes

On delivery of the final training, Palama should have:

- A successfully implemented action learning programme;
- Well crafted presentations addressing the modules relevant to the specific client;
- Increased competence of participants;
- Improved performance of participants in the workplace;
- Sustainable learning interventions;
- Measurable impact in client department – internally and on service delivery.

5. QUALIFICATIONS AND EXPERTISE REQUIRED OF SERVICE PROVIDER

The service provider should demonstrate experience and expertise in the following:

- In-depth knowledge of and experience in service delivery and organisational change;
- In-depth knowledge of the Public Sector;
- Knowledge and experience in facilitating the action learning methodology;
- Knowledge and experience in facilitating adult learning;
- Hands-on approach in terms of managing the project and the availability of key people to provide the service as and when required;
- Ability to apply cutting edge international trends and practices regarding service delivery;
- Ability to strike a balance between theory and the world of work;

- Be registered as a legal entity and/or have legal status;
- Have the necessary recording and reporting procedures;
- Have an understanding of the Public Finance Management Act;
- In addition, if the service provider is an organisation/institution:
 - Have an organisational structure diagram and description that outlines ETD roles and responsibilities of staff;
 - Have adequate backup, relief or supplementary staffing arrangements;
 - Have a quality management system which outlines the management of:
 - Financial, administrative and physical resources for ETD services;
 - Staff selection, appraisal and development;
 - Off-site practical or work-site components; and
 - Learning programme design, delivery and evaluation.

6. REPORTING

Please refer to paragraph 2.3.9 above for more details.

6.1. Final Report

At the end of the contract, the appointed service provider shall provide a final report covering the entire assignment period. The final report will include, *inter alia*, lessons learned and recommendations on the further implementation of the project, as well as suggested measures for further enhancements and improvements, as indicated in Palama's prescribed format.

6.2. Submission and Approval of Reports

All reports and submissions must be supported by invoices and the relevant documentation required by Palama. All reports and documents required for the finalisation of payment should be forwarded to The Project Manager: Project Khaedu Programme, Palama, ZK Matthews Building, 70 Meintjes Street, Trevenna Place, Pretoria. The project manager must approve the documents before payment can be finalised. All reports must be written in English. The final report should be issued in triplicate and must also be made available electronically.

7. CONTRACTS AND REVIEW

A contract to the value of R5 million will be awarded in each of the four regions. This contract will remain valid for a period of 2 years, whereafter an extension may be considered. Each R5 million bid will be divided into two contracts of R3 million and R2 million respectively. When 70% of the R3 million contract has been committed, partners will be expected to perform a substantial self-assessment and Palama will have their report reviewed by an independent assessor, whereafter it will be determined whether the second contract will be awarded or not. Palama reserves the right not to enter into subsequent contracts if performance during previous contracts were not deemed satisfactory. Further to this Palama also reserves the right to split and/or combine consortia, *inter alia* to achieve an improved spread of institutions, better geographic coverage or improved quality.

8. BUDGET

Facilitators will be responsible for their own equipment, and a laptop computer and data projector are considered as minimum requirements. Templates of the Palama slides will be made available so that facilitators can prepare their slides in the correct format.

An all-inclusive price of R55, 000 per module will be paid to the lead institutions of consortia of Service Providers. It is envisaged that groups will consist of a maximum of 25 participants. Subsequently 45 sets of modules can be presented in each R5 million bid. The price as indicated above is the total amount that will be paid per presentation, and includes the following for a group of up to 25 participants:

- Facilitator for 5 days
- Facilitator travel between home and venue – anywhere in South Africa
- Facilitator accommodation – 5 nights
- Facilitator car hire – for the duration of the course
- Customisation of learning material per course, as required by specific departments
- Learning material for each attendee
- Evaluation of Portfolios of evidence for each attendee
- Moderation of Portfolios of evidence based on Palama's quality management policies
- Compilation of documentation and course reports, within Palama's guidelines
- VAT and any other applicable taxes

However, fees for conference venues and catering are not included in this price. Should the contracts continue for more than one financial year, it is envisaged that the rates will be revisited annually for the next financial year (in line with government's financial cycles) based

on Palama's annual price increases. Palama will issue providers with an order number for each presentation, which should be quoted on all invoices. Palama will not be involved in the financial and other arrangements between consortium members – lead institutions will have to negotiate and agree on this with partner institutions BEFORE submitting their bids to Palama.

80% (R 44,000) of the R 55,000 will be paid after the module has been presented and all the relevant course documents have been received. The remaining 20% (R 11,000) will be paid after the final mark sheets have reached Palama.

Should there be no further demand for the programme, Palama may, at any time and with immediate effect, terminate the contract after giving thirty days' notice to the service provider. In such a case, Palama will only pay the service provider for the courses that were actually presented.

In addition, if services rendered are deemed unsatisfactory by Palama and are not remedied within 30 days following notification by Palama, the contract can be terminated by Palama immediately.

9. SCHEDULE OF ASSIGNMENT

9.1. Location

This assignment will be based in some or all nine provinces of South Africa, with the Palama office based in Pretoria.

9.2. Time Frame

This assignment will be deemed completed when courses valued at the agreed amounts have been presented.

10. INTELLECTUAL PROPERTY

Bidders acknowledge that the intellectual property rights of the Project Khaedu Programme as well as all training materials and programmes developed in terms of the Project Khaedu contract will belong to Palama.

11. REPRESENTATION

Any service provider appointed to deliver the Project Khaedu Programme will do so for and on behalf of Palama. It will act as a representative of Palama, and will actively promote Palama's programmes, image and best interest. Facilitators will have to adhere to Palama's protocol and code of conduct in this regard. It is envisaged that a Training of Trainers session will be arranged by Palama before any training will commence. All approved facilitators, assessors and moderators should attend this session. No marketing by the service provider to the programme target audience will be allowed.

12. PRESENTATION TO BID EVALUATION PANEL

A pre-selection presentation may be requested by the bid evaluation panel prior to the selection of the preferred providers.

13. RESERVATION

Palama reserves the right not to appoint any bidder or to appoint more than one bidder to undertake any one or more of the required tasks.

PROJECT KHAEDU SERVICE STANDARDS

- Palama confirms every module and its venue in writing at least a week before the course commences.
- Registration forms and signed attendance register faxed to Palama programme manager on the second day of each course.
- Course report, consisting of the following documentation, returned to Palama within 5 working days after the completion of each module:
 - Facilitator's report prepared in the Palama template, which clearly indicates:
 - Details on customisation of the programme and case studies used; and
 - Details of the post-course assignment and due dates given to participants.
 - Completed registration form for each attending participant;
 - Completed attendance register, signed by each participant on each training day;
 - Completed reaction evaluation questionnaires for all participants.
- Submit the following pertaining to the assessment of each group two weeks after last day for submission:
 - Evaluation report on formative and summative assessments;
 - Final marks sheet in template provided by Palama.
- In terms of post-course assignments, participants are allowed three submission attempts in total – one initial submission and two re-submission attempts.
- The first assessment will be submitted within six weeks after attendance of the training session. The evidence will be submitted to Palama. Details will be provided during the training course.
- Extension of submission deadline, up to a maximum of one week, will be requested from Palama by the learner in writing.
- Invoices should be forwarded to Palama with all course reports in order to expedite payments within 30 days from receipt thereof. If all supporting documents are not received payments will be delayed until outstanding documents have been received. Constant failures to submit the required documents may constitute reason for terminating the contract between Palama and the provider.

SPECIAL CONDITIONS TO BIDS: PROJECT KHAEDU ROLLOUT

Palama shall evaluate each proposal taking into account the following criteria and relative weights:

Directive	Points
1. Organisational experience (relevant experience and track record in teaching and research related to service delivery and organisational change in the public sector)	25
2. Project management capacity	40
2.1 Experience, expertise and profile of the project manager	(10)
2.2 Organisational arrangements to manage the programme	(20)
2.2.1 Logistical arrangements (scheduling of facilitators, reproduction and distribution of materials; travel and accommodation of facilitators; compilation and submission of course reports; assessment of participants, etc.)	(10)
2.2.2 Customisation of programmes per client department	(10)
3. Capacity to present the programme	35
3.1 Number of facilitators available	(5)
3.2 Expertise of facilitators (public service experience & qualifications)	(10)
3.3 Representivity of facilitators	(10)
3.4 Quality assurance systems	(5)
3.5 Assessment and moderation of portfolios of evidence	(5)
Total	100

1. Any proposal not meeting a minimum percentage score of 70% for functionality will be discarded, and the bid will not be considered for further evaluation.
2. The 90/10 preference points system will apply to this bid.
3. Quotations should be valid for at least 90 days.
4. Late submissions will not be accepted.
5. Bids should be submitted in 2 envelopes – one containing the technical proposal and one containing the financial proposal, and the envelopes should be clearly marked.
6. The risks in the Terms of Reference (ToR) should be accepted.
7. In order for Palama to make a judgment on the qualifications and expertise required as set out in the Terms of Reference, the bidder should provide the curricula vitae (only one page each) of proposed experts that will be utilised for the execution of the contract. Only approved experts will be allowed to be involved in the programme. In the case of assessors and moderators copies of the relevant certificates should accompany the proposed curricula vitae.
8. The agreement between Palama and the contractor will be subject to the General Conditions of Contract (GCC), a copy of which is attached.

Special conditions 1-8 accepted.

Signature: Bidder

Print name

Date: