



TERMS OF REFERENCE

REQUEST FOR THE APPOINTMENT OF A SERVICE PROVIDER FOR FACILITATING AND ENABLING HIGH-PERFORMANCE CULTURE CHANGE WITHIN THE INFORMATION REGULATOR THROUGH STRATEGIC COACHING FOR MANCO TEAMS AND SENIOR MANAGEMENT SERVICES

1. Background

- 1.1 The Information Regulator is an independent statutory institution whose effective delivery of its mandate requires an aligned, accountable, ethical and high-performing leadership.
- 1.2 The Regulator therefore intends to appoint a suitably qualified and experienced service provider to facilitate sustainable high-performance culture change through strategic coaching and related leadership interventions for Management Committee (MANCO) teams and Senior Management Services (SMS).
- 1.3 The intervention must be tailored to the Regulator's organisational context, practical rather than generic, evidence-informed, measurable and capable of being embedded after the service-provider engagement.

2. Purpose

- 2.1 The purpose is to procure specialist organisational-development, leadership and executive/strategic coaching services to:
 - 2.1.1 Strengthen strategic alignment and collective accountability across MANCO and SMS.
 - 2.1.2 Improve leadership effectiveness, collaboration, communication, trust and decision-making.
 - 2.1.3 Identify and address behavioural, relational and organisational barriers to high performance.
 - 2.1.4 Translate strategic priorities into observable leadership behaviours and team practices.
 - 2.1.5 Strengthen constructive performance conversations, accountability and consequence management.
 - 2.1.6 Develop practical individual and collective leadership commitments and action plans.
 - 2.1.7 Provide measurable evidence of progress and recommendations for sustaining culture change.

3. Objectives

- 3.1 Conduct an inception and diagnostic process to understand the current leadership and culture environment.
- 3.2 Develop a tailored high-performance culture-change and strategic coaching programme based on the diagnostic findings.
- 3.3 Provide confidential individual strategic/executive coaching to identified MANCO/SMS leaders.
- 3.4 Provide team coaching to strengthen alignment, trust, collaboration, constructive challenge and accountability.
- 3.5 Support leaders in strategic execution, decision-making, communication, conflict management and performance conversations.
- 3.6 Develop individual and team action plans with measurable behavioural commitments.
- 3.7 Monitor progress through structured reviews, feedback and agreed indicators.
- 3.8 Evaluate programme outcomes and provide a practical sustainability roadmap.

4. Scope of Work

4.1 Inception and Diagnostic

- 4.1.1 Conduct an inception meeting and confirm governance, stakeholders, methodology, schedule and reporting.
- 4.1.2 Review relevant strategic, organisational and performance documents supplied by the Regulator.
- 4.1.3 Conduct confidential interviews, surveys, focus groups or other suitable diagnostic activities as may be relevant.
- 4.1.4 Assess leadership alignment, trust, accountability, collaboration, communication, decision-making, conflict, performance orientation and change readiness.
- 4.1.5 Submit a diagnostic report identifying strengths, gaps, priorities, risks and recommended interventions.

4.2 Programme Design

- 4.2.1 Develop a tailored programme and implementation plan based on diagnostic findings.

4.2.2 Define the coaching model, session structure, participant groupings, confidentiality arrangements, outputs and success measures.

4.2.3 Integrate individual coaching, team coaching and facilitate strategic conversations where appropriate.

4.3 Strategic / Executive Coaching

4.3.1 Provide confidential one-on-one coaching to identified leaders.

4.3.2 Support strategic thinking, leadership presence, influencing, communication, stakeholder management, difficult conversations, conflict and performance challenges.

4.3.3 Agree individual coaching objectives and action plans.

4.3.4 Conduct periodic progress reviews while protecting individual coaching confidentiality.

4.4 MANCO and SMS Team Coaching

4.4.1 Facilitate structured team-coaching sessions.

4.4.2 Address collective purpose, strategic alignment, role clarity, decision rights, collaboration, trust, constructive challenge and accountability.

4.4.3 Facilitate difficult but constructive conversations.

4.4.4 Develop practical team working agreements, commitments and follow-up actions.

4.5 Culture-Change Facilitation

4.5.1 Define the desired high-performance culture and observable behaviours required to support it.

4.5.2 Identify behaviours to reinforce, change or discontinue.

4.5.3 Develop a practical culture-change roadmap with owners, milestones and measures.

4.5.5 Recommend ways to embed desired behaviours into leadership routines, performance discussions, communication and organisational-development practices.

4.6 Monitoring, Evaluation and Close-Out

4.6.1 Establish baseline measures and agreed indicators.

4.6.2 Conduct periodic pulse checks or progress assessments.

4.6.3 Provide management-level reports focused on aggregated themes and programme outcomes.

4.6.4 Conduct an end-of-programme assessment.

4.6.5 Submit a final report and 6–12 month sustainability plan.

5. Minimum Deliverables

No.	Deliverable	Minimum requirement
1	Inception report and detailed workplan	Methodology, governance, timetable, participants, risks and dependencies.
2	Diagnostic report	Findings, themes, strengths, gaps, culture barriers and priorities.
3	Tailored programme design	Coaching and culture-change methodology linked to diagnostic findings.
4	Individual coaching programme	Objectives, schedule and progress approach.
5	MANCO/SMS team coaching	Facilitated sessions, themes, commitments and actions.
6	Leadership/culture action plans	Individual and collective commitments, owners and timeframes.
7	Progress reports	Activities, progress, risks and corrective actions.
8	Measurement/evaluation	Baseline, progress/pulse and end-line assessment.
9	Final report	Outcomes, lessons, unresolved issues and recommendations.
10	Sustainability plan	Practical embedding actions, tools and next-step recommendations.

6. Key Personnel Requirements

Role	Minimum recommended requirement
Project Director / Lead Consultant	Relevant postgraduate qualification; minimum 10 years relevant post-qualification experience; substantial senior-executive consulting/coaching experience.
Lead Executive / Strategic Coach	Relevant qualification; recognised professional coaching credential or demonstrable equivalent; minimum 7 years executive/strategic coaching experience.
Culture / Change Specialist	Relevant qualification; minimum 7 years organisational culture/change experience; evidence of comparable transformation projects.
Team Coach / Facilitator	Relevant qualification and substantial senior-team facilitation/coaching experience; strong conflict-management capability.

7. Bidder Experience Requirements

- 7.1 Demonstrated experience in executive coaching, strategic coaching, organisational culture, leadership development and/or organisational change.
- 7.2 At least three relevant assignments of comparable scope and complexity should be provided.
- 7.3 Each reference should identify the client, assignment, period, scope, deliverables, value where permissible and contact details.
- 7.4 Experience in public-sector, statutory, regulatory or similarly governed institutions is advantageous where relevant.

8. Administrative Responsiveness

Administrative requirements include:

- 8.1 Proposal/ Quotation on company letterhead.
- 8.2 Valid copy tax compliance status.
- 8.3 Completed applicable SCM declarations and standard bidding forms.
- 8.4 CSD Registration Report not older than one (1) month.
- 8.5 Valid copy of B-BBEE Certificate / Sworn Affidavit
- 8.6 Full technical proposal addressing methodology, deliverables, personnel, experience and timeframe.
- 8.7 CVs and supporting qualifications/credentials for key personnel.
- 8.8 Relevant reference letters or completion evidence where required.

9. Functionality Evaluation

Recommended functionality threshold: 70 out of 100 points. The final threshold, criteria and weightings must be approved before bid publication and must be consistent with the Information Regulator's approved procurement strategy and SCM policy.

Criterion	Maximum points	Evaluation focus
A. Understanding of assignment	10	Understanding of the culture-change need, MANCO/SMS context, outcomes and risks.
B. Methodology and approach	25	Diagnostic, coaching, team coaching, culture-change, implementation and sustainability methodology.

Criterion	Maximum points	Evaluation focus
C. Relevant organisational/culture-change experience	15	Comparable projects and demonstrated outcomes.
D. Executive/strategic coaching experience	15	Senior leadership coaching track record, methodology and credentials.
E. Key personnel competence	15	Qualifications, credentials, experience and role suitability.
F. Workplan, deliverables and governance	10	Realistic milestones, outputs, reporting, risk and quality management.
G. Measurement and sustainability	10	Baseline, KPIs, evaluation, embedding and post-programme plan.
TOTAL	100	

10. Pricing / Financial Proposal

The financial proposal should be transparent and aligned to the approved pricing schedule. Where applicable, bidders should separately identify:

- 10.1 Inception and diagnostic.
- 10.2 Individual executive/strategic coaching.
- 10.3 MANCO/SMS team coaching.
- 10.4 Culture-change facilitation.
- 10.5 Assessment/measurement tools.
- 10.6 Progress and final reporting.
- 10.7 Travel/accommodation if permitted.
- 10.8 Any other necessary cost.

The final bid document should specify VAT treatment, price validity and the approved financial evaluation methodology.

11. Confidentiality, Ethics and Data Protection

- 11.1 Treat all information obtained during the assignment as confidential and use it only for contractual purposes.

- 11.2 Do not disclose individual coaching information except where expressly authorised and permitted by the applicable professional and contractual framework.
- 11.3 Management reporting should focus on aggregated themes and programme outcomes rather than confidential individual disclosures.
- 11.4 Comply with applicable South African privacy and data-protection requirements, including POPIA where applicable.
- 11.5 Securely handle assessments and personal information and follow agreed retention/disposal requirements.

12. Special Conditions

- 12.1 Core coaching responsibilities may not be subcontracted without prior written approval.
- 12.2 Replacement of key personnel requires written approval and equivalent-or-better competence.
- 12.3 The service provider must maintain continuity and quality of service.
- 12.4 The Information Regulator may verify qualifications, references and experience.
- 12.5 Deliverables are subject to review and acceptance by the designated project owner.
- 12.6 No employment relationship is created between the Regulator and the service provider or its personnel.

13. Request for Quotation Submission Structure

- 13.1 Executive summary.
- 13.2 Company profile and relevant experience.
- 13.3 Understanding of the assignment.
- 13.3 Proposed methodology and detailed approach.
- 13.4 Diagnostic approach.
- 13.5 Executive/strategic coaching model.
- 13.6 MANCO/SMS team coaching model.
- 13.7 Culture-change approach.
- 13.8 Measurement and evaluation framework.
- 13.9 Workplan and deliverables.
- 13.10 Governance and risk management.
- 13.11 Key personnel and CVs.
- 13.12 Comparable assignments and references.
- 13.13 Confidentiality, ethics and data protection.
- 13.14 Financial proposal.

13.15 Completed mandatory SCM documentation.

14. Approval

APPROVED BY:

DocuSigned by:
Name: Deborah Kamola
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Designation: Chairperson: Skills Development Committee

Date: 08-Oct-2026 | 10:05 SAST