



ETHEKWINI MUNICIPALITY:
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**TERMS OF REFERENCE TO PROVIDE PROFESSIONAL EXECUTIVE COACHING FOR EXECUTIVE
AND SENIOR MANAGERS**
REF: EMA STRAT 05

Date 14 December 2015

1. BACKGROUND OF THE PROJECT

PURPOSE

The purpose of this brief is to provide accredited and registered service providers with terms of reference for the preparation of a proposal to develop and implement an Executive Coaching Programme for individual Executive and Senior Managers of the municipality.

BACKGROUND

Ethekwini Municipal Academy believes that coaching is face to face leadership. Not only does it boost staff and organisational performance by creating an environment that encourages active participation in learning and growth, it also ensures there is harmony between leadership and led. As an organisation, the municipality intends to meet its objectives and sustain its competitive advantage, it needs executive and senior managers who are willing and able to continually learn and adapt as their roles change along with the organisation.

This requires managers and leaders who are competent in the key skills for the 21st century i.e coaching. Without the necessary personal learning and growth strategies, strong organisations like us may find themselves unable to adjust effectively to the ever changing environment they compete in. Executive coaching is an experiential and individualized leader development process that builds a leader capability to achieve short and long term organisational goals. It is conducted through one on one or group interactions and is based on mutual trust and respect.

2. SCOPE OF THE PROGRAMME

The course must be aligned to the below unit standard based and proof thereof must be furnished:

Unit Standard ID 252035

- Title: Executive Coaching for Executive Managers

Project Targets

- This programme is for Executive and Senior Managers and coaching will be done on individual basis and will have one on one evaluation sessions in the workplace to determine its effectiveness. A progress report will be required on each manager after evaluation sessions and those managers who are deemed competent will need to be issued with the certificates of competence.

3. SCOPE OF WORK

The accredited and registered service provider is expected to provide the requested service including but not limited to the following unit standard.

After training, our Executive Managers must be able to;

- Build a trusting, honest, open and mutually respectful relationship between themselves, the organisation and their followers.
- Plan the coaching process of middle managers
- Coach selected middle managers
- Monitor and measure the results of the coaching sessions.
- Define/commit/renew the coaching relationships
- Clarify aspirations and current reality
- Set goals for leadership and development
- Lead and support learning in action.
- Coach to full potential
- Differentiate between mentoring and coaching
- State the value off mentoring and coaching as a useful management tool
- Identify a range of mentoring options
- Describe a range of pitfalls that interfere with successful coaching and mentoring
- Follow a process for effective coaching and mentoring tools.
- Personality types and Emotional Intelligence i.e different personality types, the identification thereof.

Sessions with individual executives and senior managers will be provided at the municipality and also through Skype and telephonic interactions.

4. GUIDING PRINCIPLES

The project is guided by the principles that include but not limited to:

- All activities must be within the scope and comply with Skills Development Act, National Qualification Framework Act, and Municipality Supply Chain Management Procedures.
- Activities should be aligned with the applicable government strategies such as BATHO PELE, National Skills Development Strategy and the City's IDP Key Performance Areas.
- Engagement and correspondence will be done by the Service Provider subject to eThekweni Municipality being in agreement with that particular aspect of the project which should be guided by the Citizen's Charter (2005), which has been launched as a guide to serving eThekweni citizens.

5. DELIVERABLES

The following deliverables are expected in order to meet the objectives of the project:

Outcome	Deliverable	Means of Verification
<input type="checkbox"/> Service level agreement <input type="checkbox"/> Detailed coaching programme. <input type="checkbox"/> Coached executive and senior managers <input type="checkbox"/> Training Evaluation	<input type="checkbox"/> Sign the Municipal service level agreement/ appointment letter. <input type="checkbox"/> Coaching implementation plan /schedule of activities with specific time frames and resources <input type="checkbox"/> Unit standard aligned coaching provided to beneficiaries on individual basis by a qualified Executive Coach. <input type="checkbox"/> Executives and senior managers (as individuals) to be assessed before, during and after coaching. <input type="checkbox"/> Learners to receive recognized relevant certificates of competence <input type="checkbox"/> Training to be evaluated	<input type="checkbox"/> SLA/Appointment letter <input type="checkbox"/> Coaching implementation plan/ Gantt Chart- schedule of activities with specific timeframes and resources <input type="checkbox"/> Training report on areas covered <input type="checkbox"/> Learners assessment reports <input type="checkbox"/> Assessment Reports <input type="checkbox"/> Training and Evaluation reports

6. REPORTING

- The appointed service provider is required to provide hard coloured copies as well as electronic documents.
- Present a written progress and final reports at the end of the programme.
- Attend all meetings with the client unless indicated otherwise.
- All reports are to be submitted with supporting documents.
- All reports must be evidence based meaning that the service provider must produce proof that the milestone has been achieved or certain action has taken place.

7. METHODOLOGY

The service provider should indicate clear approaches and methods aligned to be followed in delivering the deliverables of this project in line with the set objectives. This should be accompanied by a proposed work plan, including but not limited to the following:

- Stakeholder engagement.
- Project Plan with time frames.
- Learning processes.
- Reporting and feedback processes.
- Project Managing.
- Facilitating learning.
- Assessments.
- Training Evaluation of the learning.
- Administration

8. SKILLS REQUIRED

The Accredited Service provider must have the following skills and knowledge but not limited to:

- Accredited and professionally registered by the professional body for executive coaching (Copy of the Registration Certificate to be attached)
- Skills Development related legislation such SDA and NSDS
- Management and administration of coaching programmes

9. TIME FRAMES

The time frame will be agreed upon by all stakeholders guided by the notional hours of the Unit standards.

10. APPOINTMENTS

The short listed service providers may be called to make a presentation to eThekwini Municipality: eThekwini Municipal Academy.

EThekwini Municipality has a right not to make an appointment should it find that bidding parties do not meet the specified criteria / requirements.

EThekwini Municipality reserves the right to award the tender to the best proposal and not necessarily the lowest bidder.

11. AGREEMENTS

A service level agreement will be entered into between eThekwini Municipality: Municipal Academy and the successful service provider.

The appointed service provider will be responsible for ensuring that the agreed deliverables are produced to a quality standard, on time and within the budget.

12. OWNERSHIP

Any research information and gathered and template created in whatever manner or format will be the property of the eThekwini Municipality and are not to be released to a third party without a written consent of the eThekwini Municipal Academy Deputy Head. All publications emanating from this project will be the property of the eThekwini Municipality.

13. INFORMATION REQUIRED

The following detail is required as part of the proposal:

- Methodology and approach.
- Project outputs.
- Process map and timeframes with associated budgets.
- Executive Coach/es Profile(s) (each member who will be involved in coaching).
- Tax clearance certificate, copy of the BEE Certificate, Copy of the Executive Coach's professional registration certificate and declaration of interest

14. THE ADJUDICATION AND AWARDDING CRITERIA

Selection will be based on the Municipality's method of procurement. The municipality may call bidders in for presentation of their proposals. Below is the table that indicates how proposals will be adjudicated.

Criteria	Max Score			
Stage 1				
Functionality (minimum threshold - 70 points to qualify for Stage 2)				
• RESPONSE TO BRIEF	35			
<ul style="list-style-type: none"> Service provider demonstrates level of understanding of the brief and programme's objectives and key business criteria are identified and adequately addressed <p><i>Very Poor (0); Poor (4); Satisfactory (7); Good (9) and Very Good (10)</i></p>	10			
<ul style="list-style-type: none"> Proposed Methodology is detailed and well-conceived and has made allowance of for key aspects and risk areas, meet programme's requirements <p><i>Very Poor (0); Poor (10); Satisfactory (17.5); Good (22.5) and Very Good (25)</i></p>	25			
• EXPERTISE AND EXPERIENCE	45			
<ul style="list-style-type: none"> Tenderer has experience in projects of similar nature and has directly undertaken similar projects. <p><i>Very Poor (0); Poor (10); Satisfactory (17.5); Good (22.5) and Very Good (25)</i></p>	25			
<ul style="list-style-type: none"> Key personnel allocated to the project have extensive relevant experience <p><i>Very Poor (0); Poor (8); Satisfactory (14); Good (18) and Very Good (20)</i></p>	20			
• CAPACITY AND CAPABILITY	20			
<ul style="list-style-type: none"> Operational plan and resources are clearly defined and make provision for key risk areas <p><i>Very Poor (0); Poor (8); Satisfactory (14); Good (18) and Very Good (20)</i></p>	20			
TOTAL	100			
Stage 2				
Price				
Cost of Proposal	80			
BEE				
BEE (Empowerment Status)	20			
GRAND TOTAL (100)	100			

15. CONDITIONALITIES

- It is compulsory for the service provider to be registered on the eThekwini Municipality's vendor database and be accredited with relevant body (Copy of the Accreditation or Professional Certificate to be attached).
- Original Tax clearance certificate must be provided with the proposal
- BEE certificate
- Completion of the eThekwini Municipality's Certificate of Independent Bid Determination and Declaration of Interest

16. CLOSING DATE

The **closing date** for the submission of proposals shall be **30 December 2015 no later than midday, 12:00 pm. No late submissions will be considered.** The Expression of Interest should be submitted in a sealed envelope to the address indicated below in the Submission Note.

17. SUBMISSION ADDRESS

All documents must be returned before the closing date to the:

**Attention: Mabongi Xhakaza
eThekwini Municipal Academy,
221 Anton Lembede Street
11th Floor Shell House Building**

Enquires can be directed to Ms. Mabongi Xhakaza on 031 3229080.