

Best Practice Masterplan Development and Implementation Framework

Interested service providers are invited to submit proposals to develop a best practice masterplan development and implementation framework.

Title of the BID: Best Practice Masterplan Development and Implementation Framework

Bid number: RFP_Masterplan Framework_01

NOTE: Should a vendor have reason to believe that the Terms of Reference are not open to promote competition or that it is written based on a particular brand / product / entity; the vendor shall notify the Bid Office within ten (10) calendar days after publication of the bid.

We are inviting qualified and experienced research organisations, policy practitioners and research specialists, preferably those who have been involved in sectoral masterplan development under the Department of Trade, Industry and Competition (the dtic) or a related Department, to submit proposals to facilitate and develop a delivery model and toolkit for the development and implementation of masterplans.

Introduction

The dtic is in the process of developing sectoral master plans as part of the Re-Imagined Industrial Strategy. The dtic launched a series of sectoral masterplans in 2019, the first of which was the automotive sector masterplan. These masterplans are either under the direct supervision of the dtic, or the respective lead departments with the secretariat support of the dtic. To date, seven masterplans have been approved, and sixteen are in various stages of development.

The masterplans are tripartite in nature, aimed at co-developing a practical, customised, sector growth strategy; building a trust relationship between the key stakeholders in each sector; embedding alignment between key parties and the State; and hardwiring masterplan priorities into departmental priorities and focal areas for action. The growth strategy is underpinned by the premise that with the right enabling conditions, investment, growth and employment will flow into the sector.

The PPGI has supported the masterplan secretariat with process facilitation, unblocking of inhibitors and convening of sector participants across many of the masterplan sectors. A similar role has been played by COSATU on behalf of organised labour to ensure that the relevant sector representatives are engaged in the process. The dtic and Presidency play an overarching co-ordination role in government. The objective of each masterplan is to increase investment into the sector, with the resultant economic growth, job creation and contribution to poverty alleviation. An integral part of each masterplan is to set up a sector governance structure that builds trust through a partnership approach which drives accountability and implementation of the masterplan.

The different masterplans have been developed with the support of one or more of the following resources: internal departmental or government resources, researchers, external researchers, contract managers or appointed facilitators. Implementation thereof has taken a variety of different formats, and in some instances is not gaining sufficient traction. A key part of this work will be to determine factors that set up masterplan development and implementation for the achievement of their stated objectives.

Work to be performed

A service provider is required to consolidate the methodologies adopted by the various masterplans, evaluate best practices and provide a model for masterplan development and implementation. This is to guide ongoing and future masterplan development processes and serve to consolidate the learnings arising out of the process. The framework should be flexible enough to allow for adaptation as required by the specific sector, taking into account the work that has already been done and the specific sector dynamics. The service provider should identify the critical path and provide appropriate mechanisms for development, implementation, funding and monitoring of the masterplan, with relevant examples, and the requisite governance structures and philosophy underpinning the process.

For details and information on the deliverables, conditions, submission and evaluation processes etc. please read the RFP Terms of Reference set out below.

Proposals must be submitted by email to Kezia.Lilenstein@uct.ac.za by **06 JULY at 17:00**, using subject line: "RFP – Best Practice Masterplan Implementation Framework". Direct all technical and bid-related questions to Kezia.Lilenstein@uct.ac.za



TERMS OF REFERENCE

To invite bids to develop a framework for Masterplan Development and Implementation

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ACRONYMS AND ABBREVIATIONS

ACRONYMS	ABBREVIATIONS
DTIC	Department of Trade, Industry and Competition
DPRU	Development Policy Research Unit
PPGI	Public Private Growth Initiative
PPP	Preferential Procurement Policy
RFP	Request for Proposal
RIS	Re-Imagined Industrial Strategy

1. BACKGROUND

- 1.1 Government approved the Re-Imagined Industrial Strategy (RIS) for South Africa (SA) in June 2019. A cornerstone of the Industrial Strategy is the development of sector-focused masterplans in priority sectors. The masterplan approach has been implemented in the automotive sector over the last decade and has proven to be a highly effective means of creating stakeholder support for a coordinated approach to developing industrial sectors.
- 1.2 A masterplan is a comprehensive plan of action that is co-created and jointly developed by Government, Business and Labour which seeks to achieve a common policy objective e.g. protect jobs, create jobs, attract investment to the sector, deepen capabilities in the sector, expand exports, and/or prepare for the impact of possible policy changes. The masterplan is typically time-bound and incorporates various actions across the three main stakeholders, sequenced to achieve maximum socio-economic impact.
- 1.3 The Public Private Growth Initiative (PPGI), together with the Economic Research and Coordination unit of Department of Trade, Industry and Competition (the dtic) and the Youth Project Management Office in the Presidency is inviting qualified and experienced research organisations, policy practitioners and research specialists to submit proposals to facilitate and develop a model masterplan development and implementation framework.
- 1.4 The development and implementation framework will serve as:
 - A mechanism for learning and enhancement of the masterplan process
 - A toolkit and guide for future masterplan participants from Government, Business and Labour.

A service provider is required to complete this work by conducting research into various pillars of the masterplan process, as well as other related matters, as defined below.

2. PURPOSE AND OBJECTIVES OF THE SECTOR MASTERPLAN

- 2.1 The primary objective of the sector masterplan process is to develop an agreed-upon set of actions, with timeframes, that all stakeholders in a sector or value-chain commit to implementing for the benefit of the sector or value-chain. The objectives of the masterplan include unleashing sector growth, investment, work opportunities and competitiveness.
- 2.2 A core part of the masterplan approach is that it is a co-creation between government, labour and sector in the sector. Governance structures and consultation are required to ensure that the three core stakeholders are engaged and own the delivery of the masterplan in line with their respective contributions.

The purpose of the masterplan research is to conduct a comprehensive scoping and research exercise to provide accurate, current, and quantifiable data relevant to the respective South African sector. This informs the development of appropriate interventions to support the longer-term growth of the sector. It should be inclusive of documenting and evaluating existing capacity and structure of the industry, the regulatory and institutional public and private sector environment, barriers and constraints as well as market failures and opportunities for the sector. International comparisons, emerging opportunities and sector strategies and projects should be identified. Masterplans should prioritise actions into those that will have the most impact for the industry's growth, taking into account employment, skills, investment and transformation opportunities associated therewith.

3. SCOPE OF THE MASTERPLAN DEVELOPMENT AND IMPLEMENTATION FRAMEWORK

The scope of this assignment includes reviewing masterplans that have been developed, are under development, and are under implementation in order to establish a sound generic framework, toolkit and guide for masterplan development and masterplan implementation; as well as to provide a mechanism for learning and enhancement of the masterplan process.

This should include details such as:

- 3.1 the purpose of a masterplan, the importance of co-creation, and what is sought to be achieved;
- 3.2 research mechanisms and approaches to determine a sector profile, identifying key factors such as: the sectors' growth; competitiveness, employment; skills and transformation status; contribution or position in relation to local and/or global industry; relevant sector growth strategies adopted by other countries or sectors;
- 3.3 mechanisms such as: completing a SWOT or similar assessment of the sector based on extensive consultation with sector stakeholders; engaging with experts in associated local or international research organisations, and input from up/downstream value-chain participants.
- 3.4 how best to locate the sector in the global context and draw lessons from international successes.
- 3.5 exploring options, contributions and prioritising actions, with mechanisms to determine high impact – a key aspect of work will be to provide detailed guidance on how this can be achieved;
- 3.6 establishing stakeholder consultation and governance structures, including how stakeholders should be engaged, and the selection of sector participants takes place, in order to have lean, functional, yet inclusive structures;
- 3.7 how to convene regular, focused stakeholder or reference or project group meetings/workshops to assess and strengthen the analysis of the sector, and ultimately reach agreement with stakeholders on a joint vision and mission statement for the sector.
- 3.8 how to structure an implementation framework that can be co-owned by all stakeholders to drive implementation and delivery; including the establishment of programmes and priorities for time-bound, collective action (by industry, government and labour) to achieve the vision for the sector. This should include guidance on how to obtain stakeholder buy-in and active support for the actions and embed the plan and commitments into government, business and labour performance targets;
- 3.9 mechanisms to ensure that process must be outcomes-oriented; explicitly outlining actions and the measures that will be taken to ensure a stakeholder-driven process, stakeholder buy-in and ownership of the masterplans across all relevant Government, Business and Labour constituencies; and
- 3.10 ideal mechanisms for monitoring, evaluation and reporting to drive the masterplan deliverables.

4. METHODOLOGY

- 4.1 Service providers must outline detailed, well thought through, coherently structured and articulated approaches which they will apply to conduct this work.
- 4.2 The service provider is expected to clearly stipulate the approach and provide a step-by-step explanation and timeline of the proposed process that will be used to reach the end result of this requirement.
- 4.3 The service provider must indicate how it proposes to work with, or gain information from other masterplan service providers, and masterplan stakeholders (government, sector and labour).

- 4.4 The service provider must clearly stipulate outcomes against each step of the approach. Specific outcomes must be stipulated against each of the following pillars:
 - 4.4.1 reviewing masterplans that are completed, under development and in implementation;
 - 4.4.2 establishment of a sound generic framework, toolkit and guide for masterplan development and masterplan implementation;
 - 4.4.3 a mechanism for learning and enhancement of the masterplan process; and
 - 4.4.4 A monitoring, evaluation and reporting process to drive masterplan deliverables.

5. CONTRACT PERIOD, DEADLINES AND DELIVERABLES

- 5.1 The work should be completed within 3.5 months of the contract being signed.
- 5.2 Appointed service providers will be expected, to submit the following deliverables:
 - 5.2.1 Provide fortnightly 1 page progress reports.
 - 5.2.2 A detailed process plan on how it will deliver this work (1- 4 pages), to be submitted within 2 weeks of the contract being signed.
 - 5.2.3 Review of best practice from masterplan processes, to be submitted within 2 months of the contract being signed.
 - 5.2.4 Conceptual Framework for the masterplan development and implementation framework / guide, to be developed within 2 months of the contract being signed.
 - 5.2.5 Draft masterplan development and implementation framework / guide / toolkit within 3 months of the contract being signed.
 - 5.2.6 Final masterplan submission within 3.5 months of contract being signed.
- 5.3 The final report should include:
 - 5.3.1 Final report (pdf electronic copy of no more than 3 pages) with notes of the methodology used, parties consulted and process adopted.
 - 5.3.2 Executive summary and full, yet compact masterplan development and implementation framework / guide / toolkit.
 - 5.3.3 PowerPoint presentation of the Implementation Framework / Guide (20-30 slides).

6. QUALIFICATIONS AND EXPERIENCE

Service Providers must propose well-qualified and experienced teams which meet the following minimum requirements:

- 6.1 The project lead must have:
 - 6.1.1 a relevant post graduate qualification in (inter alia) economics, economics, business management, development studies, business administration, entrepreneurship, finance, or business management.
 - 6.1.2 A minimum of ten (10) years proven track record and experience in the following: research, economic development, industrial development, value chain analysis and/or framework and / or toolkit development.
 - 6.1.3 A working knowledge of framework / toolkit development, knowledge and understanding of the socio-economic challenges facing SA, key local stakeholders, and relevant economic and/or industrial policies and programmes implemented in post-Apartheid SA.

6.1.4 Two examples of similar assignments undertaken in the past 10 years should be provided as evidence of experience. A short bio for the project lead must be included in the submission. Executive summaries of these studies and contact details of clients should be attached to the bids.

6.2 The other team members must have supporting qualifications, knowledge, and a minimum of 5 year's experience. It is advantageous for the team to be constituted of individuals that are diverse and have interacted with business, labour and government stakeholders. Details of other team members should be included in the format provided below, together with a short bio for each person.

Name and Surname	Relevant Qualifications	Relevant Experience for the Project	Number of years Relevant Experience	Year and client contact details	Responsibility for Delivery of Outcomes (this assignment)

6.3 Each team member's role, including that of the lead, must be clearly outlined against the deliverables related to this assignment.

6.4 Where proposed team members hold foreign qualifications, certified copies of South African Qualifications Authority certificates of evaluation must be submitted.

6.5 It would be advantageous for the service provider to have recent experience in being appointed as a masterplan service provider for a specific sector, demonstrating that the masterplan was completed in time, and according to specification.

Note: UCT reserves the right to vet all documentation and information provided by bidders to prove their relevant experience and ability to perform the service.

7. COST PROPOSAL

7.1 A detailed (itemised) budget quoted in South African currency (ZAR) **inclusive of VAT if applicable** and linked to deliverables must be submitted.

7.2 Hourly or daily rates, if included, must be **quoted inclusive of all applicable taxes**

7.3 Assumptions related to the cost proposal must be detailed separately.

7.4 Disbursements and payment terms must be detailed separately.

7.5 Please make use of the cost proposal template provided below.

Project Deliverables	Key Activities	Hours	Average Billing Rate	Cost
Deliverable 1:				
Deliverable 2:				

Deliverable 3:				
Sub-Total Professional Fees				
Add: Project Management Fee				
Total Professional Fees				
Add: Disbursements				
Add: VAT (at 15% of total professional fees)				
TOTAL				

8. CONTRACTUAL PERIOD

- 8.1 The entire process must be completed within **3.5 months** of commencement. Project deliverables should be produced as per the timeframes set out above. The commissioning parties are open to reasonable negotiations in this regard.
- 8.2 Format of the report should be in line with areas of focus, as stipulated above.
- 8.3 The successful service provider will be contracted within one month to commence with the assignment.

9. CONDITIONS

- 9.1 An appointment/engagement letter will be signed before work commences; followed by a contractual agreement **within 4 weeks** of appointment. Work will start on the basis of an appointed service provider having a signed appointment letter, pending signing of contractual agreements.
- 9.2 Proposed core team members must participate actively and be available to perform services in accordance with the service level agreement and the engagement letter. In instances where a proposed core team member is not available to perform services at a specific period, the appointed service provider will be responsible to advise the commissioning parties and provide a replacement with similar qualifications and experience in order to guarantee the same standard of work to the commissioning parties. Each team member's role must be clearly outlined in the project plan.
- 9.3 The commissioning parties reserve the right to vet all qualifications and other documentation provided by the service provider to verify relevant qualifications, experience and expertise prior to the acceptance of the service provider's appointment.
- 9.4 The commissioning parties reserve the right to conduct supplier due diligence prior to final award or at any time during the contract period.
- 9.5 Copyright and intellectual property rights to all documentation, reports etc. that emanate from this assignment will vest with the commissioning parties.
- 9.6 Bids received after the closing date and time will not be accepted for consideration.
- 9.7 Bidder's attention is drawn to the fact that amendments to bid conditions and counter conditions by bidders may result in the invalidation of such bids.

- 9.8 The Bid Office Officials may communicate with bidders where clarity is sought after the closing date of the bid and prior to the award of the contract, or to extend the validity period of the bid, where necessary.
- 9.9 All communication between the bidder and the Bid Office must be done in writing.
- 9.10 The award of this project may be subject to price negotiation.

10. OBLIGATIONS

- 10.1 The commissioning parties undertake to
 - 10.1.1 Appoint a project steering committee which shall be responsible for supervising the project.
 - 10.1.2 Appoint a Project Lead to serve as the contact person on all matters relating to the project.
 - 10.1.3 The Project Lead will review, evaluate and approve the services provided by the appointed service provider against the Service Level Agreement on an on-going basis.
 - 10.1.4 Supply all reasonable, relevant, available contact details, data and information required and requested by the appointed service provider for the proper execution of the services, and such assistance as shall reasonably be required by service providers in carrying out their duties under this contract.
- 10.2 The appointed service provider undertakes to:
 - 10.2.1 Act as an independent contractor in respect of the work.
 - 10.2.2 Attend meetings with the commissioning parties and their representatives whenever required to do so for the purposes of obtaining information or advice with regard to the work and assignments or any matters arising there from or in connection therewith.
 - 10.2.3 Be responsible for its own computers and its own technical literature to adequately perform its functions.
 - 10.2.4 Exercise all reasonable skill, care and diligence in the execution of the work and shall carry out their obligations in accordance with international professional standards. The service provider shall in all professional matters act as a faithful advisor to the commissioning agents as well as respecting the laws and customs of the country and provinces in which any business in relation to the project is conducted.
 - 10.2.5 Have satisfied itself as to the correctness and sufficiency of the rates and prices set out in the contract for the work to be rendered.
 - 10.2.6 Plan and provide all possible risks that may affect the delivery project on time and what mechanisms are in place to manage such risks.
 - 10.2.7 Engage meaningfully with the commissioning parties and their representatives throughout the project and ready to assume work as soon as possible.
 - 10.2.8 Sign a confidentiality declaration when required and keep confidential the contents of the documents and any information availed to them for the purposes of this project. Such information and documents shall remain the intellectual property of relevant commissioning party.
 - 10.2.9 Not disseminate any information gathered during the execution of the project, publicize or release media statements in relation to the assignment. Any information gathered during the conduct of the assignment is the property of the relevant commissioning party and may not be distributed without prior approval.

11. PROPOSAL SUBMISSION AND EVALUATION

- 11.1 Proposal must be submitted electronically. **Technical and Financial proposals must be submitted separately (not in the same document). All bid documents must be in pdf.**

11.2 Received proposals will be evaluated in terms of a two-phase process.

11.3 **First phase – Functional evaluation:** Evaluation of technical proposals according to the criteria outlined in the table below. For this phase there is a cut-off score of 75% and only the proposals that score 75% and above will be considered during the second phase of evaluation. **Proposals for the functional evaluation should not exceed 10 pages.**

PHASE 1: FUNCTIONAL EVALUATION

No.	Criteria	Weight	Rate (0-5)	Total Score
1	Team's Qualifications & Relevant Experience	40%		
2	Proposed methodology	40%		
3	Service Provider's interpretation and understanding of the TORs	20%		
	TOTAL	100%		

TEAM'S QUALIFICATIONS AND EXPERIENCE

Score	Description
1 – Non-compliant	No evidence provided to substantiate any relevant qualifications and experience in research, masterplans or economic / industrial policy.
2 – Poor	Unacceptable, does not meet one or more of the requirements in relation to either qualifications or experience in research, masterplans or economic / industrial policy.
3 – Average	Reasonable but not sufficient to fully satisfy the set requirements. The qualifications and experience are either related to the masterplan, and economic policy or relating to development and implementation of frameworks, but not across all aspects to the level required to deliver this project.
4 – Good	Fully complies to the set minimum requirements. The service provider displays qualification and experience in the masterplans, research and economic/industrial policy and has proven experience in developing and implementing frameworks/toolkits. The team is diverse, with experience in working with key project stakeholders.
5 – Excellent	Meets and exceeds the set requirements. In addition to those aspects set out above under 'Good', the service provider displays advanced competencies to deliver this work in a manner that is innovative, clear, energising and which furthers the objectives of sector growth, providing a model that could be adopted by stakeholders.

METHODOLOGY

Score	Description
1 – Non-compliant	No evidence provided to demonstrate how the product will be developed.
2 – Poor	Unacceptable, does not meet set requirements as it is unlikely that the methodology will result in the desired outcomes or be delivered in time.
3 – Average	Reasonable but not sufficient to fully satisfy the set requirements. The methodology will result in a framework, but there is limited chance that the stakeholders will embrace or use the framework.
4 – Good	Fully complies to the set minimum requirements. The methodology will result in the desired outcome, will be a function of evidence, analysis and best practice input, and will form a basis for future masterplan development and implementation.
5 – Excellent	Meets and exceeds the set requirements. In addition to the aspects contained above under 'Good', the methodology will result in tangible, practical and innovative ways for masterplans to be developed implemented, and understood by all stakeholders.

INTERPRETATION AND UNDERSTANDING OF TORS

Score	Description
1 – Non-compliant	No evidence provided to substantiate compliance.

2 – Poor	Unacceptable, does not meet set requirements. Limited understanding demonstrated on what is a masterplan, or the co-creation process.
3 – Average	Reasonable but not sufficient to fully satisfy the set requirements. Either does not demonstrate an understanding of masterplans, or does not display an approach that can be used to guide future masterplan participants.
4– Good	Fully complies to the set minimum requirements. Good understanding and interpretation of the purpose of the masterplans, as well as the importance of an inclusive process. Demonstrates understanding of what stakeholders will need to develop and implement masterplans.
5 – Excellent	Meets and exceeds the set requirements. In addition to the items listed under 'Good', the service provider displays exceptional insight into how to optimise the value of this work for stakeholders, policy making and growth and employment objectives.

11.4 **Second phase: Price and B-BBEE status level.** During the second phase points will be calculated for price and B-BBEE scores in accordance with the amended PPP Regulations pertaining to the Preferential Procurement Policy Framework Act, Act no. 5 of 2000 that came into effect on 7 December 2011.

PHASE 2: PRICE AND B-BBEE PREFERENCE POINTS

80/20 PRINCIPLE		POINTS
1	Price	80
2	B-BBEE status level of contribution	20
MAXIMUM POINTS		100

12. BID DEADLINE AND ENQUIRIES

12.1 Proposals must be submitted by email to Kezia.Lilenstein@uct.ac.za. The deadline for the submission of proposals is **06 July 2021 no later than 17:00**.

12.2 All submissions should use the email subject line "RFP – Best Practice Masterplan Implementation Framework".

12.3 The cover or title page should specify:

12.3.1 Title of the Bid and Bid number

12.3.2 Name of Bidder

12.3.3 Contact details – physical address, telephone numbers and email

12.3.4 Date

12.4 The Bid documents should include as annexures the short bios on team members, executive summaries of similar assignments and BBEE certification.

12.5 All technical and bid-related questions should be directed in writing to the following official:

Ms. Kezia Lilenstein

Project Manager: Inclusive Growth Programme

Development policy Research Unit: University of Cape Town

Email: kezia.lilenstein@uct.ac.za