

REQUEST FOR PROPOSAL (RFP) STRATEGIC PLAN FACILITATOR

RFQ Number: RFPZA2024/04

RFP Number	RFPZA2024/04
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Non-compulsory Briefing Session	None
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Physical Address	72 New Road, Glen Austin AH, Midrand, 1685
Enquiries	kedibone@zadna.org.za
Contact	+27 (0) 10 020 3910

+27 (0) 10 020 3910 info@zadna.org.za www.zadna.org.za

.ZA Domain Name Authority NPC - Registration no. 2003/021150/08

Directors: Ms. P Legoze – Chairperson, Prof D Mashao, Prof K Moodaliyar, Ms. M Malapane, Mr. N Msibi, Ms. S Mzizi,
Ms. V Motloutsi, Mr. M Wesi (CEO)

Company Secretary: First Corporate Secretaries

1. INTRODUCTION

1.1. About ZADNA

The.ZA domain name authority (.ZADNA/the authority) is a not-for-profit company (NPC) founded concerning Chapter X of the Electronic Communications and Transactions (ECT) Act no. 25 of 2002. Section 65 of the Act stipulates that the authority (.ZADNA) shall:

- Administer and manage the—ZA domain namespace.
- Comply with international best practices in administrating the—ZA domain namespace.
- License and regulate registries.
- License and regulate registrars for the respective registries.
- Publish guidelines on—
 - the general administration and Management of the.ZA domain namespace
 - the requirements and procedures for domain name registration
 - the maintenance of and public access to a repository
 - with due regard to the policy directives that the Minister (of Communications and Digital Technologies) may make from time to time by notice in the Gazette.
- Enhance public awareness of the economic and commercial benefits of domain name registration.
- Conduct such investigations as necessary.
- Research and keep abreast of developments in the Republic and elsewhere in the domain name system.
- Continually survey and evaluate the extent to which the.ZA domain name space meets the needs of the citizens of the Republic.
- Occasionally, information on the registration of domain names in the Republic is issued.
- When the minister requests, make recommendations to the minister about policy on any matter, such as ZA domain namespace.
- Continually evaluate the effectiveness of the ECT Act, which is conducted to manage the—ZA domain namespace.

1.2. Impact Statement

Digitally and economically empowered communities

1.3. Vision

A world-class domain name regulator.

1.4. Mission

To implement a practical domain name regulatory and Management framework that positions .za to be accessible, stable, secure, growing, and competitive in serving South Africans and the global Internet community.

1.5. Values

- a) **Transparency** - ZADNA maintains active consultations with interested and affected parties to carry out its mandate to develop policies for ZA.
- b) **Accountability** - ZADNA takes responsibility for its decisions and can objectively and fairly justify its actions.
- c) **Inclusivity** - ZADNA ensures that its stakeholders can participate actively in its policy and regulatory processes and that everyone should feel free from making a meaningful contribution to such processes.
- d) **Integrity** - We act with integrity in all we do (doing what's right).
- e) **Excellence** - ZADNA pursues a flexible, adaptable policy and regulatory framework that makes domain name registration fast and easy, using a robust and secure domain name infrastructure on par with international best practices.

1.6. Motto

Your online presence is our business.

2. SCOPE OF WORK

.ZADNA is seeking to appoint a highly qualified service provider to facilitate the formulation of the Strategic Plan for 2025-2030, creating Vision 2030 and reviewing the Vision, Mission, and Values. The service is intended to enable ZADNA Management and Board to develop 2025-2030 Strategic Outcomes, which will frame the 2025/2026 Annual Performance Plan and be encompassed into operations and risk management, more so, with the inclusion of critical sectoral stakeholders. The service should be from the date of appointment to November 2024, including two (2) sessions spanning two (2) days each for Management and Board to finalize the draft Strategic Plan and Annual Performance Plan. The service provider is expected to provide a report and a draft strategy within ten days after the session, which should be finalized into an official strategy document after the endorsement by the Board of Directors. The scope of the assignment for the strategic session facilitator is to provide strategic, technical facilitation support for the review of the existing Strategic Plan and Annual Performance Plans.

The following are outlined as critical outcomes for the appointed service provider.

2.1. Development of the ZADNA 2025 – 2030 Strategic Plan

- Strategic plan format Scheduling monthly preparation meetings with Executive Management between June and October 2024.

- We are conducting focus groups on key.ZADNA stakeholders (Employees, ZADNA Members, key Government stakeholders, and Industry Bodies) between June and September 2024.
- Meet with Executive Management to plan for the strategy session, which will encompass the following:
 - Unpacking the existing Board approved ZADNA strategic plan (2024- 2025).
 - Setting expectations to shape the strategic outcomes for 2025-2030.
 - Prepare for the strategic session material (strategy session pack).
- The service provider is required to develop the.ZADNA 2025 - 2030 Strategic Plan by October 2024.
- Assist Executive Management in putting together a reviewed organogram.

2.2. Development of the.ZADNA 2025/2026 Annual Performance Plan

- Board Planning session with the Executive Authority, Board of Directors, and Executive Management between September and November 2024 (NB: This will run concurrently with the development of the . ZADNA 2025 – 2030 Strategic Plan since the 2025/2026 Annual Performance Plan will be implemented from 01 April 2025).
- Staff Strategic Planning session between June and September 2025).
- Executive Management Strategic Planning Session between June and September 2024.
- The service provider is required to develop the.ZADNA 2025/2026 Annual Performance Plan by November 2024.
- Assist the Executive Management in formulating the 2025/2026 Annual Operating Plan.

2.3. Review of the organizational structure

- Review and propose an Organisational Structure aligned to the Strategic Plan (2025-2030).
- Benchmark the structure to other similar entities internationally.
- Identify options and make recommendations to improve the efficiency and effectiveness of the structure.

2.4. Deliverables

- .ZADNA 2025-2030 Strategic Plan with outcomes and outputs grounded in empirical research.
- A report on the revised Organisational Structure shall include the proposed departments, positions, and summary job profiles.
- .ZADNA 2025/26 Annual Performance Plan (linked to the draft 2025-2030 strategic plan).
- .ZADNA plans to be integrated into ZADNA strategic risks and operational risks.
- .ZADNA Strategic Budget projection for 2025-2030 Strategic Plan.
- .ZADNA 2025/2026 Annual Operating Plan (linked to the draft 2025/26 Annual Performance Plan)
- .ZADNA 2025/26 Budget (linked to the draft 2025/26 Annual Performance Plan).

- Familiarise themselves with all prior.ZADNA's planning documents (i.e., Strategic and Annual Performance Plans) and produce a trend report.ZADNA's growth trajectory, including performance to date for the Brand South Africa 2025 – 2030 Strategic Plan and 2025/2026, 2026/2027, and 2027/2028 Annual Performance Plans.
- Meet with the Board Chairperson and the Chief Executive Officer for a thorough briefing of the deliverables aligned with the development.ZADNA 2025 – 2030 Strategic Plan and 2025/2026, 2026/2027, and 2027/2028 Annual Performance Plans on specified dates;
- Edit, proofread, and ensure that the first draft of the. The ZADNA 2025 – 2030 Strategic Plan is aligned to the Revised Framework for Strategic and Annual Performance Plans. It will be presented to the Executive Management in a consolidated PowerPoint version in October 2024.
- Edit, proofread, and ensure that the first draft of the 2025/2026 Annual Performance Plan is aligned to the Revised Framework for Strategic Plans and Annual Performance Plans and present it to the Executive Management in a consolidated PowerPoint version in October 2024.
- The service provider will develop process notes emanating from each stage (within five working days of each process).

2.5. Capability and competence

- Minimum of 5 years experience in a strategy formulation and facilitation session (provide a portfolio of evidence)
- Understanding of the Department of Planning, Monitoring, and Evaluation (DPME) guidelines
- A thorough knowledge and understanding of organizational reviews and redesign
- The proposal should include names and Bio links to individuals who will form part of the team.
- The proposal should include names and Bio links to individuals who will form part of the team and three client reference letters from previous clients.

3. Terms and Conditions

- The proposal must be delivered to the correct address by the stipulated time. Late quotations will not be accepted for consideration.
- The proposal shall be awarded at the sole and absolute discretion of ZADNA, where ZADNA:
- Currently, it is not obliged to award this proposal to any bidder.
- You are entitled to retract this proposal at any time from the date of the issue.
- Is not obliged to award this proposal to the bidder that quotes the lowest.
- A respondent who submits conditions or contingent statements inconsistent with the terms set out in this RFP will be disqualified.
- The respondent shall bear all costs associated with or incurred in preparing and presenting its proposal, including, if applicable, costs incurred for interviews or presentations.

4 Conflict Of Interest

- The Bidder must state any potential conflict of interest arising from other assignments or a conflict of interest.

5 Confidentiality

- A bidder should identify any information in its proposal or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by ZADNA.
- ZADNA will maintain the confidentiality of such information except as otherwise required by law or by order of a court or tribunal.
- Respondents are advised that their proposals will, as necessary, be disclosed confidentially to advisers retained by ZADNA to notify or assist with the RFP process, including the Evaluation of Bids.
- The Respondents agree to keep confidential all information they receive, directly or indirectly, from ZADNA or any other stakeholder and all copies or analyses they make or have been made by third parties based on such information (collectively, the Material).

6 Requested and Compulsory Documents

- CIPC registration documents.
- Tax Compliance Pin.
- Pricing Schedule (inclusive of VAT)
- Failure to submit any of these documents will result in disqualification:

Submissions should be emailed to zadnafinance@zadna.org.za no later than 18 May 2024, 17:00. The submitted documents should be bound together electronically and in PDF format. Inquiries should be directed to Ms. Kedibone Mpholeng at kedibone@zadna.org.za