
The Higher Education Leadership and Management Programme is delivered by Universities South Africa as part of the Department of Higher Education and Training's University Capacity Development Programme.

TERMS OF REFERENCE

HELM'S WOMEN IN LEADERSHIP PROGRAMME (WiL)

CALL FOR QUOTATIONS FOR QUALIFIED COACHES

1. PURPOSE

The purpose of these terms of reference is to appoint a pool of qualified coaches to provide coaching services to the 2026/27 cohort of 28 participants in HELM's Women in Leadership Programme.

2. BACKGROUND

Universities South Africa (USAf), a non-profit company, is mainly funded through membership fees and donor grants. The imperative to enhance leadership and management capacities within the higher education sector remains a priority for the Department of Higher Education and Training (DHET), USAf, and the universities themselves. The past years have highlighted emerging management levels from mid to executive positions, both administrative and academic, who are grappling with continuous change and multifaceted complexities. In response, the Higher Education Leadership and Management (HELM) Programme, an initiative of USAf supported by DHET, has developed and implemented bespoke programmes and interventions, ranging from the Student Affairs and Student Success (SASS) Programme, foundational leadership training and executive development, as well as gender equity initiatives such as the Women in Leadership (WiL) Programme which is the focus of this call.

3. OVERVIEW OF HELM

The aim of HELM is to provide enabling and empowering learning opportunities to new and current middle and senior managers so that they may acquire knowledge and skills towards the improvement of individual and organisational performance in our universities.

The objectives of HELM are to:

- a) Enhance the leadership capability and capacity of lecturers, emerging, middle and senior managers and executives in the Higher Education (HE) sector.

- b) Expand the pool from which middle and senior academic leaders and managers in the HE sector may be drawn.
- c) Contribute to the stability and effectiveness of institutional leadership and management in the HE sector.
- d) Promote inter-institutional collaborations and partnerships between USAf, HELM and local and international HE institutions.
- e) Promote student success, student support and leadership development, and
- f) Contribute to the realisation of the 'National Development Plan 2030' by advancing a skilled, efficient, and effective leadership in the HE sector that drives economic and social development.

In fulfilling these objectives, HELM seeks to contribute to: (i) individual enablement and work success, (ii) institutional empowerment and improved efficiencies, and (iii) greater sectoral accountability to its key role-players and stakeholders.

To fulfil its objectives, HELM draws on the expertise of leadership and management experts and consultants who have themselves held or are still in senior to executive positions in the universities in South Africa.

For more information on HELM, please visit www.helm.ac.za.

4. OVERVIEW OF THE WOMEN IN LEADERSHIP PROGRAMME

The Women in Leadership (WiL) programme is a response to the need to have a bespoke learning and development opportunity for professional women in middle and senior management in public universities in South Africa. It aims to create and sustain a pipeline and pool of women leaders and managers for Southern African higher education and promote their advancement in this regard. As a result of an evidenced-based, appropriate and tailored intervention, WiL supports and emboldens the role and contribution of women in university leadership and management, and ultimately seeks to change the sector to an equitable, fair and transforming context. WiL is a short learning programme certified by Nelson Mandela University.

One of the core components of WiL is individual coaching support for each WiL participant. In order to ensure the successful implementation of the coaching component of WiL, there is a need to appoint qualified consultants.

5. SCOPE OF WORK AND DELIVERABLES

HELM requires the following coaching expertise and services to support its Women in Leadership Programme:

- 5.1 Prepare and deliver on six (6) coaching sessions per allocated participant (coachee/client) in the HELM WiL programme, up to a maximum of five (5) participants.
- 5.2 Participate in two group coaches' reflection and progress meetings organised by the WiL Programme Leader; and
- 5.3 Prepare and present a report on the coaching sessions (referred to in 5.1.) to the WiL Programme Leader.

6. QUALIFICATIONS AND EXPERIENCE

Consultants must:

- 6.1 Preferably have a relevant postgraduate degree.
- 6.2 Be fully qualified coaches (copies of accredited coach training certificates as well as registration with a professional coaching association, or registration with the HSPCA, to be submitted with application/proposal).
- 6.3 Have at least 3 – 5 years of experience as a coach.

7. INFORMATION

Additional information, as may be deemed appropriate, must be submitted.

8. ADDING VALUE

It is expected that potential service providers will critique the brief to add value where possible in the proposal to be submitted. Thus, the onus is on the service provider to add value to the brief by leveraging their specialised competencies for the assignment.

9. BUDGET

- 9.1. This assignment will be funded by HELM and the Consultant will be remunerated in accordance with USAf procurement policies, taking into consideration the range and scope of the work, as well as their level of experience and expertise.
- 9.2. The maximum number of coachees/clients to be coached by each appointed coach for this assignment is **five (5)** from the date signature of the contract until 31 March 2027.

10. TIME AND DURATION

- 10.1. The assignment will commence with the final signature of the contract by both parties and will end on **31 March 2027**.
- 10.2. Each coach will be allocated a maximum of five coachees/clients based on the scope of work in Section 5 above.
- 10.3. The assignment will be regarded as completed when the Director of HELM is satisfied that all planned actions in response to the scope of work and deliverables have been addressed.

11. SPECIAL CONDITIONS

No service may be rendered without an official purchase order and a signed contract.

12. CONFIDENTIALITY AND OWNERSHIP OF INTELLECTUAL PROPERTY RIGHTS

- 12.1. The Consultant is required to maintain confidentiality throughout the design and delivery process of this assignment.
- 12.2. The ownership of the intellectual property rights associated with this work will be vested within the USAf, for its exclusive use.

- 12.3. The Consultant shall request approval of USAf to use materials and information for research or scholarly purposes on information gleaned during this project. Such approval must be obtained in writing from the Contracting Authority.
- 12.4. HELM's material is protected by copyright and may not be copied, reproduced, distributed, or used in any form without the prior written permission of USAf.

13. REPORTING

The Consultant will direct any enquiries and report to the Director of HELM at USAf and provide regular feedback on the status of the assignment and any assistance required. A final report will be required at the end of the contract period, outlining the work carried out during the course of the contract, challenges encountered, and potential areas for improvement. The report will also confirm the secure storage of all course content in HELM's repositories.

14. SUBMISSION OF PROPOSALS

- 14.1. The Request for Quotations from individual Consultants should detail how they meet the required qualifications and experience for this assignment as per Section 6 above. A proposal, coaching philosophy/approach and assignment plan that provides an overview of the approach and tasks to be undertaken to support the delivery of the coaching component of the WiL Programme must be provided.
- 14.2. The Consultant must provide a quotation including VAT (if applicable), detailing consulting fees and related costs based on the requirements of this assignment per coachee/client, for a **maximum of five clients** and two group coaches' meetings with the WiL Programme Leader. (The **actual** number of participants allocated to each coach will be determined at the contracting stage in consultation with the appointed coaches, but for the purposes of evaluating proposals/quotations received, we require all quotations to be based on 5 coachees/clients and two group coaches' meetings).
- 14.3. A minimum of three written references from clients where the Consultant has provided coaching services must be provided. USAf reserves the right to verify the authenticity of these references.
- 14.4. In summary, the following documentation must be submitted as part of the request for proposals:
- a. Cover letter detailing experience and relevant information
 - b. Coaching philosophy or approach and a concise outline of activities for coaching
 - c. Full CV
 - d. Copies of certified coaching training completed
 - e. Copy of current valid membership or certification with a recognised professional coaching body or association.
 - f. At least three **written** references from coachees/clients and/or organisational clients for whom you have been contracted to provide coaching support to multiple coachees.

- 14.5 A separate quotation (inclusive of VAT, if applicable) for the services to be provided, as per the scope of work and maximum number of days indicated. A quotation template is included as Annexure A. Quotations must remain valid for a period of 90 days.
- 14.6 Valid, original tax pin certificate issued by the South African Revenue Service. (Tax validity will be required throughout the contract).
- 14.7 Additional information, as may be deemed appropriate, must be submitted.
- 14.8 The closing date for submission of proposals is Friday 02 October 2026, at exactly 16:00.**
- 14.5. The proposals for the envisaged assignment should be submitted to Ms Molatelo Motswe via the email address molatelo@helm.ac.za.
- 14.6. If you have not had a response to your application by 30 November 2026, consider your application unsuccessful.

15. CRITERIA FOR SELECTION OF SERVICE PROVIDERS

- 15.1. The proposal will be evaluated in terms of the requirements of the request and any information which may be deemed necessary.
- 15.2. Functionality points will be evaluated as follows:

Components to be Evaluated	Evidence	Weighting
Knowledge and experience of the subject matter	Methodology, knowledge of coaching	30
Experience and skills	CV of the Consultant (as per the key qualifications, skills and experience set in Section 5 above)	30
Deliverables	Deliverables as per the proposal. Ability to render the service as required.	20
References	Client base, reference: up 3 points for each testimonial as received from a relevant employer or entity for a similar service that has been rendered successfully in the past.	20

- 15.3 Bidders must score a minimum of 70 points to qualify for further evaluation on B-BBEE and price or to be considered as a preferred bidder.

16. COST OF SUBMISSION OF PROPOSAL

USAf is not responsible for any costs incurred by the Consultant in the process of developing the proposal.

17. PAYMENTS

- 17.1. Payment shall be made on rendering of professional satisfactory service and submission of the required invoice and timesheet.
- 17.2. Payment shall be made within 30 days into the Consultant's bank account after the receipt of an acceptable invoice and timesheet. (Banking details MUST be submitted for payment to be effected).
- 17.3. Based on the project deliverables, USAf reserves the right to effect payment according to phases completed satisfactorily.
- 17.4. The service provider shall be responsible for his/her own arrangements about income tax or any other tax obligations, such as may be applicable. The appointed service provider hereby indemnifies the Contracting Authority against any liability that the Contracting Authority may incur as a result of any obligation on the Contracting Authority to pay over any tax on behalf of the service provider as a result of the provisions contained in the agreement to be signed with the appointed service provider. For purposes of the Agreement to be signed with the appointed service provider, the term "tax" will include SITE, PAYE and any other form of tax, including interest and penalties. The Contracting Authority will, where applicable, deduct 25% of all fees paid to the service provider and remit them to the South African Revenue Service.

18. CONTRACTING AUTHORITY AND COMPLIANCE

- 18.1. The proposal must either conform to the minimum requirements as set out in this document, or it must be stated clearly how it deviates from these requirements and why. Proposals that strictly adhere to the specifications are preferred. Offers exceeding the minimum requirements of the specifications are acceptable. Minor deviations may be considered.
- 18.2. The Contracting Authority for the Consultant is USAf. Under this assignment, the Consultant will be accountable to the Director of HELM.
- 18.3. This document will form part of the signed contract between the successful Consultant and USAf once the proposal has been accepted by USAf.
- 18.4. Non-Compliance with Delivery Terms
 - 18.4.1. As soon as it becomes known to USAf that the service provider will not be able to render services within the expected period and/or against the quoted price and/or as specified, USAf must be given immediate written notice to this effect. In instances of non-compliance with certain sections of the contract by the service provider, USAf reserves the right to terminate the agreement.

18.5. Pricing

- 18.5.1. All prices must be in South African Rand value and must be inclusive of VAT. Fees will be payable in South African Rands on satisfactory completion of the assignment.

18.6. Client Base

- 18.6.1. Service providers must have specific experience in the delivery of the required service. They must submit at least recent references or a client base reflecting the entity where a similar service was rendered, the duration, the project value, the date, and whether the project was successful. USAf reserves the right to contact references during the evaluation and adjudication process to obtain confirmation.

18.7. Company Profile, Financial Information and BEE Shareholding

- 18.7.1. The company's profile, together with the BEE certification, is mandatory.

18.8. Registrations

- 18.8.1. Proof of company registration must be submitted in the form of copies of the relevant registration documents. e.g. CC/CK, Pty (Ltd). It is the service provider's responsibility to ensure that their Cipro annual returns are in order and that the registration remains valid throughout the contract tenure.

18.9. Tax Pin Certificate

- 18.9.1. An original and valid tax pin certificate issued by the South African Revenue Service certifying that the taxes of the service provider are in order must be submitted before the closing date and time. It is the service provider's responsibility to ensure that their SARS annual returns are in order and that the registration remains valid throughout the contract. Failure to do so will invalidate the proposal.

18.10. Enquiries may be directed only in writing to:

Ms Molatelo Motswe
Administrator: HELM
E-mail: molatelo@helm.ac.za

Reviewed and approved by:

Name: Prof Peter Mbat

Position: Director: HELM

Signature:

Date:

ANNEXURE A: QUOTATION TEMPLATE

QUOTATION

Name Address Phone: Email:	QUOTE NO: DATE:
To: Universities South Africa 1267 Pretorius Street, Hadefields Office Park, Hatfield 0081 VAT: 4200226415 ATTENTION:	For: Provision of services as a coach for HELM's Women in Leadership Programme

DESCRIPTION	Units	AMOUNT	
TOTAL			

Banking details

Tax Number

Signature