



TERMS OF REFERENCE FOR THE APPOINTMENT OF A UNIVERSITY/UNIVERSITY OF TECHNOLOGY AS THE MQA IMPLEMENTATION PARTNER FOR THE EXECUTIVE DEVELOPMENT PROGRAMME

1. INTRODUCTION.

The Mining Qualifications Authority (MQA) is a Schedule 3A public entity established in terms of the Skills Development Act, 1998 (Act No. 97 of 1998), and listed under the Public Finance Management Act, 1999 (Act No. 1 of 1999). The MQA is mandated to facilitate skills development within the mining and minerals sector (MMS) in line with national priorities, including the National Development Plan (NDP) and the National Skills Development Plan (NSDP).

In line with the 2026/2027 approved funding policy and the annual performance plan, the MQA intends to implement a dedicated Executive Development Programme (EDP) which targets current executives and high-potential individuals earmarked for executive leadership roles within the mining and mineral sector (MMS).

The purpose of the Executive Development Programme (EDP) is to support the development of Historically Disadvantaged South African (HDSA) employees through executive leadership training. The programme aims to equip employees within the (MMS) with the knowledge, skills, and competencies required to perform their leadership responsibilities effectively, enhance organisational leadership capacity, and prepare senior managers for progression into executive positions upon successful completion of the programme.

The EDP will be implemented through a strategic partnership with a public university or university of technology, focusing on customised executive-level learning, strategic leadership capability, governance, and international benchmarking.

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2. OBJECTIVES OF THE REQUEST FOR PROPOSALS.

The objective of these Terms of Reference is to invite suitably qualified and experienced public universities or universities of technology to be appointed as Implementation Partner for the design, development, delivery, and coordination of the MQA Executive Development Programme.

The appointed institution/s will be responsible to implement the executive development programme for **20 learners**, to align the strategic leadership needs of the mining and minerals sector and the MQA's performance indicators.

3. SCOPE OF WORK.

The appointed Implementation Partner will be required to undertake the following scope of work:

3.1 Programme Design and Customisation

- 3.1.1 Provide Executive Development Programmes Post Graduate Diploma pitched at or equivalent to a minimum of NQF level 8 tailored to the mining and minerals sector.
- 3.1.2 Align programme content with executive leadership competencies, corporate governance, strategy, ethics, sustainability (ESG), digital transformation, and global competitiveness.
- 3.1.3 Ensure alignment with NQF 8 executive education standards (where applicable) and international best practice.

3.2 An International Study Tour

- 3.2.1 Design and coordinate study tour exposure or benchmarking component, which may include:
 - 3.2.1.1 Study tour outside of South Africa;
 - 3.2.1.2 Partnering with a universities or institutions outside of South Africa.
 - 3.2.1.3 The institution will be required to facilitate end-to-end study tour engagements including the following key components:
 - 3.2.1.3.1 Recommend to the MQA a list of viable destinations to ensure extensive learnings and exposure to mining functional areas and leadership

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practices aligned to the mining and minerals Sector's strategic focus areas and topical issues impacting the sector.

3.2.1.3.2 Coordinate study tours for best practice exchange, benchmarking and leadership practices.

3.2.1.3.3 The group will travel for one week in African countries,

3.2.1.3.4 Facilitate and make logistic arrangements for engagements for candidates.

3.2.2 Ensure the international component demonstrably contributes to strategic leadership capability and global benchmarking.

3.3 Programme Delivery and Academic Oversight

3.3.1 Deliver the programme in accordance with approved curricula, timelines, and quality standards.

3.3.2 Provide qualified academic and industry experts to facilitate programme delivery.

3.3.3 Ensure quality assurance, moderation, and academic governance of the programme.

3.4 Learner Management and Support

3.4.1 The Institution to support the MQA in the selection and enrolment of executive participants (including interviewing of learners prior to the commencement of course).

3.4.2 Maintain accurate learner records, attendance registers, and progression reports.

3.4.3 Provide academic and administrative support to participants throughout the programme.

3.5 Monitoring, Evaluation and Reporting

3.5.1 Develop a detailed project implementation plan with milestones, deliverables, and timelines.

3.5.2 Submit regular progress reports to the MQA, including academic, financial, and risk reports.

3.5.3 Participate in review and evaluation sessions with the MQA to assess programme impact and outcomes.

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3.6 Knowledge Transfer and Sector Impact

- 3.6.1 Facilitate knowledge transfer to the MQA and sector stakeholders through reports, executive briefings, or learning insights.
- 3.6.2 Produce a close-out report outlining lessons learnt, impact achieved, and recommendations for future cohorts.

3.7 Graduation Ceremony

- 3.7.1 Coordination of a graduation ceremony for candidates. This graduation is separate from the institution's open/public graduation.
- 3.7.2 Cost of delegate attendance for the graduation must be included in the price to be quoted.
- 3.7.3 The MQA Delegates must be invited to the graduation ceremony.

4. EXPECTED DELIVERABLES

The expected deliverables include, but are not limited to:

- 4.1 A customised Executive Development Programme curriculum and learning framework.
- 4.2 Approved project implementation plan and delivery schedule.
- 4.3 Delivery of the Executive Development Programme for the approved cohort(s).
- 4.4 International exposure component plan and implementation report.
- 4.5 Quarterly progress and financial reports.
- 4.6 Final programme close-out and impact assessment report.



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5. DURATION OF APPOINTMENT

The project duration will be determined jointly by the appointed institutions and the MQA, the agreement shall commence from the date of signing of the Service Level Agreement (SLA) or Memorandum of Agreement (MoA).

6. PROJECT GOVERNANCE AND MANAGEMENT

The Implementation Partner will operate under the strategic oversight of the MQA and will report to the Senior Manager: Learning Programmes Strategic Projects or a designated MQA official.

A formal Service Level Agreement (SLA) or Memorandum of Agreement (MoA) will be concluded, detailing roles, responsibilities, reporting requirements, payment milestones, and performance management mechanisms.

7. PROJECT PRICING

7.1 The amount quoted must be denominated in South African Rand, and should include VAT.

7.2 The quoted price should be as per the scope of work.

7.3 Submission of 2 quotes (one with study tour and one without study tour) Failure to submit 2 quotes will lead to disqualification.

7.4 The MQA may subject the award of the proposal to price negotiation with the preferred provider.

This will, however, be exercised subject to the following principles:

7.4.1 Negotiation may not allow any preferred provider a second or unfair opportunity.

7.4.2 Is not detriment of any other prominent service provider; and

7.4.3 Does not lead to higher price than the proposal as submitted.

8. INSTITUTIONAL ELIGIBILITY REQUIREMENTS

Eligible institutions must:

8.1 Be a public university or university of technology registered in South Africa.

8.2 Demonstrate proven experience in executive education and leadership development.

8.3 Demonstrate capacity to deliver customised programmes and international exposure components.

8.4 Provide evidence of qualified academic staff and relevant institutional partnerships.

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9. EVALUATION

9.1 Proposals will be evaluated in two phases. The first phase will be functionality, and the second phase will be price.

9.2 Proposals will be evaluated based on:

9.2.1 Institutional experience in executive and leadership development.

9.2.2 Quality and relevance of the proposed programme design.

9.2.3 Capacity to deliver international exposure components.

9.2.4 Project team expertise and academic credentials.

9.2.5 Value for money and budget alignment.

9.3 Evaluation Criteria:

Phase 1 – Functionality, the functionality criteria will be broken down into a rating of no submission, poor, fair, satisfactory, very good and excellent.

The proposals will be evaluated on a five-point scale as follows:

0 = Required documents not submitted.

1 = Poor, does not meet criteria.

2 = Fair, less than acceptable. Not sufficient for the performance requirements.

3 = Satisfactory, adequate for the performance requirements.

4 = Very Good, above the average compliance to the requirement.

5 = Excellent, exceptional mastery of the requirement.

The minimum threshold is 65 points, and this means only proposal that score **70** and above will be evaluated for price and the proposal with a competitive price may be awarded.



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KPA	ELEMENT	WEIGHT	Scoring Matrix
KPA	FUNCTIONAL	100	
1. Experience of the Institution in conducting similar work. Reference letters from different clients as evidence of related services successfully completed.	Proven Institution experience and expertise in providing similar work. Submit a minimum of three (3) reference letters from different clients not older than (5) years. For the reference letter to comply it must have the following: • Be on the client's letter head, signed by relevant officials, dated, with contactable details (email/phone numbers), the letter must have been issued within a period of 5 years prior to closing date of request for proposal. • Narrating the similar training conducted. • The reference letter must indicate that the work was executed successfully, or the client is happy to recommend the service provider (i.e., satisfaction of work that was done). NB: The MQA reserves the right to contact the provided reference clients via their provided contact details and should such reference clients not confirm the work and services as in the reference	30	0 = No submission of a compliant reference letter. 1 = 1 compliant reference letter submitted of training conducted in a public or private sector. 2 = 2 compliant reference letters submitted of training conducted in a public or private sector. 3 = 3 compliant reference letters submitted of training conducted in a public or private sector. 4 = 4 compliant reference letters submitted of training conducted in a public or private sector. 5 = 5 or more compliant reference letter submitted of training conducted in a public or private sector.

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	letter. The MQA shall consider such provided letter to not be compliant.		
2. Programme Design & Relevance	The service provider to submit a proposed programme pitched at NQF level 8. The proposed course must include the following elements: 1. Clearly defined learning outcomes and duration. 2. Practical learning 3. Assessment of learning 4. International exposure, duration of the study tour & partnership	30	0 = No submission of a compliant proposed course content. 1 = Programme Content covering 1 element and qualification pitch at NQF level 8 2 = Programme Content covering 2 elements and qualification pitch at NQF level 8. 3 = Programme Content covering 3 elements and qualification pitch at NQF level 8, 4 = Programme Content covering all 4 elements and qualification pitch at NQF level 8. 5 = Programme Content covering all 4 elements and qualification pitch at NQF level 9.
3. Resources (Capacity to deliver CV and qualifications of	The CV of the Project Lead/Manager Submit CV indicating 5 years' experience in project management	20	0= Not compliant and non-submission of CV 1. = Submission of a Lead/Project Manager's

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the Lead/ Project Manager	and record of service from the Employer. The CV must indicate the company in which the experience was acquired and the number of years' experience. The MQA reserves the right to contact employers to verify the references provided in the applicant's CV or service record The institution must indicate the name of the resource to be evaluated. Failure to provide the information will lead to disqualification of the proposal.		CV, 3 years' experience in project management. 2 = Submission of a lead/Project Manager's CV, 4 years' experience in project management. 3 = Submission of a lead/Project Manager's CV, 5 years' experience in project management 4 = Submission of a Lead/Project manager's CV, 6 years' experience in project management. 5 = Submission of a Lead/Project Manager's CV, with 7 years' in project management.
4. Qualifications of the Lead/Project Manager	The qualifications of the Lead/Project Manager The qualifications of the Facilitator must be at least NQF level 8 (for qualification obtained from	20	0= No compliant qualification submitted 1 = Submission of a Lead/Project Manager's

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	institutions outside South Africa must submit a certificate of evaluation from SAQA. The qualifications certifying date stamp must be valid for six (6) months prior to the closing date of this request for proposal.		qualifications NQF Level 6. 2 = Submission of a Lead/Project Manager's qualifications NQF Level 7. 3 = Submission of a Lead/Project Manager's qualifications NQF Level 8. 4 = Submission of a Lead/Project Manager's qualifications NQF level 9. 5 = Submission of a Lead/Project manager's qualifications NQF level 10.
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All service providers who will score less than 70 out of 100 points for functionality will not be considered further and will be regarded as having submitted a non-responsive proposal.



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10. TERMS AND CONDITIONS

- 10.1 The MQA reserves the right to appoint one or more Implementation Partners.
- 10.2 The MQA reserves the right not to appoint any institution should proposals not meet requirements.
- 10.3 Payments will be made based on achievement of agreed milestones and submission of acceptable deliverables.
- 10.4 The MQA reserves the right to terminate the agreement in the event of non-performance.

11. CONTACT PERSON FOR TECHNICAL ENQUIRIES

All enquiries related to this project must be forwarded to: Learning Programmes Strategic Projects Unit

Ms Ayanda Mokobane

(011) 547 2659/ 071 868 4609

E-mail: Ayandam@mqa.org.za

Ms Sphindile Tshabalala

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