

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



REQUEST FOR PROPOSAL

UNIVERSITIES SOUTH AFRICA HIGHER EDUCATION LEADERSHIP AND MANAGEMENT (HELM): DIGITAL LEARNING MATERIAL

1. OVERVIEW AND BACKGROUND

The Higher Education Leadership and Management (HELM) Programme, offered by Universities South Africa (USAf) since 2002, focuses on identifying and responding to the leadership and management development needs in the South African higher education sector. HELM's mission is to explore and create relevant and cutting-edge learning solutions that address organisational and individual capacity needs in universities. One of HELM's activities relates to the design and implementation of an integrated learning management system and curriculum framework, for online facilitation and teaching and learning content delivery.

Due to the impact of COVID-19 and subsequent cancelling of all contact events, HELM Online has been implemented to convert current face-to-face content into technology mediated online modalities such as interactive workshops, webinars, webcasts etc. USAf does not currently have the necessary internal expertise for the design, development and integration of online learning content and activities relating to HELM and requires external expertise in this regard.

2. AIM AND OBJECTIVES

- 2.1. To appoint and commission a suitably qualified and experienced Service Provider to provide a fully digitised set of teaching and learning assets to support HELM Online.
- 2.2 The objectives of this request for proposals are to:
 - 2.2.1 Identify Service Providers with the necessary expertise and best practices related to Digital Learning Science - including their ability to consult and advise USAf on Knowledge Acquisition, Skills Development and how Digital Teaching and Learning facilitates these outcomes;

2.2.2 Identify Service Providers with the necessary expertise to develop and deliver high-quality digital teaching and learning content across multi-device, multimodal, blended and face-to-face interventions; and

2.2.3 Provide a comprehensive costing for the design, development, delivery and integration of HELM Online's digital content with USAf's LMS of record, Canvas by Instructure Technologies.

3. SCOPE OF WORK

The Service Provider is required to:

3.1 Provide the necessary expertise and best practices regarding content design, development, provisioning and integration with the Canvas LMS. This includes all consultations, discovery sessions with Subject Matter Experts (SMEs) and turnkey digitisation and conversion of existing paper-based teaching and learning material;

3.2 Provide a set of appropriate Learning Design Principles for HELM Online - including use cases which account for different learning archetypes throughout the HELM cohort and recommend appropriate content modalities for HELM participants i.e. Experiential, Practical, Self-Reflective and Self –directed;

3.3 Provide a comprehensive taxonomy of content execution types i.e. eLearning, Videos, Gamified Simulations, Assessments, Online facilitation live moderated and/or pre-recorded Webinars etc, and a practical delivery plan setting out how these executions support the broader objectives as required by the HELM Programme; and

3.4 Develop a reusable framework and/or playbook for Teaching and Learning Content Design, Development and Delivery unique to USAf and HELM Online. This digital resource should be extensible and adaptable to allow new digital content to be designed and developed independently by USAf's internal or external content development partners.

4. DELIVERABLES

The specific deliverables for the assignment include the following:

4.1. A full set of Online Learning Content Modules covering the HELM Online Foundations One Programme, a detailed overview is attached as Appendix 1 (Foundations One Deliverables)

4.2 A digital playbook / content design and development framework including visual style-guides, fonts, image library, look and feel strategy, tonality, working files and all raw video footage

5. TIMING AND DURATION

- 5.1 The project will commence with the briefing of the selected Service Provider by the Director HELM once the appointment process has been concluded. All interested Service Providers are required to submit their proposals on or before **Tuesday, 16 March 2021 at 11:00am**. Late bids will not be considered.
- 5.2 The project will be completed with the submission of a final summation report on the implementation by the Service Provider, including a performance review and recommendations for improvement, with a due date of **30 June 2021**.

6. FINANCIAL IMPLICATIONS

- 6.1 The Service Provider must develop and submit a comprehensive plan, activity schedule and budget including VAT (if applicable), detailing consulting fees, design and service fees, direct project related costs as required, based on the timeline of this project. The total value of the project shall not exceed **R1 000 000.00 including VAT**.
- 6.2 Pre-approved incidental costs such as travel and accommodation that may be required for the assignment, will be covered separately by USAf, subject to discussion and approval by the Director: HELM.

7. CONFIDENTIALITY AND COPYRIGHT

- 7.1 The Service Provider is required to maintain confidentiality throughout the design, development and delivery process of this project.
- 7.2 The ownership of the copyright in the project deliverables outlined in section 4, shall vest solely in USAf.

8. REPORTING

The Service Provider will direct any enquiries and report to the Director: HELM at USAf (see contact details below) and provide regular feedback on the status of the assignment and any assistance required.

9. SUBMISSION OF PROPOSALS

- 9.1 Request for proposals from organisations detailing:
- 9.1.1 A comprehensive project plan demonstrating:
- How the Service Provider will ensure the scope of work and deliverables are to be met; and
 - The implementation plan and timeline on the proposed tasks including a detailed client review and approval process;

- 9.1.2 The project plan should provide a detailed overview of the steps and tasks to be undertaken to design, develop and deliver appropriate digital learning content for the HELM Foundations One Programme.
- 9.1.3 A detailed project activity plan and cost estimates including expenses, VAT (if applicable) and a payment schedule.
- 9.1.4 At least two references from clients where the service provider has undertaken the design, development and delivery of online teaching and learning content, with the requisite technical, strategic and management support for facilitated online learning events, both live and pre-recorded. Universities South Africa reserves the right to verify authenticity of the references.
- 9.1.5 The original proposal documents and two copies must be submitted to the **Universities South Africa** in the bid box situated at:
- 1267 Pretorius Street
1st Floor Block E
Hedefields Office Park
Hatfield
Pretoria
0083
- 9.1.6 All proposals must be submitted in sealed envelopes between 08h00 and 16h00 weekdays and they must remain valid for a period of 90 days.
- 9.1.7 During the RFP evaluation factors such as price, experience, functionality, planning and implementation, methodology, tax compliance status and B-BBEE status (if applicable), will be considered.

10. CONTRACTING AUTHORITY

The Contracting Authority of the Service Provider is Universities South Africa. Under this assignment the Service Provider is accountable to the Director: HELM.

Any enquiries regarding bidding procedures and technical enquiries may be directed in writing to the following official:

Dr Oliver Seale
Director HELM
Universities South Africa
Pretoria
Tel: 082 425 7386
E-mail: oliver@usaf.ac.za

For more information on HELM please access the weblink below.

[Higher Education Leadership and Management \(HELM\) Programme | Universities South Africa \(usaf.ac.za\)](https://www.usaf.ac.za/higher-education-leadership-and-management-helm-programme)

**HELM FOUNDATIONS OF LEADERSHIP ONE
DELIVERABLES**

Foundations One Programme Subject Matter	Subject Matter Expert	Duration	Delivery Format
Welcome & Introduction (+ Anthem Film)	Seale	3min	Video
HE Policy & Regulations - Overview	DHET	10min	Video
Towards an Integrated HE System - Overview	Seale	10min	Video
Leading a South African University - Overview	Seale	10min	Video
Show me the Money - Overview of HE Funding in South Africa	Fitzgerald	10min	Video
Leading Edge Management - Archetypes	Fitzgerald	10min	Video
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Welcome & Introduction	Seale	10min	e-Module (s)
HE Policy & Regulations	DHET	15min	e-Module (s)
Towards an Integrated HE System	Seale	15min	e-Module (s)
Leading a South African University	Seale	15min	e-Module (s)
Show me the Money - Overview of HE Funding in South Africa	Fitzgerald	15min	e-Module (s)
Leading Edge Management - Archetypes	Fitzgerald	15min	e-Module (s)
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HE Policy & Regulations	DHET	60min + 1wk	Webinar + Facilitated / Moderated Online Group
Towards an Integrated HE System	Seale	60min + 1wk	Webinar + Facilitated / Moderated Online Group
Leading a South African University	Seale	60min + 1wk	Webinar + Facilitated / Moderated Online Group
Show me the Money - Overview of HE Funding in South Africa	Fitzgerald	60min + 1wk	Webinar + Facilitated / Moderated Online Group
Leading Edge Management - Archetypes	Fitzgerald	60min + 1wk	Webinar + Facilitated / Moderated Online Group
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A Leader's Framework for Understanding and Managing Change in Higher Education	Siemens Dawson	11 pages	e-Paper

Academic Leadership - Dysfunctions & Dimensions	Kennie	13 pages	e-Paper
Leading & Managing in Complexity	Seale/Cross	21 pages	e-Paper
Between a rock and hard place	Seale/Fitzgerald	21 pages	e-Paper
The 9 Roles – Stuart Wells	Wells	2 pages	e-Paper
Prof Pama Case Study	Fitzgerald	7 pages	e-Paper
HE Policy & Regulations	DHET	TBC	Self-Assessment
Towards an Integrated System	Seale	TBC	Self-Assessment
Leading a SA University	Seale	TBC	Self-Assessment
Show me the Money - Overview of HE Funding in South Africa	Fitzgerald	TBC	Self-Assessment
Leading Edge Management – Wells Archetypes	Fitzgerald	TBC	Self-Assessment
Prof Pama Case Study	Fitzgerald	TBC	Group Project