



REQUEST FOR INFORMATION (RFI)

RFI22/05/21

**TO INFORM IDC ON A PANEL FOR
BUSINESS ADVISORY AND
TURNAROUND SERVICES IN THE
MARKET**

**RFI CLOSING DATE: THURSDAY,
10 JUNE 2021 AT 11:00 AM**

SECTION: 1

**CONDITIONS AND UNDERTAKINGS BY RESPONDENT IN RESPECT
OF THIS RFI**

CONDITIONS AND UNDERTAKINGS BY RESPONDET IN RESPECT OF THIS RFI

1. Proprietary Information:

Industrial Development Corporation of SA Ltd (IDC) considers this Request for Information (RFI) and all related information, either written or verbal, which is provided to the respondent, to be proprietary to IDC. It shall be kept confidential by the respondent and its officers, employees, agents and representatives. The respondent shall not disclose, publish, or advertise this specification or related information to any third party without the prior written consent of IDC.

2. Enquiries

All communication and attempts to solicit information of any kind relative to this request should be channeled to:

2.1 Contact person (all technical questions should be in writing)

Name: Mr Joseph Phiri

Telephone Number: Office: +27 11 269 3810

Email address: josephp@idc.co.za

3. Enquiries in relation to this RFI will not be entertained after **16h00 on 3 June 2021**.

- The enquiries will be consolidated and IDC will issue one response and such response will be posted, within two days after the last day of enquiries, onto the IDC website (www.idc.co.za) under tenders i.e. next to the same RFI document.
- The IDC may respond to any enquiry in its absolute discretion and the Respondent acknowledges that it will have no claim against the IDC on the basis that its response was disadvantaged by lack of information, or inability to resolve ambiguities.

All dates and times in this RFI are based on South African Standard Time (GMT+2). The dates and times stipulated in this RFI are subject to change at the IDC's sole discretion. Any such changes will be communicated by the IDC to service providers using the same channel used to publish this RFI. These dates and times do not create an obligation on the part of the IDC to take any action or create any right for a service provider to demand that the IDC executes a certain action on a specific date at a certain time.

4. All the documentation submitted in response to this RFI must be in English.

5. Respondents should check the numbers of the pages to satisfy themselves that none are missing or duplicated. No liability will be accepted by IDC in regard to anything arising from the fact that pages are missing or duplicated.

6. IDC's RIGHTS

- 6.1 **The IDC reserves the right, at its sole discretion, to restrict any subsequent Request for Proposal (RFP) or Request for Response (RFB) to respondents of this RFI only.** Any subsequent RFP or RFB process will be conducted on IDC's standard terms and conditions and may include the acceptance and signing of a Non-Disclosure Agreement (NDA) by all invited respondents to protect sensitive and confidential information which the IDC may share with such respondents.
- 6.2 The IDC reserves the right to clarify any aspect of information provided / submitted with respondents to this RFI.

SECTION: 2

REQUEST FOR INFORMATION FUNCTIONAL DETAILS

SECTION 2: RFI FUNCTIONAL DETAILS

1. Background Information

The Industrial Development Corporation (IDC) is one of South Africa's largest national development finance institution (DFI) whose primary objectives are to promote the establishment of new industries and the development of existing industries. This objective is achieved by developing, supporting and funding of projects and deals in new and existing industries aligned to the industrial goals of South Africa. The IDC offers funding, investment and support in the following sectors:

- Agro-Processing and Agriculture;
- Automotive and Transport Equipment;
- Basic and Speciality Chemicals;
- Chemicals, Pharmaceuticals & Industrial minerals Products;
- Clothing & textiles, Wood Products;
- Infrastructure;
- Energy;
- Heavy Manufacturing;
- Machinery, Equipment and Electronics;
- Mining and Metals;
- Media & Audio Visual; and
- Tourism & Services.

The Industrial Development Corporation is also responsible for managing the deals and projects through to completion and commercial operation including portfolio management in the Client Growth and Support Division. Within this division some companies may become distressed due to market and operational reasons.

The Industrial Development Corporation within its Business Advisory and Turnaround Department identifies business partners who are in distress and seeks to assist them with a diagnostic and turnaround strategy. In most cases urgent intervention is required from specific industry and turnaround specialists. IDC seeks to establish a panel from which the appropriate resources can be assigned to the distressed Business Partners.

Thus the IDC request information regarding your company and your services that could potentially address this need. This information will form the basis for a Request for Proposal (RFP) or Request for Response (RFB) which may be published at a later stage.

2. Scope of Work

The respondent(s) is expected to achieve the following outcomes in the the event that they are selected to be considered for the panel.

- Do a deep dive diagnosis to identify the root cause of distress in IDC's Business Partners.
- Where applicable, develop a stabilisation and funding plan, aimed at sustaining company operations in the short to medium term.
- To co-create, with IDC Turnaround Specialists and IDC's Business Partners' management teams, bankable and comprehensive turnaround and funding plans that meet the requirements of IDC and other strategic stakeholders.
- Where applicable manage the implementation of the approved turnaround and funding plans and report on the progress.

3. Technical Capabilities, Systems and Frameworks

Prospective respondents should provide details of their technical capabilities, as well as the systems and frameworks utilized to advise on Turnaround projects.

Strong network/access to other skills not explicitly stated in this scope but without which the Business Partner turnaround would not succeed.

4. Selection of prequalified respondents

The purpose of this RFI is to determine the skills and expertise in the market required to inform IDC's panel of Turn Around and Business Advisory Specialists where shortlisted respondents may be invited to participate in the subsequent Request for Proposal (RfP).

5. Completeness & Responsiveness Assessment

- 5.1. Information submitted by Respondents will first be assessed for completeness and responsiveness. IDC shall reject any Information that is not substantially responsive to the requirements of this RFI document.
- 5.2. Any Information lacking any Statement or Declaration (concerning the Resolution by the Board) as listed under 7.3 (as applicable) will be considered incomplete and rejected.
- 5.3. Any Information submitted will not be considered substantially responsive if it fails to present three references for the requested information. Any additional reference will increase the score of the Respondent.

The below criteria will be assessed holistically taking into account all responses to determine whether the respondent will be able to provide solution/s to the IDC.

Technical Criteria	Scoring
<p>Criterion 1: The respondents should have a minimum five (5) years experience in Turnaround and Advisory Services to Private Equity/ Development Finance Institution and/or Commercial Banks, with relevance to distressed assets. Recent projects should be within the last 5 years.</p> <p>The Respondent should provide a detailed company profile detailing its experience, its access to networks, its framework of operations and market knowledge in which they operate, etc. The respondent must in addition, also provide at least three (3) contactable references where the respondent has provided similar services in the last five (5) years.</p> <p>Refer to APPENDIX 1 for the format of how References of Projects should be provided.</p>	40
<p>Criterion 2: The respondents' Team Leads should have a minimum of ten (10) years experience in the Turnaround and Advisory Services and they need to be accredited and in good standing with industry bodies such SARIPA, TMA etc.</p> <p>Refer to APPENDIX 2 for the format of how the response should be provided.</p>	30
<p>Criterion 3: The respondents should have experience in at least one (1) of the sectors that IDC participates in and have a support structure required to do a turnaround and funding plan such as financial modelling, tax and legal experts etc.</p> <p>Refer to APPENDIX 3 for the format of how the response should be provided.</p>	30
<p><u>Overall Technical Score available</u></p>	100

5.4. Only Respondents who present at least three (3) references for the above criteria will be considered for shortlisting. Among these, IDC will shortlist technically qualifying service providers, to whom the Request for Proposals (RfP) to carry out the services shall be sent.

5.5. Disqualified Respondents will be informed accordingly by email to the authorized representative of the Respondent.

6. Submission of Information

6.1 RFI responses must be submitted in electronic format only and must be e-mailed to the dedicated e-mail address as provided herein.

6.2 RFI responses should be in generally acceptable / standard electronic file format/s (i.e. Microsoft suite of products or pdf) to enable access thereto by the IDC for purposes of evaluating responses received. Where documents are presented in a format which cannot be accessed by the IDC through generally acceptable formats, such response response will be disqualified. The closing date for the submission of RFI is **10 June 2021** not later than **11:00 AM** (before midday). No late RFI will be considered. RFI's must only be sent to tenders@idc.co.za. RFI's sent to any other

email address other than the one specified herein will be disqualified and will not be considered for evaluation. It is the respondent's responsibility to ensure that the response is sent to the correct email address and that this is received by the IDC before the closing date and time in IDC's dedicated tender e-mail inbox / address (tenders@idc.co.za).

- 6.3 Respondents are advised to submit / send its RFI responses at least **30 minutes** before the 11:00 AM deadline to avoid any Information Technology (IT) network congestions or technical challenges in this regard which may result in response responses being received late. IDC's e-mail servers are configured to receive e-mails with sizes up to **50MB**.
- 6.4 The IDC will not be held responsible for any of the following:
- 6.4.1 Responses sent to the incorrect email address;
 - 6.4.2 Responses being inaccessible due to non-standard electronic file formats being utilized to submit responses by respondents;
 - 6.4.3 Any security breaches and unlawful interception of tender / response responses by third parties outside the IDC's IT network domain;
 - 6.4.4 Responses received late due to any IT network related congestions and/or technical challenges; and
 - 6.4.5 Responses with file size limits greater than IDC's e-mail receipt capacity of 50MB.
- 6.5 Only responses received via the specified email address will be considered.
- 6.6 Where a complete (Inclusive of all Schedules) response response is not received by the IDC in its electronic email tender box (tenders@idc.co.za) by the closing date and time, such a response will be regarded as incomplete and late. Such late and / or incomplete response will be disqualified. It is the IDC's policy not to consider late responses for tender evaluation.
- 6.7 Amended responses may be sent to the electronic tender box (tenders@idc.co.za) marked "Amendment to RFI Response" and should be received by the IDC before the closing date and time of the RFI.

7. Preparation of Responses

- 7.1 All the documentation submitted in response to this RFI must be in English.
- 7.2 The respondent is responsible for all the costs that it shall incur related to the preparation and submission of the response document.
- 7.3 Responses submitted which are comprised of companies must be signed by a person or persons duly authorised thereto by a resolution of the applicable Board of Directors, a copy of which Resolution, duly certified, must be submitted with the response.
- 7.4 The respondent should check the numbers of the pages of its response to satisfy itself that none are missing or duplicated. No liability will be accepted by IDC in regard to anything arising from the fact that pages of a response are missing or duplicated.

8. Response Format

Respondents shall submit their Information in accordance with the format specified below (**each schedule must be clearly marked**). All the documentation submitted in Information must be in English.

9. Cover Page

The cover page must clearly indicate the RFI reference number, RFI description and the company's name including any potential JV members and Sub-Consultants as well as contact details for an authorized representative of the Respondent.

APPENDIX 1: Reference Project format

Ref no : 1	Project title						
Name of Respondent (declaring consultant)	Project Country / Location	Overall project value (ZAR)*	Proportion carried out by the Respondent (%)*	Name of client	Industry / Sector in which client operates	Project Dates (start and end)	Name of JV members, if any
...
Detailed description of project (background, objectives and main activities)						Services provided by the Respondent for the project	
Describe the project background, objectives and main activities rendered hereunder:						Name of Client: Address of Client: Contact Person: Telephone number: Email-Address:	

Ref no : 2	Project title						
Name of Respondent (declaring consultant)	Project Country / Location	Overall project value (ZAR)*	Proportion carried out by the Respondent (%)*	Name of client	Industry / Sector in which client operates	Project Dates (start and end)	Name of JV members, if any
...
Detailed description of project (background, objectives and main activities)						Services provided by the Respondent for the project	
Describe the project background, objectives and main activities rendered hereunder:						Name of Client: Address of Client: Contact Person: Telephone number: Email-Address:	

Ref no : 3	Project title						
Name of Respondent (declaring consultant)	Project Country / Location	Overall project value (ZAR)*	Proportion carried out by the Respondent (%)*	Name of client	Industry / Sector in which client operates	Project Dates (start and end)	Name of JV members, if any
...
Detailed description of project (background, objectives and main activities)						Services provided by the Respondent for the project	
Describe the project background, objectives and main activities rendered hereunder:						Name of Client: Address of Client: Contact Person: Telephone number: Email-Address:	

Ref no : 4	Project title						
Name of Respondent (declaring consultant)	Project Country / Location	Overall project value (ZAR)*	Proportion carried out by the Respondent (%)*	Name of client	Industry / Sector in which client operates	Project Dates (start and end)	Name of JV members, if any
...
Detailed description of project (background, objectives and main activities)						Services provided by the Respondent for the project	
Describe the project background, objectives and main activities rendered hereunder:						Name of Client: Address of Client: Contact Person: Telephone number: Email-Address:	

APPENDIX 2: List of Team Leads

The respondents' Team Leads should have a minimum of ten (10) years experience in the Turnaround and Advisory Services and they need to be accredited and in good standing with industry bodies such SARIPA, TMA etc

Name	Years of Professional Experience providing the Turnaround Services.	Years of experience working with DFI's, Private Equity and/or Commercial Banks	Relationship with the Respondent*	Country/Regional Experience	Relevant Project References (Description of project-related experience and indication of relevant Sector preferably aligned with IDC Sectors as listed herein)	Professional Body Accreditations (please list relevant body)

*For freelance experts (e.g. with retainer contracts or formal agreements) indicate "FE" and how long the expert has been associated with the Respondent. For sub-consultant staff indicate "Sub". Staff from affiliated firms of the Respondent shall be considered as sub-consultant staff. If no acronym is indicated, it is assumed that the staff is permanently employed by the Respondent.

APPENDIX 3: List of Available Personnel Structure

The respondents should have experience in at least one (1) of the sectors that IDC participates in and have a support structure in place to do a turnaround and funding plan such as financial modelling, tax and legal experts etc.

Access to Expertise Required for the Assignment

Complete the list below to demonstrate the extent to which you have access (internally / externally) to expertise required for this assignment. Include home-office project management / administration and backs-stopping personnel. Include freelance personnel and sub-consultant staff, if applicable. Do not attach CVs. The Respondent shall demonstrate the depth of their own capacity by naming potential candidates for the project team. The focus is on access and availability to project relevant in-house expertise. While it is understood that prequalified Respondents are not required to include staff named below into the proposal during the RFP process, it is expected that the level of in-house expertise in the proposal is consistent with the level demonstrated in this RFI.

Name	Years of Professional Experience providing the Turnaround Services.	Years of experience working with DFI's, Private Equity and/or Commercial Banks	Relationship with the Respondent*	Country/Regional Experience	Relevant Project References (Description of project-related experience and indication of relevant Sector preferably aligned with IDC Sectors as listed herein)	Project Cost-size of distressed Portfolio Managed or Exposure of Businesses where Turnaround services were provided.

*For freelance experts (e.g. with retainer contracts or formal agreements) indicate "FE" and how long the expert has been associated with the Respondent. For sub-consultant staff indicate "Sub". Staff from affiliated firms of the Respondent shall be considered as sub-consultant staff. If no acronym is indicated, it is assumed that the staff is permanently employed by the Respondent