

REQUEST FOR PROPOSAL

(RFP Reference Number: FSTC – 2026/02)

Provision of Professional Services: Enterprise Change Management, Culture Integration and Employee Engagement Interventions.

OPENING DATE: MONDAY, 12 OCTOBER 2026

CLOSING DATE: FRIDAY, 23 OCTOBER 2026

TIME: 16h00

1. Background

The Financial Sector Transformation Council (FSTC) is a non-profit organisation mandated in accordance with the Financial Sector Code (FS Code), gazetted under Section 9 (1) of the Broad-Based Black Economic Empowerment (B-BBEE) Act 53 of 2003 as amended by Act 46 of 2013, to drive and measure transformation within the financial services sector of South Africa.

To strengthen its organisational culture, enhance employee engagement, and drive sustained high performance across the Secretariat, the FSTC intends to appoint a qualified professional service provider to design and facilitate integrated Change Management, Team Building/Integration, and Employee Rewards and Recognition interventions.

2. Objective of the Assignment

The primary objective of this Request for Proposal (“RFP”) is to appoint an experienced change management and organisational development service provider to design and lead a structured culture transformation, team integration, and employee engagement initiative for the FSTC Secretariat (15 - 20 employees). The programme aims to build a high-performing, high-functioning team by fostering psychological safety, strengthening trust and collaboration, aligning leadership behaviours with organisational and operational goals, facilitating seamless team integration, and embedding sustainable practices that enhance accountability, communication, and performance. The initiative will also establish a sustainable Employee Rewards and Recognition Framework that reinforces desired behaviours, promotes employee engagement, and contributes to long-term organisational effectiveness.

3. Scope of Work

3.1 Target Audience and Delivery Model

- **Cohort Size:** 15 to 20 staff members across all operational levels (including upcoming 2027 intake).
- **Cohort Profile:** Mixed-level Secretariat cohort requiring baseline culture diagnostics, leadership coaching, and team integration.
- **Delivery Format:** Face-to-face, facilitator-led workshops, team alignment sessions, and executive coaching (with provision for hybrid/virtual touchpoints where necessary).

3.2 Core Curriculum and Strategic Pillars

The proposed intervention must cover, at a minimum, the following core thematic areas:

- **Pillar 1: Culture Diagnostics and Change Readiness:** Conducting organisation-wide change readiness assessments, culture diagnostics, and stakeholder impact analyses to identify operational friction points and establish a baseline for psychological safety.

- **Pillar 2: Leadership Sponsorship and Alignment:** Delivering executive alignment workshops, setting transparent team norms, and training leadership on empathetic management and courageous conversations.
- **Pillar 3: Team Building and Operational Integration:** Facilitating structured, outcome-based team alignment workshops to enhance cross-functional collaboration, resolve conflict, and improve trust across departments.
- **Pillar 4: Employee Rewards and Recognition Framework:** Designing and implementing a value-based Employee Rewards and Recognition Policy and supporting framework encompassing both non-monetary peer-to-peer appreciation and formal performance-linked awards.
- **Pillar 5: Stakeholder Engagement and Communication:** Establishing multi-channel internal communication mechanisms and employee pulse checks to manage change fatigue and ensure sustained adoption.

3.3 Diagnostics, Facilitation, and Impact Measurement

- **Pre-Assessment:** Baseline survey and diagnostic focus groups prior to intervention delivery to profile cultural friction points and readiness.
- **In-Class / Workshop Activities:** Interactive, scenario-based workshops and team-building exercises (>90% in-person engagement).
- **Post-Assessment:** Post-intervention pulse survey to evaluate sentiment shifts, adoption, and cultural alignment.
- **Impact Reporting:** A comprehensive report detailing baseline shifts, key findings, and long-term sustainment recommendations for the Human Resources and Remuneration (HRR) Committee.

4. Deliverables

- Pre-intervention culture readiness diagnostic tool and baseline findings report.
- Tailored workshop materials, change management toolkits, and leadership enablement guides.
- Facilitation of executive alignment and team building/ integration workshops.
- Development of an Employee Rewards and Recognition Policy and operational implementation framework.
- Post-intervention evaluation and sentiment pulse assessment.
- Consolidated Impact Assessment Report (including pre/post comparative analysis and long-term sustainment recommendations for the HRR Committee).

5. Timelines and Execution

- **RFP Award Date:** April 2027
- **Pre-Assessment and Preparations:** Quarter Two 2027

- **Change Management Programme Rollout:** July to November 2027 (Quarter Three to Quarter Four 2027), following completion of the pre-assessment and approval of the baseline findings report.

6. Eligibility and Qualification Requirements

Interested service providers/institutions must demonstrate:

- **Experience and Track Record:** Minimum of five (5) years' experience in delivering organisational change management, culture transformation, and HR interventions within corporate or public sector environments.
- **Team Expertise:** Multidisciplinary project team with relevant qualifications in Industrial/Organisational Psychology, Change Management (e.g., Prosci/CCMP), and Executive Coaching.
- **Accreditation:** Accredited with the Services SETA or ETDP SETA as an Assessor/Facilitator, or alignment with SAQA unit standards.
- **B-BBEE Status:** Preference will be given to high B-BBEE contributor levels (e.g., Level 1 / 2).
- **Location:** Lead facilitators and coaches must be accessible for face-to-face workshop delivery in Gauteng.
- **Independence:** Provider must maintain independence and be free from conflicts of interest.

7. Submission Requirements

Proposals must include the following components:

7.1 Technical Proposal

- Detailed methodology and proposed framework for change management, team integration, and reward and recognition policy design.
- Delivery schedule, participant support model, and impact measurement approach.
- Company profile, proof of valid legal registration, and valid B-BBEE certificate/affidavit.
- Resumes/CVs of key facilitators, industrial psychologists, and coaches.
- Minimum of three (3) verifiable client reference letters from similar corporate/public sector engagements completed within the past five (5) years.

7.2 Financial Proposal (Quotation)

- All-inclusive pricing structure for the total cohort / Secretariat engagement (VAT inclusive and exclusive).
- Breakdown of costs including diagnostic tools, facilitation, policy drafting, materials, and reporting.

8. Submission Details and Enquiries

- **Submission Address:** Bids must be submitted electronically to: vutlharis@fstc.org.za
- **Closing Date:** Friday 23 October 2026 at 16h00
- **Enquiries:** Written enquiries may be directed to Vutlhari Shihundla (vutlharis@fstc.org.za)

Disclaimer and Notice

- *This RFP does not constitute an offer of employment or contract by the FSTC.*
- *No contractual relationship is established until a formal service level agreement is signed.*
- *FSTC reserves the right to amend, withdraw, or cancel the RFP process at its discretion.*
- *Non-compliance with submission instructions will result in automatic disqualification.*
- *The service provider shall bear all costs of preparation and submission.*
- *By submitting information, the service provider consents to the processing of personal information in terms of the Protection of Personal Information Act (POPIA), No. 4 of 2013, and indemnifies the FSTC against any claims arising from non-compliance.*