

---

## **TERMS OF REFERENCE**

### **CONDUCTING ORGANISATIONAL MATURITY ASSESSMENT FOR THE EASTERN CAPE GAMBLING BOARD**

---

#### **1. INTRODUCTION AND BACKGROUND**

- 1.1 The Eastern Cape Gambling Board (ECGB) has an overriding responsibility of regulating all gambling activities, as well as protecting punters and informing the public about legal and illegal gambling in terms of the Eastern Cape Gambling Act (Act 5 of 1997), (as amended). Additionally, the ECGB is governed by the National Gambling Act (Act 7 of 2004), (as amended). These are the two core acts that govern the gambling and betting environment in the Eastern Cape Province. Other public sector and company related legislation is also applicable to the work and compliance of the ECGB.
- 1.2 The mandate of the ECGB is to regulate or control all gambling activities within the Eastern Cape Province. This includes the issuing and revocation of gambling licenses, exclusion of problem gamblers, and protection of the public against unscrupulous gambling practices and control of illegal gambling activities in the province.
- 1.3 The vision of the ECGB is: “The Best, most Efficient and Empowering Gaming Regulator”. The mission of the ECGB is listed as:
  - 1.3.1 We are committed to promoting a socially responsible industry through regulation, licensing and appropriate enforcement.
  - 1.3.2 We will ensure that the Eastern Cape gaming industry is conducted honestly and competitively with maximum contribution to society.
  - 1.3.3 We will achieve this through providing excellent service to our stakeholders and through facilitating socio-economic benefits to communities within which we operate.
- 1.4 The Eastern Cape Gambling Board is required to conduct organizational maturity assessment every one year with the last assessment conducted in 2022/23 financial year.
- 1.5 The ECGB therefore sought to assess its organisational performance maturity every two years to ensure that the effective functionality of all governance processes and components of the ECGB are performing at a maximum level.

- 1.6 The assessment shall be based on the requirements of the ECGB existing Organizational Maturity Framework and an existing electronic assessment tool/questionnaire in order to determine its maturity level and report on the overall outcome against the set target of level 4 maturity i.e. outcome that will enable the ECGB to indicate and report on its level of organizational maturity by the end of 2023/24 financial year.

## **2. OBJECTIVE**

- 2.1 The objective of this request is to appoint a service provider that will independently conduct an assessment of organisational maturity level of the ECGB using the existing ECGB Organisational Maturity Framework and existing ECGB electronic assessment tool/questionnaire and make recommendations with regards to what is necessary to improve or maintain the target of organisation maturity level 4.

## **3. KEY DELIVERABLES, SCOPE AND APPROACH**

- 3.1 The service provider must independently conduct an assessment that will measure the organisation's maturity level, guided by the ECGB existing Organizational Maturity Framework and an electronic assessment tool/questionnaire. The assessment must include all employees at all levels within the organisation.
- 3.2 Ensure a consultative process wherein it starts with an introductory workshop with all staff regarding the envisaged Organizational Maturity assessment, expectations and outline the approach to Management and all staff of the ECGB.
- 3.3 The approach for the maturity assessment is to be an electronic completed as an on-line survey by a cross-section of staff from the ECGB. There has to be a sample selected comprised of staff members across the various ECGB grades, business units and is to be sensitive to gender balances in the units. (60% of the staff should be sampled as true reflection of the population of the staf of ECGB).
- 3.4 Validation interviews with selected respondents to verify their responses and provide additional feedback not possible in an on-line survey be conducted as well.
- 3.5 The service provider will utilise their own survey method within the ECGB existing Organizational Maturity Framework defined levels of maturity to conduct the assessment. This methodology shall be outlined on the submission of this request together with projected duration of the project which should not go beyond end of February 2024.

- 3.6 A report on the outcomes / results of assessment must be prepared by the service provider and presented to management and all staff.
- 3.7 The report must include the findings and a proposed action plan with practical interventions to be implemented in order to address any areas of improvement identified.
- 3.8 It must be noted that the previous year 2022 assessment showed a lack of responses which could be an indicator of a lack of interest, general apathy among staff and / or “survey / consultant fatigue”. This hypothesis was presented to all staff but did not elicit any responses and was therefore not explored further. In this regard a service provider has to find a mechanism to attract staff to participate in the organizational maturity assessment.

#### 4. DURATION OF THE ASSESSMENT

- 4.1 The organizational maturity assessment must be conducted within two months and completed by 28 February 2024 which means it should not go beyond end of February 2024.

#### 5. CONTACT DETAILS

Name: Ms. Thandi Malotana

E-mail: [procurement@ecgb.org.za](mailto:procurement@ecgb.org.za)

Tel no.: 043 - 702 8307

PREPARED BY:



D. MZONKE  
SOP & R SPECIALIST

07/09/2023

DATE

SUPPORTED BY:

\_\_\_\_\_  
L. TSHOKO  
STRATEGIC MANAGEMENT SERVICES MANAGER

\_\_\_\_\_  
DATE

APPROVED BY:

\_\_\_\_\_  
Z. MQOBOLI  
CFO & ACTING CSE MANAGER

\_\_\_\_\_  
DATE