

# **TERMS OF REFERENCE FOR THE APPOINTMENT OF A SERVICE PROVIDER TO DEFINE A DESIRED ORGANISATIONAL CULTURE WHICH IS ALIGNED TO THE VALUES, VISION AND MISSION OF THE DEPARTMENT OF MINERAL RESOURCES AND ENERGY (DMRE)**

## **1. BACKGROUND**

- 1.1 The Department of Mineral Resources and Energy has been mandated with the responsibility of ensuring the regulation, transformation and promotion of the mineral and energy sectors, by providing sustainable and affordable energy for growth and development and ensuring that all South Africans derive sustainable benefit from the country's mineral wealth. As the regulator of the minerals and energy sector, the Department will play a pivotal role in the development and promotion of this sector of the economy.
- 1.2 To create and maintain a balance between minerals and energy supply and demand forms the basis of the DMRE's short, medium- and long-term intervention plans. This will require the development of strategic partnerships between government, private sector, and communities. These partnerships will result in improved coordination within the sector and ensure reliable delivery and logistics.
- 1.3 Therefore, there is a need to establish a culture that supports the mandate and strategy of the department. To achieve the above mandate DMRE needs to be responsive to changes and to ensure that its employees are adaptive to change. The departmental culture should embed a proactive approach to changes in the global mineral, energy, and economic environment, which impacts on the supply and demand of minerals and energy which is constantly changing. Considering that the Department of Mineral Resources and Energy is newly established presents a challenge and an opportunity to establish a culture that embraces the aspirations and mandate of the Department.

## **2. CONTRACT PERIOD**

The duration of the contract will be for a period of 18 months from the of signing of the contract.

### **3. OBJECTIVE**

To establish an organizational culture within the DMRE. That culture must assist the organization in improving its performance, unity of purpose and set the tone of how things are to be done within the organization.

### **4. SCOPE OF WORK**

- 4.1 Conduct Organisational Culture diagnostic study
- 4.2 Present outcomes of the study.
- 4.3 Develop a culture change roadmap/framework at Departmental, Branch and Chief Directorate levels.
- 4.4 Facilitate implementation of identified interventions.
- 4.5 Drive values institutionalization process.
- 4.6 Facilitate Team Building exercises.
- 4.7 Drive the leadership alignment process.
- 4.8 Empath knowledge to the Organisational Development and Change Management Unit.

### **5. DELIVERABLES OR PROJECT OUTPUT AND OR OUT COME**

- 5.1 Organisational Culture questionnaire;
- 5.2 Organisational Culture survey outcomes report;
- 5.3 Culture change roadmap/framework; and
- 5.4 Implemented Culture change management intervention.

### **6. COMPANY EXPERIENCE**

- 6.1 Service providers should at least have ten (10) years' experience in designing and conducting culture/climate/ core values surveys as well as change management interventions.
- 6.2 Proof from 3 contactable referees indicating that similar project was executed should be attached.
- 6.3 Failure to submit the above correspondence, bidders will forfeit points in this category.

### **7. QUALIFICATION AND EXPERIENCE OF TEAM LEADER AND TEAM MEMBER**

- 7.1 The Team leader must have a Masters (NQF level 9) in Industrial and Organisational Psychology and must be registered with the Health Professions Council of South Africa (HPCSA) as a Psychologist in the category of Independent Practice (Industrial Psychology); and team members must have a recognized Honours Degree (NQF level 8) in Industrial and Organisational Psychology.

- 7.2 Certified copies of Qualification must be attached to the proposal as proof, failure to do so will result in proposal forfeiting functionality points.

## **8. REPORTING REQUIREMENTS**

- 8.1 The successful service provider in terms of project management will be expected to adhere to the following expectations:
- 8.2 Hold regular meetings with the Project Manager (Director: Organisational Development and Change Management representing the Department of Mineral Resources and Energy to discuss the project status on the implementation of the Project Plan;
- 8.3 Report to the Project Manager regularly to enable the Department to monitor progress effectively (the frequency of the meetings will be determined by both parties);
- 8.4 Submit a progress report on the status of the project every second week by no later than 12h00 on Friday;
- 8.5 Assign suitable, experienced, and qualified personnel to assist with the facilitation and drafting of recording of the proceedings;
- 8.6 Manage and monitor the overall project in consultation with the Project Manager; and
- 8.7 Invoices be accompanied by the required reports for processing of payments.

## **9. WORK PLAN AND METHODOLOGY**

- 9.1 The service providers will be requested to give a quote regarding the work to be undertaken for each session under this project. The total cost must be VAT inclusive and should be quoted using the South African currency (i.e. Rand).
- 9.2 Quotes must be inclusive of all the services to be rendered.

## **10. ROLE AND RESPONSIBILITY**

- 10.1 The Preferred Service Provider (PSP) must provide services in accordance with the Terms of Reference, and with all reasonable care, diligence, skill, efficiency and economy, in accordance with generally accepted professional techniques and standards and shall observe sound management practices.
- 10.2 Regular management and other reports as stipulated in the Terms of Reference and/or required by the Department will be maintained by the PSP.
- 10.3 The Department shall nominate a representative for the purposes of, among others, holding regular meetings with the PSP.
- 10.4 The Department shall designate, in writing, a person or persons to act with complete authority in giving instructions and receiving communications on behalf of the

Department and interpreting and defining the Department's policies and requirements regarding the Services.

## **11. CONFIDENTIALITY OF INFORMATION**

Information/ data to be provided to the service provider will remain the property of DMRE and the service provider should treat all the data with the required confidentiality and return all the data to the DMRE after the completion of the project.

## **12. PAYMENT**

The Department will not make an upfront payment to a successful service provider. Payments will only be made in accordance with the delivery of service that will be agreed upon by both parties and receipt of an original invoice.

## **13. TAX CLEARANCE CERTIFICATE**

- 13.1 The potential service provider/s must ensure compliance with their tax obligations.
- 13.2 The potential service provider/s is/are required to submit their unique personal identification number (pin) issued by SARS to enable the organ of state to view the taxpayer's profile and tax status.
- 13.3 Application for tax compliance status (TCS) or pin may also be made via e-filing. To use this provision, taxpayers will need to register with SARS as e-filers through the website [www.sars.gov.za](http://www.sars.gov.za).
- 13.4 The potential service provider may also submit a printed TCS together with the proposal.
- 13.5 In proposals where consortia / joint ventures / sub-contractors are involved, each party must submit a separate proof of TCS / pin / CSD number.
- 13.6 Where no TCS is available but the potential service provider/s is registered on the central supplier database (CSD), a CSD number must be provided

## **14. EVALUATION METHODOLOGY**

### **14.1 Phase 1: Compliance and Technical Review:**

- 14.1.1 Each submission is checked for compliance. The following documents are compulsory:

|                                   |  |
|-----------------------------------|--|
| A valid Tax Clearance Certificate |  |
| A valid B-BBEE Certificate        |  |
| Signed SBD forms                  |  |

|                                                                                                                                                                     |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Proof of CSD registration                                                                                                                                           |  |
| Disqualification criteria (if not registered with HPCSA)<br>Proof of registration of Team Leader registered with Health Professions Council of South Africa (HPCSA) |  |

14.1.2 Service providers will be evaluated based on functionality. The minimum threshold for functionality is 70 out of 100 points. Service providers who fail to meet the minimum threshold will be disqualified and will not be evaluated further for price and preference points for B-BBEE.

| NO | CRITERIA                                                                                                                                                                                                                                                                                                                            | SCORING                                                                                                                                                                                                                                                                  | WEIGHTS                      |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| 1  | <b>Company Experience:</b><br><br>(i) Service providers should at least have ten (10) years' experience in designing and conducting culture/climate/ core values surveys as well as change management interventions.<br><br>(ii) Proof from 3 contactable referees indicating that similar project was executed should be attached. | 16 years or more = 5 points<br>11 to 15 years = 4 points<br>10 years = 3 points<br>6 to 9 years = 2 points<br>5 years or less = 1 point<br><br>5 letters or more = 5points<br>4 letters = 4 points<br>3 letters = 3 points<br>2 letters = 2 points<br>1 letter = 1 point | <b>15</b><br><br>10<br><br>5 |

|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                  |                                              |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|
| 2  | <p><b>Team leader Accreditation and team members</b></p> <p>(i) Team Leader must have at least ten (10) years' experience in designing and conducting culture/climate/ core values surveys as well as change management interventions.</p> <p>(ii) Five (5) years' experience in a managerial position in relation to the above. CV's must be attached as proof</p> <p>(iii) Individual team members must have at least five (5) years practical experience in designing and conducting culture/climate/ core values surveys as well as change management interventions. CV's must be attached as proof.</p> | <p>15 years or more = 5 points<br/>12 years = 4 points<br/>10 years = 3 points<br/>7 years = 2 points<br/>5 years or less = 1 point</p> <p>7 years or more = 5 points<br/>6 years = 4 points<br/>5 years = 3 points<br/>4 years = 2 points<br/>3 years or less = 1 point</p> <p>7 years or more = 5 points<br/>6 years = 4 points<br/>5 years = 3 points<br/>4 years = 2 points<br/>3 year or less = 1 point</p> | <p><b>20</b></p> <p>10</p> <p>5</p> <p>5</p> |
| 3. | <p><b>Qualifications:</b></p> <p>(i) Team leader must possess a minimum of a Masters (NQF level 9) in Industrial and Organisational Psychology and must be registered with the Health Professions Council of South Africa (HPCSA) as a Psychologist in the category of Independent Practice (Industrial Psychology)</p>                                                                                                                                                                                                                                                                                      | <p>Prof (Pub Artic) = 5 points<br/>PHD = 4 points<br/>Masters = 3 points<br/>Honours Degree = 2 points<br/>Diploma = 1 point</p>                                                                                                                                                                                                                                                                                 | <p><b>20</b></p> <p>10</p>                   |

|   |                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                      |
|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
|   | <p>N:B Copies of certified certificates must be attached to the proposal as proof</p> <p>(ii) Team members must possess a minimum of a must have a recognized Honours Degree (NQF level 8) in Industrial and Organisational Psychology Proof of certified certificates must be attached.</p> <p>N:B Copies of certified certificates must be attached to the proposal as proof</p> | <p>PHD = 5 points</p> <p>Masters = 4 points</p> <p>Honours Degree = 3 points</p> <p>Diploma = 2 points</p> <p>Matric = 1 point</p>                                                                                                                                                                                                                                                                                                                 | 10                                   |
| 4 | <p><b>Project Plan:</b><br/>Project/ Execution Plan and Management should be attached.</p> <p>Proposed Methodology</p>                                                                                                                                                                                                                                                             | <p>Detailed Project with activities, milestones, timeframes, and extra resources = 5 points</p> <p>Detailed project with activities, timeframes, and milestones = 3 points</p> <p>Project plan not detailed = 2 points</p> <p>No project plan attached = 1 point</p> <p>Detailed methodology with extras = 5 points</p> <p>Detailed methodology = 3 points</p> <p>Methodology not detailed services = 2 points</p> <p>No methodology = 1 point</p> | <p><b>35</b></p> <p>20</p> <p>15</p> |

|              |                        |                                                                                                                                       |            |
|--------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------|------------|
|              | <b>Skills Transfer</b> | Detailed Proof of capability to Transfer skill =5 points<br>Non submission of proof of capability Transfer skill not provided=1 point | <b>10</b>  |
| <b>Total</b> |                        |                                                                                                                                       | <b>100</b> |

**For purpose of evaluating functionality, the following values will be applicable:**

|           |                  |                                             |
|-----------|------------------|---------------------------------------------|
| <b>1=</b> | <b>Very poor</b> | Does not understand the requirements        |
| <b>2=</b> | <b>Poor</b>      | Will not be able to fulfil the requirements |
| <b>3=</b> | <b>Average</b>   | Will partially fulfil the requirements      |
| <b>4=</b> | <b>Good</b>      | Will be able to fulfil the requirements     |
| <b>5=</b> | <b>Excellent</b> | Will fully fulfil the requirements          |

## **15. PHASE 2: PRICING AND BBBEE**

**15.1** Bids will be evaluated on the 80/20 preference point system as outlined in the Procurement Preferential Regulation of 2017. Bidder that scores the highest points in this phase will be awarded the tender.

| CRITERIA                        | WEIGHT |
|---------------------------------|--------|
| Price                           | 80     |
| B-BBEE Status level contributor | 20     |

## **15.2 COST / PRICING**

- 15.2.1 The service provider will be requested to provide a quoted proposal regarding the work to be undertaken.
- 15.2.2 The total cost must be VAT inclusive and should be quoted in South African Rands (i.e. ZAR).
- 15.2.3 The service provider should provide hourly rates as prescribed by Department of Public Service and Administration (DPSA), Auditor- General (AG) or the body regulating the profession of the consultant.
- 15.2.4 The service Provider should provide (Subsistence & Travel (S&T)) rates that are in aligned to the National Treasury instruction note as follows:

- i) Hotel Accommodation – R1550 per night per person, including breakfast, dinner, and parking.
- ii) Air travel must be restricted to economy class
- iii) Claims for kilometres may not exceed the rates approved by the Automobile Association of South Africa.

### **15.3 BROAD-BASED BLACK ECONOMIC EMPOWERMENT**

- 15.3.1 Provisions of the Preferential Procurement Policy Framework Act (PPPFA) of 2000 and its regulation of 2017 will apply in terms of awarding points.
- 15.3.2 Bidders are required to submit original and valid B-BBEE Status Level Verification Certificates or certified copies thereof together with their bids, to substantiate their B-BBEE rating claims.
- 15.3.3 Bidders who do not submit their B-BBEE status level verification certificates or are non-compliant contributors to B-BBEE will not qualify for preference points for B-BBEE.
- 15.3.4 Accounting Officers must ensure that the B-BBEE Status level Verification Certificates submitted are issued by the following agency:
- Verification agencies accredited by SANAS.
- 15.3.5 Bidders who qualify as EMEs and QSEs must submit:
- Sworn affidavit signed by the EME or QSE representative and attested by a Commissioner of oath.

15.4. The table below depicts the B-BBEE status level of contribution:

| <b>B-BBEE Status Level of Contributor</b> | <b>Number of points (80/20 system)</b> |
|-------------------------------------------|----------------------------------------|
| 1                                         | 20                                     |
| 2                                         | 18                                     |
| 3                                         | 14                                     |
| 4                                         | 12                                     |
| 5                                         | 8                                      |
| 6                                         | 6                                      |
| 7                                         | 4                                      |
| 8                                         | 2                                      |
| Non-compliant contributor                 | 0                                      |

**16      CONDITION OF THE CONTRACT**

- 16.1      The appointed service providers will enter into a Service Level Agreement prior to commencement of the project.
- 16.2      The Department reserves the right to terminate the appointment of any part thereof, at any stage of completion should the Department decide not to proceed with the project.
- 16.3      Should the contract between the Department and the service provider be terminated by either party due to reasons not attributed to the service providers, the service providers will be remunerated for the appropriate portion of work completed.

**17      FORMAT OF SUBMISSION OF PROPOSAL**

- 17.1      Service providers are requested to submit **four (4)** copies of technical proposals plus the original.
- 17.2      Service providers are requested to index their proposals for easy reference.

**18      PRE-BID MEETING / BRIEFING SESSION DETAILS-**

A non-compulsory briefing session will be held virtually on **03 February 2022 at 11:00** through **Microsoft Teams**. **Companies will find the meeting link on DMRE Website or kindly send email to Lucia.Nkhethoa@dmre.gov.za to receive the meeting link.**

**18      CLOSING DATE**

Proposals must be submitted on or before on or before **11 February 2022 at 11:00** at Department of Minerals Resource and Energy, at 70 Meintjies street, Sunnyside Pretoria in the bid box marked Department of Minerals Resource and Energy. **No late bids will be accepted.**

**19      ENQUIRIES**

**20.1      All general enquiries relating to bid documents should be directed to:**

Ms. Nonhlanhla Zingwevu/ Ms. Lucia Nkhethoa

Tel No: (012) 444 3055 /444 3778

E-mail: [Nonhlanhla.Zingwevu@dmre.gov.za](mailto:Nonhlanhla.Zingwevu@dmre.gov.za) / [Lucia.Nkhethoa@dmre.gov.za](mailto:Lucia.Nkhethoa@dmre.gov.za)

**20.2      Technical enquiries can be directed to:**

Mr Chris Ramoshaba / Ms Nomakhuwa Mabe

Tel No: 079 525 4965 / 063 683 9517

Email: [Chris.Ramoshaba@dmre.gov.za](mailto:Chris.Ramoshaba@dmre.gov.za) / : [Nomakhuwa.mabe@dmre.gov.za](mailto:Nomakhuwa.mabe@dmre.gov.za)