

PART A INVITATION TO BID

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE INDEPENDENT REGULATORY BOARD FOR AUDITORS (IRBA)					
BID NUMBER:	42/2022/23	CLOSING DATE:	28 October 2022	CLOSING TIME:	12H00
DESCRIPTION	Provisioning of Change Management Training/workshop				
THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM.					
BID RESPONSE DOCUMENTS MAY BE EMAILED TO: Bhekani.Mncwango@kznlgqa.co.za					
22 Dorothy Nyembe street					
The marine building					
Durban					
4001					
SUPPLIER INFORMATION					
NAME OF BIDDER					
POSTAL ADDRESS					
STREET ADDRESS					
TELEPHONE NUMBER	CODE		NUMBER		
CELLPHONE NUMBER					
FACSIMILE NUMBER	CODE		NUMBER		
E-MAIL ADDRESS					
VAT REGISTRATION NUMBER					
		TCS PIN:		OR	CSD No:
B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE [TICK APPLICABLE BOX]		<input type="checkbox"/> Yes <input type="checkbox"/> No		B-BBEE STATUS LEVEL SWORN AFFIDAVIT <input type="checkbox"/> Yes <input type="checkbox"/> No	
IF YES, WHO WAS THE CERTIFICATE ISSUED BY?					
AN ACCOUNTING OFFICER AS CONTEMPLATED IN THE CLOSE CORPORATION ACT (CCA) AND NAME THE APPLICABLE IN THE TICK BOX		<input type="checkbox"/>	AN ACCOUNTING OFFICER AS CONTEMPLATED IN THE CLOSE CORPORATION ACT (CCA)		
		<input type="checkbox"/>	A VERIFICATION AGENCY ACCREDITED BY THE SOUTH AFRICAN ACCREDITATION SYSTEM (SANAS)		
		<input type="checkbox"/>	A REGISTERED AUDITOR		
		NAME:			
[A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE/SWORN AFFIDAVIT(FOR EMEs& QSEs) MUST BE SUBMITTED IN ORDER TO QUALIFY FOR PREFERENCE POINTS FOR B-BBEE]					
ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES /WORKS OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES ENCLOSE PROOF]		ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES ANSWER PART B:3 BELOW]	
SIGNATURE OF BIDDER		DATE			
CAPACITY UNDER WHICH THIS BID IS SIGNED (Attach proof of authority to sign this bid; e.g. resolution of directors, etc.)					
TOTAL NUMBER OF ITEMS OFFERED			TOTAL BID PRICE (ALL INCLUSIVE)		
BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO:			TECHNICAL INFORMATION MAY BE DIRECTED TO:		
IRBA			CONTACT PERSON		
CONTACT PERSON	Bhekani MNCWANGO		TELEPHONE NUMBER		
TELEPHONE NUMBER	031 302 0661		FACSIMILE NUMBER		
FACSIMILE NUMBER			E-MAIL ADDRESS		
E-MAIL ADDRESS	Bhekani.mncwango@kznlgqa.co.za				

PART B

TERMS AND CONDITIONS FOR BIDDING

1. BID SUBMISSION:	
1.1.	BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.
1.2.	ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED–(NOT TO BE RE-TYPED) OR ONLINE
1.3.	BIDDERS MUST REGISTER ON THE CENTRAL SUPPLIER DATABASE (CSD) TO UPLOAD MANDATORY INFORMATION NAMELY:
1.4.	(BUSINESS REGISTRATION/ DIRECTORSHIP/ MEMBERSHIP/IDENTITY NUMBERS; TAX COMPLIANCE STATUS; AND BANKING INFORMATION FOR VERIFICATION PURPOSES). B-BBEE CERTIFICATE OR SWORN AFFIDAVIT FOR B-BBEE MUST BE SUBMITTED TO BIDDING INSTITUTION.
1.5.	WHERE A BIDDER IS NOT REGISTERED ON THE CSD, MANDATORY INFORMATION NAMELY: (BUSINESS REGISTRATION/ DIRECTORSHIP/ MEMBERSHIP/IDENTITY NUMBERS; TAX COMPLIANCE STATUS MAY NOT BE SUBMITTED WITH THE BID DOCUMENTATION. B-BBEE CERTIFICATE OR SWORN AFFIDAVIT FOR B-BBEE MUST BE SUBMITTED TO BIDDING INSTITUTION.
1.6.	THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT 2000 AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2017, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER LEGISLATION OR SPECIAL CONDITIONS OF CONTRACT.
2. TAX COMPLIANCE REQUIREMENTS	
2.1	BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
2.2	BIDDERS 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.
2.3	APPLICATION FOR TAX COMPLIANCE STATUS (TCS) OR PIN MAY ALSO BE MADE VIA E-FILING. IN ORDER TO USE THIS PROVISION, TAXPAYERS WILL NEED TO REGISTER WITH SARS AS E-FILERS THROUGH THE WEBSITE WWW.SARS.GOV.ZA.
2.4	BIDDERS MAY ALSO SUBMIT A PRINTED TCS TOGETHER WITH THE BID.
2.5	IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE PROOF OF TCS / PIN / CSD NUMBER.
2.6	WHERE NO TCS IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.
3. QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS	
3.1.	IS THE BIDDER A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)? <input type="checkbox"/> YES <input type="checkbox"/> NO
3.2.	DOES THE BIDDER HAVE A BRANCH IN THE RSA? <input type="checkbox"/> YES <input type="checkbox"/> NO
3.3.	DOES THE BIDDER HAVE A PERMANENT ESTABLISHMENT IN THE RSA? <input type="checkbox"/> YES <input type="checkbox"/> NO
3.4.	DOES THE BIDDER HAVE ANY SOURCE OF INCOME IN THE RSA? <input type="checkbox"/> YES <input type="checkbox"/> NO
<p>IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN, IT IS NOT A REQUIREMENT TO OBTAIN A TAX COMPLIANCE STATUS / TAX COMPLIANCE SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 ABOVE.</p>	

NB: FAILURE TO PROVIDE ANY OF THE ABOVE PARTICULARS MAY RENDER THE BID INVALID.



REQUEST MEMO FOR GOODS/SERVICES

1. The goods/services, as reflected in the attached Annexure A, are required by this office for:

Description : Change Management process for KwaZulu-Natal Liquor Authority and KwaZulu-Natal Gaming & Betting Board staff)

(When) : To be decided

(Where) : To be decided

The estimated price for the goods/services is

NB: Allocation codes	User Section	Requisition number

Motivation / Reason: THE ENTITY IS IN THE PROCESS OF APPOINTING A SERVICE PROVIDER TO DRIVE THE CHANGE MANAGEMENT PROCESS FOR THE NEW MERGED ENTITY – PRIOR TO AND AFTER THE MERGER.

Signed by: Simphiwe Khumalo
Signed at: 2022-10-12 12:39:08 +02:00
Reason: Witnessing Simphiwe Khumalo

Compiler /End user

Signed by: Bhekani Richman Mncwango
Signed at: 2022-10-12 13:57:45 +02:00
Reason: Witnessing Bhekani Richman Mn

SCMP

Signed by: Siyabonga Hector Masikane
Signed at: 2022-10-12 13:16:31 +02:00
Reason: Witnessing Siyabonga Hector M

Approved (CCM)

Signed by: Bheki Mbanjwa
Signed at: 2022-10-14 12:33:03 +02:00
Reason: Witnessing Bheki Mbanjwa

Authorized (CEO)

Signature

_____/_____/2022
Date

Signature

_____/_____/2022
Date

Signature

_____/_____/2022
Date

Signature

_____/_____/2022
Date



THE KWAZULU NATAL LIQUOR AUTHORITY

DRAFT

**TERMS OF REFERENCE FOR A SERVICE PROVIDER TO DRIVE THE CHANGE
MANAGEMENT PROCESS FOR THE NEW MERGED ENTITY – PRIOR TO AND
AFTER THE MERGER**

11 May 2022

Prepared by: HR Work stream

1. Background Overview

The KwaZulu-Natal Liquor Authority herein after referred to as “KZN LA” is an entity established in terms of the KwaZulu-Natal Liquor Licencing Act No. 06 of 2010, with its principal place of business being, 1st Floor Marine Building, 22 Dorothy Nyembe Street, Durban 4000.

It is an entity of the KwaZulu-Natal Department of Economic Development, Tourism and Environmental Affairs.

The Organization has three (03) - core business units and two (02) support business units inter alia:

Business Unit	Staff Complement
Licensing & Administration	27 employees
Compliance & Enforcement	22 employees
Social Responsibility	09 employees
Corporate Services	14 employees
Office of the CEO	07 employees
Total	79 staff complement

The KwaZulu-Natal Gaming & Betting Board (“KZNGBB”) is a public entity (Schedule 3c) established by statute to oversee the KwaZulu-Natal Gaming Industry in the public interest. KZNGBB House is located at No. 1 George MacFarlane Lane, Redlands Estate, Pietermaritzburg, 3201 and the satellite office is located on the 18th Floor of the Marine Building, 22 Dorothy Nyembe Street, Durban, 4000.

The KwaZulu-Natal Gaming & Betting Board has four (4) core business units and six (6) support units namely;

Business Unit	Staff Complement
Licensing & Registration	14 employees
Gaming, Monitoring & Control	19 employees
Betting, Monitoring & Control	11 employees
Business Development	03 employees
Governance, Risk & Compliance	07 employees
Office of the CEO	07 employees
Information, Communication & Technology	05 employees
Human Resources Management	07 employees
Legal Services	05 employees
Financial Services	12 employees
Total	90 staff complement

The KZN provincial government embarked on a process to rationalize its entities in 2015 with the appointment of the Rationalization of Public Entities Task Team (ROPETT) to assist the Provincial Executive Committee (PEC) with this task.

ROPETT submitted their report to the PEC during November 2017. This resulted in inter alia the decision to merge the KZN Gambling and Betting (KZNGBB) and the KZN Liquor Authority (KZN LA).

Establish, develop and implement a comprehensive 24-month Change Management Programme inclusion of the following:

2. SCOPE OF WORK

The Change Management Service Provider is required to deliver the following:

Table 1: Scope of project

No	Outputs	Projected no of consulting days ¹
1.	<p>Change readiness assessment report that indicates the extent to which they have been informed about the new entity and what it will mean for them, inclusive of an indication of common themes around concerns or fears they may have related to the change.</p> <p>This report should be based on quantitative research results (e.g. a survey) and/or qualitative research results (e.g. interviews or focus group discussions) and should contain recommendations on key interventions to improve communication and/or address the concerns or fears that have been expressed.</p>	10
2.	<p>Change management interventions which should be based on the recommendations contained in the above-mentioned report. In addition, it should focus on the following:</p> <p>The intervention is aimed at preparing both KZN LA and KZN GBB to embrace the forthcoming merger and to unify the different working cultures and values of the merging entity. The process will help the new Entity towards the achievement of the vision as developed by the Joint Board in the Strategy session.</p> <p>It will assist management and staff to consult, unpack and finalise the proposed values identified by the Joint Board during the previous strategy session. The proposed values consist of the below listed:</p> <ul style="list-style-type: none"> - Can do attitude/results driven - Integrity/ethical standards - Respect - Accountability - Leadership by example/transformational leadership - Self-introspection/learning organisation/innovation/entrepreneurship <p>The core of the intervention should be on shared vision and values, building teams and aligning goals, effective leadership and communication. The intervention should also aim to support the entity in adapting to and embracing the new realities arising from the Covid pandemic. The process will be critical</p>	40

¹ The projected number of consulting days includes both the development of the relevant deliverables and consultation on these. Note that the projected number of consulting days per deliverable is not fixed. However, the **total number of consulting days** for this assignment is **fixed**. Hence price quotations must be based on the total number of consulting days.

No	Outputs	Projected no of consulting days ¹
	<p>in bringing the two teams together, through getting to know one another, understand each other's dynamics and map out a new path for the new entity.</p> <p>The intervention should include at least two 'out-of-office" team sessions facilitated by the service provider where staff will meet one another for the first time and participate in activities that aim to instil unity, camaraderie, and teamwork.</p> <p>At the conclusion of the change management interventions, a report should be produced indicating the results that have been achieved, based again on quantitative research results (e.g. a survey) and/or qualitative research results (e.g. interviews or focus group discussions). This should allow a "before" and "after" assessment to be made of the results of the interventions.</p>	
3.	Closure report which summarizes the outputs delivered during the assignment, the lessons learned, and challenges experienced during the assignment, and proposed next steps to reinforce the change management intervention and new culture.	2
	TOTAL	52

3. EVALUATION CRITERIA

A two-phased approach will be followed:

- 1) Technical evaluation
- 2) Price and BBBE evaluation

The technical proposal will be evaluated as per the criteria in the table below. Service providers must ensure that all required information is included in their quotation as per the quotation requirements.

Table 2: Technical evaluation criteria

NO	CRITERIA	SCORING	WEIGHT
1.	<p>Proposed approach</p> <p>Approach and project plan being proposed to execute the assignment.</p>	<p>5 = Excellent: Proposed approach includes innovative suggestions that goes to a significant extent beyond the minimum requirements as per these Terms of Reference and project plan is realistic and achievable.</p> <p>4 = Above average: Proposed approach goes to a limited extent beyond the minimum requirements as per these Terms of Reference and project plan is realistic and achievable.</p> <p>3 = Average: Proposed approach addresses only the minimum requirements as per these Terms of Reference and project plan is realistic and achievable.</p> <p>2 = Below average: Proposed approach addresses the minimum requirements as per these Terms of Reference but the project plan is not realistic and achievable.</p> <p>1 = Poor: Both the proposed approach does not address the minimum requirements as per these Terms of</p>	25%

NO	CRITERIA	SCORING	WEIGHT
		Reference and the project plan is not realistic and achievable. 0 = Non-responsive: Proposed approach and/or project plan not submitted.	
2.	Qualifications An appropriate tertiary qualification in e.g., Human Resource/Personnel Management or Psychology.	5 = Masters (or equivalent) or higher 4 = Honours (or equivalent) 3 = Degree (or equivalent) 2 = Certificate (or equivalent) 1 = Matric (or equivalent) 0 = Non-responsive: Proof of qualifications in the required format not provided	25%
3.	Experience Relevant experience in the change management field in either a management capacity, as a specialist, or as management consultant (or a combination of these).	5 = > 13 years 4 = 11 - 13 years 3 = 8 - 10 years 2 = 5 - 7 years 1 = < 5 years 0 = Non-responsive: Proof of experience in the required format not provided	25%
4.	Skills Number of completed projects that are relevant to this quotation, e.g., assisting organisations to manage the change process flowing from re-organisation or restructuring.	5 = 5 or more completed projects relevant to this quotation 4 = 4 completed projects relevant to this quotation 3 = 3 completed projects relevant to this quotation 2 = 2 completed projects relevant to this quotation 1 = 1 completed project relevant to this quotation 0 = Non-responsive: No completed projects relevant to this quotation or proof of skills in the required format not provided	25%

The quotation must attain a minimum score of 70% in order to be shortlisted and evaluated further based on price and B-BBEE (80/20).

5. QUOTATION REQUIREMENTS

5.1 Number of Advisors

A minimum of one (1) and a maximum of two (2) advisors are required. If, for example, the service provider has an expert that has the required expertise to produce all three (3) the outputs listed in Table 3, then only this advisor can be proposed. If, however, the required expertise resides not in a single advisor, then a team of two (2) advisors can be proposed. Note, however, that the maximum number of consulting days will remain the same, namely forty (40).

Also note that, if two advisors are proposed, the average of their scores for criteria 2 – 4 in Table 4 will be used.

5.2 Duration of the contract

The contract is expected to be for a maximum period of eight months and to be executed during the 2022/23 and 2023/24 financial years.

NB: The duration of the project is based on the Department of KZN Economic Development Tourism and Environmental Affairs timelines and there may be delays with the starting date.

5.3 Submission requirements

Service providers should ensure that the following information is included in their quotations and that they meet the relevant requirements:

- a) Duly completed and signed Standard Bid Documents (SBD 1, 4, 6.1, 8 and 9).
- b) Tax compliance status requirements: Central Supplier Database (CSD) number/report.
- c) Service provider/Company profile.
- d) Service providers must submit all the information required for evaluation purposes including the proposed approach to the assignment and proposed project plan, plus the CV/s of the proposed Change Management expert/s, in the format at **Annexure A**, which reflects the qualifications, skills and experience of the person/s plus certified copies of all tertiary qualifications/certificates. If the CV/s is/are not provided in the format at Annexure A and/or certified copies of tertiary qualifications/certificates are not provided, then the relevant technical criteria may be scored as non-responsive.
- e) A summary table of the individual/s proposed for the role must be attached in the format at **Annexure B**. Service providers are advised to submit a maximum of two (2) CVs. If more are submitted, the first two (2) listed in Annexure B will be evaluated. For service providers that submit two (2) CVs, their average scoring for technical criteria 2 – 4 will be used.
- f) International qualifications must be accompanied by SAQA confirmation of accreditation. Non-submission of SAQA confirmation for such qualifications may lead to such qualifications not being recognized and scored in accordance with the relevant technical criterion.
- g) Note that reference checking may be conducted to verify the information provided by service providers which may influence the scoring. Any misrepresentation that may be discovered post the appointment of the service provider may lead to termination of the contract.
- h) Service providers must comply with all South African laws; including the Immigration Act 13 of 2002 (as amended).
- i) Prior to appointment, the recommended service provider may be required to submit additional supporting documentation.

5.4 Logistics

No office accommodation will be provided. The Change Management expert/s must provide their own equipment. They will, however, be assisted with collecting a set of base documents. A list of key resource persons will also be identified and provided. Part of this assignment will have to be executed on site. To this end a separate travel and subsistence budget must be provided.

5.5 Outputs and quality assurance

The outputs to be produced are as per Table 3. The quality of the outputs will be assessed and approved by the relevant project manager/s and Project Steering Committee. Invoices must be accompanied by the relevant deliverables. Should the reports not be attached or if they are not approved, payment of the relevant invoices may be withheld until the identified shortcomings have been corrected.

5.6 Validity period

The quotation will be valid for a period of 90 (ninety) days

