

1. PURPOSE

- 1.1. The KwaZulu-Natal Economic Regulatory Authority (KZNERA) seeks to urgently engage the services of a suitably qualified and experienced service provider within the Human Capital ("HC") field to assist with the development of Performance Management Policy and remuneration policy for the KwaZulu-Natal Economic Regulator ("KZNERA").

2. BACKGROUND

- 2.1. The establishment of the KwaZulu-Natal Economic Regulatory Authority, its main purpose, is
 - 2.1.1. To effect the governance and regulation of the gaming, horse racing, betting and liquor industries in the Province under the auspices of the Authority;
 - 2.1.2. to provide for the dissolution of the KwaZulu-Natal Gaming and Betting Board and the KwaZulu-Natal Liquor Authority and the transfer of the powers, functions and duties of the former Authority and Board to the KwaZulu-Natal Economic Regulatory Authority.

3. OBJECTIVE

- 3.1. The objective of the assignment is for a service provider to:
 - 3.1.1. Develop Performance Management Policy
 - 3.1.2. Benchmark and Develop the remuneration policy and associated pay concepts.
 - 3.1.3. Develop the pay scales for the KZNERA
 - 3.1.4. Assist with alignment of pay for similar work scenarios

4. SCOPE OF WORK

- 4.1. Performance Management System
 - 4.1.1. The objective of the assignment is for a service provider to develop a Performance Management Policy.
 - 4.1.2. The Performance Management Policy must be designed so that individual, department, and finally organization performance alignment is evident, notwithstanding the alignment of Strategic Objectives and Annual Performance Plan (APP) targets.
 - 4.1.3. The Performance Management Policy must provide a weighting of 80/20 percentage split between Technical Performance Indicators and Competency Performance Indicators where the competencies per job level used are aligned to KZNERA values, as a constant guiding principles to achieve a High-performance culture.
 - 4.1.4. It must be clear how scoring it to be allocated for the performance indicators.
 - 4.1.5. Service provide to ensure that the policy can be aligned to an electronic format as available in the organization.
 - 4.1.6. Training on the performance management as a system to staff to create understanding
- 4.2. Remuneration Policy
 - 4.2.1. Supporting the business strategy, objectives, values and long-term interests of KZNERA and its stakeholders.
 - 4.2.2. Assist with the development and finalization of the remuneration policy with benefits packages for the KZNERA.
 - 4.2.3. Ensure the Patterson grading exercise is aligned to the principles of the policy.

- 4.2.4. Develop the salary scales and pay points for the KZNERA, after benchmarking of proposals against similar entities and industry.
- 4.2.5. Develop a competitive reward system, to attract, motivate and retain the highest caliber individuals.
- 4.2.6. Conduct an analysis of the remuneration of current employees of the KZNERA in relation the proposed policy for the KZNERA.
- 4.2.7. Develop an implementation plan with various scenarios to address the gaps identified in the remuneration of employees for the KZNERA and ensure that the implementation plan is done within the provisions of the budgets of the entity.
- 4.2.8. Develop a policy that will drive a consistent and responsible business practices that are sound, that seeks to accomplish each of the components of remuneration.
- 4.2.9. Present the remuneration policy and benefit structure, the implementation plan to the PMT for consideration. Amend as required.
- 4.2.10. Present the final policy and implementation plan to the PMT for confirmation and then to Accounting Authority for adoption.
- 4.2.11. Handover of information as and when required and at the end of the project taking into account the basic concept of equal pay for equal value of work performed.
- 4.3. Reporting and Other Matters
- 4.3.1. The service provider will report directly to the Project Management Team ("PMT") and work closely with a Project Execution Team ("PET"). The Project Management Team will comprise of officials (but not limited to):
 - 4.3.1.1. Chief Operations Officer.
 - 4.3.1.2. Executive Transformation and Economic Development.
 - 4.3.1.3. Chief Financial Officer.
 - 4.3.1.4. Human Capital Managers.
- 4.3.2. The service provider will work closely with the PET on a daily basis to execute the scope of work. The PET will report into the PMT.
- 4.3.3. Present the final outcome of the exercise to the Accounting Authority and/or its delegated authority for adoption.

5. DURATION OF APPOINTMENT

- 5.1. The duration of the assignment will be for a period of 8 weeks, during this time the service provider must complete all tasks as above.
- 5.2. The KZNERA will consider the extension of the delivery period based on valid reasons, the extension will not include a variation in price.
- 5.3. The KZNERA reserves the right to extend the contract on the same terms and conditions as proposed should the need arise.
- 5.4. The KZNERA reserves the right to cancel the contract should the service no longer be required, or the performance of the service provider is deemed unsatisfactory.

6. QUALIFICATIONS AND SKILLS REQUIRED

- 6.1. The service provider and/or its team should demonstrate an appropriate level of skill and expertise in the

relevant fields of Human Resources

- 6.2. The service provider and/or its team should demonstrate proven knowledge of Job evaluation and grading and remunerations procedures.
- 6.3. Service provider must provide at least one written reference of having undertaken a similar assignment. The letter must be on your client's letterhead and contain contact details. Failure to submit a reference letter would result in your proposal being disqualified.

7. PROPOSALS

- 7.1. The service provider is required to submit a detailed proposal, including a work plan, detailing why they are most suitable for the work including past experience in undertaking similar assignments.
- 7.2. The service provider is required to provide a suitably qualified and competent expert to assist the entity as detailed in this request. If, for whatever reason, the resource is deemed unsuitable by the entity, the service provider will replace the candidate within 2 working days.
- 7.3. Any changes to the team would require the approval of the KZNERA.
- 7.4. A detailed CV/s of the expert/team leader proposed along with copies of qualifications must be provided.
- 7.5. If more than one cv is attached an orgnogram must be attached detailing area of expert per resource.
- 7.6. Weighed averaging will be applied where there is more than one cv.
- 7.7. The service provider must provide a fixed price for undertaking the above inclusive of VAT, taxes and charges. The price must be broken down per area of deliverable as listed under section 4.
- 7.8. Payment for services will be on completion of agreed upon milestones.
- 7.9. The entity will re-imburse travel between the offices at a fixed rate of R4,50 per kilometre and tolls and parking at the actual amounts. No costs for flights and accommodation will be paid as the service provider is required to have a local office with ample resources to undertake the assignment. Supporting documents must be provided for all claims.

8. EVALUATION OF PROPOSALS

- 8.1. Proposals will be evaluated on the following basis:
 - 8.1.1. Initial screening to ensure all documents submitted are in order.
 - 8.1.2. Functionality assessment.
 - 8.1.3. Price evaluation on the 80/20 points system.
- 8.2. Functionality Criteria
 - 8.2.1. All proposals received will be evaluated against the following criteria:

No	Functional specification	Points	Maximum points
1	Evaluation of proposal and work plan submitted by service provider:		15 points
	☐ Poor/Unacceptable	0 points	
	☐ Satisfactory	10 points	
	☐ Good	15 points	

No	Functional specification	Points	Maximum points
2	Demonstrated expertise of human resource expert/team leader:		
	a) Qualification (to qualify for points, must score points under point 1 above) (human resources, public administration, and/or business administration):		15 points
	☐ Masters / Honors degree	15 points	
	☐ Bachelor degree	10 points	
	☐ Any other qualification	5 points	
	b) Experience and skills		25 points
	☐ 0 to 5 years experience	5 points	
	☐ 5 to 10 years experience	15 points	
	☐ More than 10 years experience	25 points	
3	Previous Assignments (reference letters)		15 points
	☐ 1 reference letter	5 points	
	☐ 2 to 4 reference letters	10 points	
	☐ 5 and more reference letters	15 points	
Maximum points to be awarded			70 points
THRESHOLD			60% (42 points)

8.2.2. The service provider must score a minimum of 60% to proceed to the price evaluation stage. Proposals that do not meet the threshold will be deemed non-responsive and disqualified.

8.2.3. The entity reserves the right to conduct an interview with the proposed human resource expert prior to the acceptance of the proposal of the service provider.

8.3. Price evaluation

8.3.1. The proposal will be assessed using the 80/20 points system, where:

Price	80 points
Specific Goals	20 points

Total	100 points
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9. RETURNABLE:

9.1. The following mandatory information must be returned with the proposal:

9.1.1. Original valid tax clearance certificate, tax pin, CSD Report.

9.1.2. Original or certified copy of a valid BEE Certificate or affidavit.

9.1.3. Completed and signed SBD forms - Failure to complete all required information will result in disqualification.

9.1.4. Proof of Registration on CSD.

9.1.5. Pricing summary (Note 7.6 above with regards to disbursements)

9.1.6. Supporting documents for specific goal points claimed by the service provider. Failure to provide the supporting documents will result in no points being awarded. Failure to complete the specific goals table in SBD 6.1 will also result in no points being awarded.

10. SUBMISSION

10.1. Proposals must be emailed (details below) to the SCM unit on or before the closing date and time:

Closing Date:	31/10/2025	Closing Time:	15:00
Email address	era-quotes@kznera.org.za and copy to kzngbbfinance@gmail.com		

10.2. Enquiries to be directed to: Faheem Mahomed / Nonhlanhla Blose / Bhekani Mncwango via email:

mahomedf@kzngbb.org.za / blozen@kzngbb.org.za / Bhekani.Mncwango@kznlqa.co.za

11. TERMS AND CONDITIONS

11.1. This request is subject to the General Conditions of Contract contained on the National Treasury website www.treasury.gov.za

11.2. All suppliers must be registered on the National Treasury Central Supplier Database (CSD). Central Supplier Number to be included on the proposal.

11.3. Proposals to be on the suppliers' letterhead.

11.4. This request is subject to terms and conditions as prescribed by the Preferential Procurement Regulations of 2022 and the entity's own policies.


31/10/2025