

TERMS OF REFERENCE

IMPLEMENTATION OF A CHANGE MANAGEMENT PROGRAMME

1. INTRODUCTION AND BACKGROUND

- 1.1 The Eastern Cape Gambling Board (ECGB) is a statutory body established by the Eastern Gambling Act, 1997 (Act No.1 of 2016) (as amended) (the Act).
- 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 ECGB functional structure consists of 11 sub-programmes currently consists of 56 employees (64 as per organisational structure) and 7 interns currently on the internship programme.
- 1.4 The change management expert is required to implement a change management programme in the following three projects that have been undertaken by ECGB namely,
 - Organisational Structure Review,
 - Organisational Culture Improvement for the entire organisation and specific departments.
 - Implementation of a Gambling Regulation System (automation of processes)

2. OBJECTIVE

- 2.1 The objective of this Request for Quotation (RFQ) is to appoint a service provider that will assist in designing and implementing a change management programme that will assist the organisation in managing the change process for the three projects as per paragraph 1.4 above. The service provider must also measure and ensure the success of the programme.

3. KEY DELIVERABLES

- 3.1 The change management programme will be undertaken in phases as per the requirements of each project.
- 3.2 The first phase will focus on the organisational structure, secondly the organisational culture improvement and lastly the implementation of a Gambling Regulation System.

3.2.1 ORGANISATIONAL STRUCTURE REVIEW

- a) In May 2022, the ECGB Board approved a reviewed organisational structure.

- b) The review has resulted in the following changes:
 - Transfer of positions from one department to another
 - Movement of functions from one position to another which will result in employees changing reporting lines
 - Creation of new posts
- c) As a result of these changes, some employees are affected by the change. Although some employees might not be impacted directly, there may be indirect change management issues that need to be managed hence the programme shall be designed to include all employees as appropriate.
- d) The ECGB is now in the process of implementing the new structure and want to ensure a that a change management programme that will lead to a smooth transition is implemented. The service provider will assist in ensuring that all the processes affected by the changes are implemented smoothly.
- e) At the end of the change management project, we want to ensure that the structure is fully implemented, resistance to change is eliminated, change is reinforced and positively accepted, and employees have adjusted to the change.

3.2.2 ORGANISATIONAL CULTURE IMPROVEMENT

- a) In May 2020, the ECGB conducted an Employee Engagement survey with all employees and results were received whereby recommendations were made on the improvement of organisational culture.
- b) Subsequent to the employee engagement survey, in 2021, employee focus groups were held with two departments who scored lowest from the employee engagement survey. The results from those focus groups were very similar to each other and also to those of the employee engagement survey.
- c) Management wants to implement the recommendations made in those reports. The service provider is required to advise management on prioritisation and specific actions to improve the culture in addition to the existing recommendations, facilitate the implementation of the identified interventions and ensure that the changes required are implemented.
- d) At the end of the change management programme, we want to ensure that there is **evidence** of improvement in organisational culture particularly on the areas identified as challenges for both individuals and the organisation.

3.2.3 IMPLEMENTATION OF A GAMBLING REGULATION SYSTEM

- a) In 2019/20, the ECGB developed a web-based registration and licensing system called the Gambling Regulation System (GRS). The aim was to automate the Investigation, Licensing, Gaming Control, Compliance and Revenue Auditing processes. The ultimate goal is for ECGB to operate in a paperless environment.
 - b) The implementation of the system is still in progress at about 60% and change management intervention is required to expedite this. An external service provider has developed the system and are responsible for driving its implementation together with Management. A change management programme is therefore critical for the success of this project.
 - c) At the end of the change management programme, we want to ensure full implementation of the system and that resistance to change is eliminated with employees and stakeholders eager to use the system.
- 3.3 The appointed service provider will be required to transfer the change management skill to the internal change management committee.
- 3.4 The service provider must submit a detailed proposal on how this project will be undertaken for ECGB for each of the areas listed in paragraph 1.4 above. This must include a Project Plan with all the steps, milestones to be achieved and estimated duration for all the three projects.
- 3.5 A report demonstrating the success of the change management programme for each project must be submitted and presented to Management and/or the Board, notwithstanding the engagements that should happen throughout the implementation of the change management programme.

4. **BID EVALUATION PROCEDURES**

The following are key criteria that will be used in appointing the successful service provider:

- a. **THRESHOLD:** Bids will be evaluated on **80/20** principle as prescribed in the Preferential Procurement Policy Framework Act Regulations 6 of 2022.
- b. Bids will be considered and evaluated in a two staged approach.
- c. During the first stage, bidders will only be evaluated on functionality, and only qualifying service providers who meet the minimum requirements for functionality will be allowed to proceed to the second stage where scoring will be done on 80 points for price and 20 points for preferential points
- d. Bidders are required to submit their bids in two envelopes with the first envelope outlining the functionality. The first envelope must be clearly marked Stage 1; Functionality.
- e. Furthermore, bidders are required to include their pricing in a second sealed envelope marked Stage 2; Price, which must also include the supporting documents to claim preference points.
- f. Only bidders who meet the minimum of **75 points** on functionality during the evaluation of Stage 1 will proceed for scoring in Stage 2.

STAGE 1: FUNCTIONALITY EVALUATION

FUNCTIONALITY	MAXIMUM POINTS
A. Company's experience on change management projects/contracts <ul style="list-style-type: none">• 5 change management contracts = 40 points• 4 change management contracts = 30 points• 3 change management contracts = 20 points• 2 change management contracts = 10 points <i>Bidders are required to submit reference letters with contactable details from previous research contracts.</i>	40
B. Senior Team member experience on change management projects/contracts. Senior Team member / Project Manager <ul style="list-style-type: none">• 4+ change management contracts = 15 points• 3 change management contracts = 10 points• 2 change management contracts = 05 points A detailed CV of the Senior Team Member/Project Manager must be submitted. The CV's must entail/detail the change management projects of the Project Manager, furthermore, the claimed projects above must have contactable numbers and names.	15
C. Methodology Bidders are required to provide and submit with their bid documents: <ul style="list-style-type: none">• project implementation plan with appropriate milestones to realise the achievability of each change management area• number of engagements with management and staff as well as proposed timeframes to be clearly specified The more likely the bidder is to be able to execute the contract successfully, the more points will be allocated.	45
TOTAL POINTS	100

STAGE TWO: Preferential points system

Price and preference points will be calculated as per below:

CRITERIA	POINT SYSTEM
Price	80
Specific Goals	20
50% or >50% Black Ownership	5
50% or >50% Black female ownership	5
SMME (i.e. EME or QSE)	5
Eastern Cape based bidder	5
Total	100

In order to score points for the specific goals above:

1. SMME the bidder must attach a valid sworn original/ certified affidavit or certified B-BBEE contribution status certificate.
2. Eastern Cape based bidder must submit a valid lease agreement, or title deed and or municipal account.

5. IMPORTANT SUBMISSION GUIDELINES

All proposals will be adjudicated in terms of the Supply Chain Management Policy of the ECGB and in accordance with the Public Finance Management Act. In addition to those (the conditions) stipulated in any

other section of the request for proposals, the service providers should be especially aware of the following terms and conditions:

- 5.1 The Eastern Cape Gambling Board reserves the right not to make any appointment from the submitted proposals.
- 5.2 The Eastern Cape Gambling Board does not bind itself to accept the proposal with highest score.
- 5.3 The Eastern Cape Gambling Board reserves the right to cancel this request for proposal (RFP) and pursue an alternative course of action at any time without incurring any liability towards any service provider.
- 5.4 The Bidders are advised that the submission of proposals gives rise to no contractual obligations on the part of ECGB.
- 5.5 Proposals submitted by electronic transmission or faxed will not be accepted.
- 5.6 All proposals submitted shall become the property of ECGB and shall not be returned.
- 5.7 CSD reports will be used to verify all company/organization's details and tax status pin codes must be provided.
- 5.8 Bidders are required to complete, sign and submit all SBD forms/bid documents. **If the bidder does not meet this requirement, it will be automatically disqualified**
- 5.9 Proposals received after the specified time and date i.e. _____ at **11h00 am** will **NOT** be considered and accepted.
- 5.10 No services shall be rendered or goods delivered before an official ECGB Purchase Order has been issued.
- 5.11 The ECGB may request written clarification or further information regarding any aspect of proposals submitted. Service providers must supply such requested information in writing within the stipulated timeframe after the request has been made, or their proposal may be disqualified.
- 5.12 Service providers shall not qualify their proposals with their own conditions.
- 5.13 The name(s) and contact details of the person or persons(s) in your organisation responsible for this proposal.
- 5.14 A service level agreement shall be signed with the successful service provider.
- 5.15 The ECGB will not be held responsible for any cost incurred by the service provider in the preparation and submission of this proposal.
- 5.16 The ECGB reserves the right to terminate the contract if not satisfied with the work or the deliverables as stated above are not going to be met. Only bidders that meet the requirements of the request for proposal specification shall be considered during the adjudication process.
- 5.17 Bidders that bid as joint venture must have a signed business agreement by both parties. If the service provider does not meet this requirement it will be automatically disqualified.

6. PRICING

Price must be in South African currency and must be inclusive of VAT. Bidders are further required to include any travelling costs and disbursements in their pricing. Price will be evaluated based on 80 points and applicable formula of calculating points.

7. WHERE TO SEND THE PROPOSAL

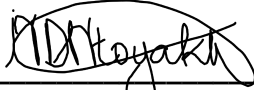
Please send your original proposal to:

CHANGE MANAGEMENT (To be marked clearly on envelope)

Eastern Cape Gambling Board
Quenera Park, Quenera Drive
Beacon Bay
East London
5206

8. Contact Details

Name: Ms. Thandi Malotana
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PREPARED BY:



N. NTOYAKHE
HR MANAGER

DATE: 18/01/2023

APPROVED BY:



Z. MQOBOLI
CHIEF FINANCIAL OFFICER

DATE: 18/01/2023