

## **TERMS OF REFERENCE FOR THE RE-DESIGN OF ORGANISATIONAL STRUCTURE**

### **PROPOSAL NO: NCEDA/HR/2501**

|                         |   |                                                                                                                                                                                                                                                                                                                                  |
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| <b>ELIGIBILITY</b>      | : | The Northern Cape Economic Development, Trade and Investment Promotion Agency herewith invites bid proposal from adequately qualified and experienced Service providers to conduct a re-design of its Organisational Structure to ensure alignment of its organisational arrangements with its strategy and strategic objectives |
| <b>DUTY STATION:</b>    | : | Kimberley.                                                                                                                                                                                                                                                                                                                       |
| <b>CONTRACT PERIOD:</b> | : | Concluded on appointment.                                                                                                                                                                                                                                                                                                        |
| <b>REPORT TO</b>        | : | The Chief Executive Officer,<br>Northern Cape Economic Development, Trade and Investment Promotion Agency,<br>South Africa or designated official.                                                                                                                                                                               |
| <b>APPOINTMENT BY</b>   | : | Northern Cape Economic Development, Trade and Investment Promotion Agency (NCEDA).                                                                                                                                                                                                                                               |
| <b>REFERENCE</b>        | : | Design/Re-design of Organisational Structure                                                                                                                                                                                                                                                                                     |

All interested and competent service providers (SP) that specialise in change management and organisational design within the context of a merger of several entities are hereby requested to

## **ORGANISATIONAL DESIGN**

The deadline for the submission of the quotation will be: **14 February 2025 at 16h00.**

### **1. INTRODUCTION**

The Northern Cape Economic Development, Trade, and Investment Promotion Agency (NCEDA) is undergoing a rationalisation process aimed at repositioning it as a new mega-entity that can advance sustainable development, trade, and investment initiatives. This transformation aligns with its mandate to drive economic growth, enhance trade and investment opportunities, and foster social and environmental sustainability in the Northern Cape.

The NCEDA Amendment Act 5 of 2024 has given credence to the inclusion of the tourism function into the new mega entity. The objective is to transform public entities from an inherited fragmented strategic and operation environment to a more coordinated and enabling environment that will optimise the contribution of public entities towards a Modern, Growing and Successful Province.

Resultantly, at its initial phase NCEDA has integrated NCTA into its fold. By design the NCEDA had to plan to ensure readiness for the integration and resultantly implement various strategies to accommodate the new vision of the MEGA entity. Once the integration/ transfer of staff and functions were complete, it is imperative to understand the dynamics around implementation especially post-merger integration (PMI) and in particular the Organisational design component thereof which will be a major determining factor whether the merger will fail or succeed.

The merging of entities in itself is a complex process potentially with very differing operating models, structures and cultures. The risk associated with poor organisational design is that there can be misalignment, alienating talent, and destroying value. Conversely, when the organisational design process is executed well, the entity and its leadership can capture the full projected value and set up the entity for long term success.

With varying, strategies, operational models and organisational culture this may lead to a possible situation which creates an atmosphere of insecurity and confusion amongst staff members. The uncertainty relating to the new environment, staff placement, salary disparities and benefits has resulted in staff experiencing anxiety. All these factors can weigh heavily on the alignment of all staff with strategy and significantly impact on overall performance of the agency.

In response to the situation, we find ourselves in the entity has realized we have to initiate interventions that will assist the entity, our employees in adapting to the new environment and to ensure that the changes does not negatively impact the success of the agency.

The ability of NCEDA to adjust to new challenges is defined by its flexibility of its organisational capabilities, the actual organisational structures, processes and the quality and motivation of our people.

This Terms of Reference (TOR) outlines the requirements for a comprehensive review and reimagining of NCEDA's organisational structure to establish the pathway towards a Schedule 3D entity status. The goal is to design a standardised institutional mechanism and arrangement that aligns with the agency's expanded mandate. Key components include conducting an organisational benefit assessment and designing a structure that supports effective, efficient, and sustainable operations.

## **2. SCOPE OF WORKS**

**The redesign of the organisational structure and subsequent development of a change management strategy requires the following with elements in relation the primary objectives which are:**

- 2.1. Undertake a thorough review of the current organisational structure, identifying strengths, weaknesses, and areas for improvement.
- 2.2. Develop an organisational structure that integrates all functional areas cohesively across four core programs:

2.2.1. Administration

2.2.2. Trade, Investment Promotion, and Tourism

2.2.3. Project Management

2.2.4. Business Management

2.3. Create a design that aligns with NCEDA's strategic mandate, allowing it to function as a cohesive Schedule 3D entity.

2.4. Formulate a streamlined mechanism for policy, operational, and resource management that optimally supports NCEDA's ambitions.

2.5. The process must be indicative of aligning the structure with business strategy

2.6. A process that is driven by the business strategy of NCEDA (This must involve clarity around the key elements of the strategy and processes which are needed to deliver the strategy)

2.7. There must be an understanding around the interdependencies which set out where and how collaboration across units and functions occurs

2.8. An effective organisational design must be able to show which jobs have input into decisions, which jobs make decisions and which jobs

2.9. That we create a shared understanding of the changes affecting all and the imminent changes that must be made in the workplace

2.10. Engaging all staff members in order to ensure that they are empowered and enthusiastic to effect change in the agency.

2.11. Implement and sustain the changes – pressing ahead to build and maintain momentum to fully embed change within the agency.

### **3. MATTERS TO BE ADDRESSED IN THIS ORGANISATIONAL DESIGN/REDESIGN:**

**3.1. The Professional Service Provider (PSP) is expected to conduct:**

#### **3.1.1. Organisational Design**

3.1.1.1. Conduct an analysis of the current situation in NCEDA

3.1.1.2. Design an organisational structure that encompasses the four core programs, ensuring alignment with NCEDA's mandate and strategic objectives.

3.1.1.3. Ensure the structure promotes cross-functional collaboration, standardised practices, and streamlined decision-making.

- 3.1.1.4. Define roles, responsibilities, and reporting relationships to support sustainable development objectives and effective project delivery and
- 3.1.1.5. Develop the structure to allow for specialisation

### **3.1.2. Organisational Benefit Assessment**

- 3.1.2.1. Evaluate existing structures, processes, and workflows to identify gaps and inefficiencies.
- 3.1.2.2. Assess the benefits of a centralised institutional arrangement, focusing on strategic coherence, operational efficiency, and programmatic alignment.

### **3.1.3. Stakeholder Engagement and Feedback**

- 3.1.3.1. Conduct consultations with key stakeholders, including governmental departments, partner organisations, and community representatives, to gather insights and ensure alignment with broader policy objectives.
- 3.1.3.2. Incorporate feedback from stakeholders to enhance the relevance and functionality of the new structure.

### **3.1.4. Change Management (CM) Plan**

- 3.1.4.1. The CM plan should encompass the following:
  - Define clear objectives
  - Building a Change Management team
  - Developing a communication plan
  - Identifying and managing stakeholders
  - Creating an implementation strategy

### **3.1.5. Implementation and Transition Plan**

- 3.1.5.1. Develop an implementation roadmap, detailing phases, timelines, and resource allocation for a seamless transition to the new structure.
- 3.1.5.2. Identify potential risks, mitigation strategies, and key performance indicators (KPIs) to monitor progress and effectiveness.
- 3.1.5.3. Provide training and capacity-building recommendations to facilitate change

management within the agency.

3.1.5.4. Implementation Agreement Development: Draft a formal implementation agreement between the applicant and the relevant authority, addressing:

- Defined roles and responsibilities of all parties.
- Timeframes and deadlines for the completion of each phase.
- Review and redesign of the new organizational structure.
- Development of a comprehensive change management plan.
- Provisioning of financial and other resources necessary for the development and execution of the newly restructured organizational framework and change management strategy.
- Monitoring, reporting, and auditing of allocated financial resources.
- Provisions for breach, rectification, and penalties, including potential suspension of authorizations and financial liabilities/penalties, as applicable.

#### 4. PHASES AND DELIVERABLES

4.1. The development of the Change Management Plan/Strategy in terms of this service should have accreditation with SAQA and the SETA:

4.1.1. The development phase should not exceed three (3) weeks and should include a proposed planning and execution methodology

4.1.2. The Implementation of key deliverables must commence within five (5) days from completion of the development phase.

##### 4.2. Timelines;

4.2.1. Recommendations for the revision of existing strategies, where necessary;

4.2.2. Develop monitoring and evaluation tools to ensure that the Organisational Design/Change Management Plan is implemented; accordingly, and

4.2.3. **Organisational Benefit Assessment Report** – Analysis of current structures and a comparative assessment highlighting the advantages of a unified entity.

4.2.4. **Proposed Organisational Structure** – Detailed design incorporating the four core programs with associated functional areas and interdependencies -

4.2.5. **Stakeholder Engagement Summary** – A summary of feedback and how it informed the

final structure design.

**4.2.6. Implementation and Transition Plan** – A comprehensive roadmap for transitioning to the new structure, including training and capacity-building recommendations.

## **5. SOLUTION PARAMETERS / INFORMATION GATHERING**

- 5.1. The successful Service Provider is expected to contact the relevant and required officials within the agency to obtain relevant information that is required for the project.
- 5.2. To deliver on the deliverables, the Organisational Redesign, service delivery model and subsequent Change Management Strategy should be in the form of visual presentation, text, and a final document
- 5.3. NCEDA will provide comment and feedback to the service provider for amendment purposes.
- 5.4. NCEDA will provide all relevant information to the successful bidder.

## **6. PROJECT TIME FRAME**

- 6.1. It is expected that the project will be completed within fourteen (14) weeks from the date of appointment. All relevant documentation will be provided to the Service provider.

## **7. CONTENTS OF THE PROJECT PROPOSAL**

- 7.1. A clear and concise project proposal covering the aspect listed below is required;
  - 7.1.1. A technical proposal detailing the approach, methodology, and work plan.
  - 7.1.2. A financial proposal outlining the cost structure.
  - 7.1.3. Evidence of prior experience and relevant expertise.
  - 7.1.4. References from similar projects.
  - 7.1.5. The names and CV's containing detailed information on relevant experiences of all the persons who will be directly contributing to the project, and their roles thereof.
  - 7.1.6. Evidential and documentary proof of professional qualification, registration and affiliation.
  - 7.1.7. The following information must be submitted with the Bid proposal:
    - 7.1.7.1. Relevant Organisational Development experience during the last five years;

- 7.1.7.2. Relevant Training and Development experience during the last five (5) years;
- 7.1.7.3. Organisational, managerial and technical capability.
- 7.1.7.4. Full CV"s of all members of the Team (if applicable)
- 7.1.7.5. Associations and Professional Affiliations.

## 8. REQUIREMENTS FOR SUBMISSION:

Consultants will need to demonstrate that they have a clear understanding of these Terms of Reference. Emphasis will be placed on the quality of experience and expertise of the consulting team, the extent that the team can provide the integrated knowledge and expertise required to facilitate a change management process.

The following support documents will be required to accompany your quotation to ensure that NCEDA as a 3C government entity remain PFMA compliant:

- Detailed quotation,
- Project plan,
- Billing and payment schedule,
- SARS certificate in good standing,
- Company profile that will indicate competence and references relevant to this assignment.

### COMPLIANCE DOCUMENTS

- SBD 4 - Bidders' documents
- SBD 6.1 – Preference points
- Certified BBBEE Affidavit
- Valid CSD report

### 80-20 PREFERENCE POINTS

| SPECIFIC GOALS           | PREFERENCE POINTS |
|--------------------------|-------------------|
| Women                    | 6                 |
| People with disabilities | 5                 |
| Promotion of EME's       | 5                 |
| Youth                    | 4                 |
| <b>TOTAL</b>             | <b>20</b>         |

**Service providers claiming points for the above specific goals MUST provide proof by submitting a CSD report.**

All enquiries can be directly forwarded to myself.

- Mr D.K. Fredericks
- donny@experiencenortherncape.com
- 053 110 0289

For Supply Chain related enquiries Contact:

- Mrs. Boitshepo Buang
- Email: bmatstime@nceda.co.za
- Telephone Number: 053 110 0289

**Closing date: 14 February 2025**

**Closing time: 16h00**

**PROPOSALS MUST BE HAND DELIVERED OR COURIERED TO OR EMAILED TO**

NCEDA Office (Quinn House)  
22 Villiers Street  
Kimberley Central  
Kimberley  
8300

Email: [bmatstime@nceda.co.za](mailto:bmatstime@nceda.co.za)