

TERMS OF REFERENCE

INCLUSION OF TEAM PERFORMANCE MANAGEMENT PROCESS AND TEAM PERFORMANCE MONETARY INCENTIVES IN THE INTEGRATED PERFORMANCE MANAGEMENT POLICY

1. INTRODUCTION AND BACKGROUND

- 1.1 The Eastern Cape Gambling Board (ECGB) is a statutory body established by the Eastern Cape Gambling Act, 1997 (Act No.1 of 2016) (as amended) (the Act).
- 1.2 The mandate of the ECGB is to regulate and 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 Board is embarking on a process of reviewing its performance management system to include team performance management and monetary incentives. Only the individual performance management system is provided for in the existing Integrated Performance Management System (IPMS) Policy.
- 1.4 The IPMS policy has recently been reviewed by the Board and the only outstanding aspect is to integrate the individual performance with team and organisational performance.
- 1.5 The organisation consists of 64 positions in the organisational structure.
- 1.6 The TCTC packages include the medical aid and provident fund contributions.
- 1.7 In addition to the TCTC package, the ECGB offers the following incentives (variable pay):
 - performance bonus based on an employee's individual performance
 - pay progression based on an employee's individual performance
 - 13th cheque based on organizational performance

2 OBJECTIVE

- 2.1 The objective of this request is to appoint a service provider that will advise the Board on the inclusion of team performance management and team performance incentives in the Integrated Performance Management System Policy (IPMS).
- 2.2 The IPMS and the Remuneration and Rewards Policies provide guidance on the payment of variable pay, namely individual performance bonus and 13th cheque. The objective of this exercise is for the service provider to advise the board on how the 13th cheque can be replaced by team performance incentives for all levels of staff in the organisation.
- 2.3 The objective is to also to assist ECGB to implement team performance management and monetary incentives and providing a clear implementation roadmap and best practices to ensure the success of this initiative.

3 KEY DELIVERABLES

- 3.1 The service provider is required to conduct benchmarking exercise on the implementation of team performance management and incentives from organisations that have this practice

including the gambling boards nationally, DEDEAT entities within the Eastern Cape and other relevant organisations that may be using this approach.

- 3.2 In advising the ECGB on the best practise, the service provider must include these monetary incentives in the IPMS Policy as part of performance rewards.
- 3.3 In undertaking the exercise, the following must be done
 - 3.3.1 Hold Introductory meetings including the presentation of a project plan to the Management Committee, HR & REMCO and all staff.
 - 3.3.2 Consultation meetings with management, and HR & REMCO and staff where necessary.
 - 3.3.3 Feedback sessions/preliminary report on recommendations to management.
 - 3.3.4 Presentation of a final report with recommendations to staff, management, HR & REMCO and the Board. **The report shall be accompanied by a reviewed IPMS Policy based on the proposals and recommendations that come out of the review.**
- 3.4 The required engagements can be done through a virtual platform except the presentation of final report to the HR & REMCO and the Board which might be done in physical meetings (if required).
- 3.5 The service provider therefore needs to produce a report with the process followed, benchmarks conducted, recommendations and proposals for the ECGB's team performance monetary incentives. The report shall be accompanied by the reviewed IPMS Policy which incorporates the proposed amendments.

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 4 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 B-BBEE Status Level of Contribution.
- 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 their B-BBEE status level of contribution.
- 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 performance related remuneration & rewards projects/ contracts in an organisation of similar size and type • 4+ salary benchmarking / remuneration & rewards contracts = 35 points • 3 salary benchmarking/ remuneration & rewards contracts = 25 points • 2 salary benchmarking/remuneration & rewards contracts = 15 points <i>"Bidders are required to submit reference letters with contactable details from previous benchmarking / remuneration & rewards contracts."</i>	35

FUNCTIONALITY	MAXIMUM POINTS
B. Senior Team member experience on performance related remuneration & rewards projects and contracts. Senior Team member / Project Manager • 4+ years of experience in salary benchmarking / remuneration & rewards = 15 points • 3 years of experience in salary benchmarking / remuneration & rewards = 10 points • 2 years of experience in salary benchmarking / remuneration & rewards = 05 points A detailed CV of the Senior Team Member/Project Manager must be submitted. The CV's must entail/detail the salary benchmarking / remuneration & rewards experience 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: • project implementation plan with appropriate milestones • 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 based on the methodology, the more points will be allocated.	50
TOTAL POINTS	100

STAGE TWO: Preferential points system

PREFERENTIAL PROCUREMENT REGULATIONS OF 2022 WILL APPLY: Preferential Procurement Regulations of 2022

Price and points for specific goals will be calculated as described in the Preferential Procurement Regulation 2022.

NB: Tenderers are to submit proof of the specific goals claimed.

Table 2: Points available per criteria in Stage 2

CRITERIA	POINT SYSTEM										
Price	80										
Specific goals:	20										
<table border="1"> <tr> <td>50% or >50% Black Ownership</td><td>5</td></tr> <tr> <td>50% or >50% Black female ownership</td><td>5</td></tr> <tr> <td>SMME (i.e., EME or QSE)</td><td>5</td></tr> <tr> <td>Eastern Cape based bidder</td><td>5</td></tr> <tr> <td colspan="2" style="text-align: center;"><u>20</u></td></tr> </table>	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	<u>20</u>		
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<u>20</u>											
Total	100										

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.

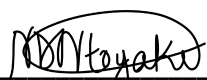
7. WHERE TO SEND THE PROPOSAL

E-mail your original proposal to procurement@ecgb.org.za

8. Contact Details

Name: Ms. Thandi Malotana
E-mail: procurement@ecgb.org.za
Tel no.: 043 - 702 8307

PREPARED BY:



N. NTOYAKHE
HR MANAGER

DATE: 28/11/2024

RECOMMENDED/ NOT RECOMMENDED

Y. ROBOJI
EXECUTIVE MANAGER: CORPORATE SERVICES

DATE: 28/11/2024

APPROVED / NOT APPROVED

Z. MQOBOLI
CHIEF FINANCIAL OFFICER

DATE: 28/11/2024