TERMS OF REFERENCE FOR THE APPOINTMENT OF A SERVICE PROVIDER TO LEAD AND MANAGE THE SIGNIFICANT CHANGE MANAGEMENT INTERVENTIONS WITHIN THE DEPARTMENT OF ELECTRICITY AND ENERGY (DEE) BY FOCUSSING ON PEOPLE SIDE OF CHANGE

1 BACKGROUND

1.1 The Department of Electricity and Energy (DEE) seeks to appoint a service provider to lead and manage the significant change interventions, focusing on the people side of change.

1.2 The Department of Electricity and Energy (DEE) amongst others, was established as a result of National Macro Organization of Government (NMOG) of 2024. Since the establishment of this department, there have been many developments in the department that need to be managed through a structured and strategic management approach to minimise disruption but maximise adoption and ensure a smooth transition by all DEE employees. These developments include, amongst others, the following: 1) the implementation of new information technology, 2) the restructuring of the department, 3) the implementation of corporate communication correspondences, 4) office relocation, etc. A dedicated external partner is required to provide the necessary framework, tools and experience to lead these interventions in the Department in collaboration with Officials within the Sub-directorate: Organisational Development and Change Management, together with the departmental Change Management Committee.

1.3 The DEE has been mandated to ensure a secure, sustainable, and affordable energy supply, promote industrialization, and drive economic transformation. The department plays a critical role in advancing energy security, ensuring universal electricity access, supporting environmental sustainability, and regulating the electricity and energy sector in alignment with national policy objectives. In fulfilling this mandate, the department contributes to South Africa's just energy transition, ensuring that energy reforms are inclusive, equitable, and sustainable while upholding constitutional obligations.

1.4 Beyond its legislative mandate, the DEE operates within a comprehensive policy framework that directs its focus areas, strategic priorities, and sectoral interventions. Together, these policies shape the department's approach to ensuring a secure, sustainable, and affordable energy supply for all South Africans while supporting industrial development, innovation, and economic growth.

2. CONTRACT PERIOD

2.1 The duration of this project is twenty-four (24) months from the signing of the contract with the successful service provider.

3. OBJECTIVE

3.1 To lead and manage the change management interventions/ developments in the department by focusing on the people side of change.

4. SCOPE OF WORK

4.1 **The successful service provider with the required expertise will be expected to perform the following functions:**

4.1.1 Assess and analyze the current state of change within the department and present the outcomes.

4.1.2 Develop a change management framework for the department.

4.1.3 Lead communication networks and promote change within the department

4.1.4 Ensure that Management at all levels participates and support change.

4.1.5 Develop a roadmap at Departmental, Branch and Chief Directorate levels.

4.1.6 Facilitate implementation of identified quick wins.

4.1.7 Impart knowledge to the Organisational Development and Change Management Officials.

4.1.8 Provide the internal OD & CM Team with the latest organizational design trends available in the local or international market.

4.1.9 Assess if the DEE TO-BE organisational structure is aligned with the Mandate of the Department.

4.1.10 Define the organisational culture for DEE.

4.2 Advertising and Marketing:

4.2.1 In consultation with the DEE Communications Management Unit, the Service Provider will be expected to:

4.2.1.1 Develop and implement a marketing and communication plan at the inception of each change project.

4.2.1.2 Produce presentations and conduct workshops related to any change developments as per the needs of the DEE.

4.2.1.3 At the inception of the project and thereafter, monthly, provide marketing material (Brochures, posters, etc.) to raise awareness among DEE employees to accept and embrace change.

4.2.1.4 Provide articles on milestones aligned with the project at hand Roadmap.

4.2.1.5 Facilitate at least one workshop quarterly or when required.

5. REPORTING REQUIREMENTS:

5.1. The service provider is expected to provide monthly, quarterly, and annual service utilisation reports within five (5) working days after the end of each month, quarter, and year.

5.2 Hold regular meetings with the Project Manager to enable the department to monitor Progress.

5.3 Manage and monitor the overall project in consultation with the Project Manager.

5.4 Assign suitable, experienced and qualified personnel to assist with the facilitation and drafting of the recording of the proceedings.

5.5 Reports must be integrated into all services rendered.

5.6 Reports should include trends against best practices as well as recommendations.

5.7 Quarterly and annual reports must be presented to management in the DEE as and when needed.

5.8 Invoices should be accompanied by the required reports for the processing of payments.

6. DELIVERABLES OR PROJECT OUTPUT AND/OR OUTCOME

6.1 The service provider is expected to render the following deliverables:

6.1.1 Organisational Change strategy/framework;
6.1.2 Organisational Change Outcomes Report;
6.1.3 Communication/ transitional Plan;
6.1.4 Change Management roadmap; and
6.1.5 Implemented change management interventions.
6.1.6 Latest organisational design trends available in the market, local or international.

7 ROLES AND RESPONSIBILITIES

7.1 The department will be responsible for the payment of costs within 30 days of the service being rendered.

7.2 According to the TOR, the service providers will be responsible for the design and production of all marketing materials and products.

7.3 The service providers must be able to provide fully integrated change management services as per the services indicated under paragraph **4.2.**

7.4 Furthermore, the service providers will be responsible for communicating with the department, particularly the Sub-Directorate: Organisational Development and Change Management, about the specifications for the marketing material.

7.5 Regular consultation with the department for sign-off of design/samples before printing.

7.6 The Service Provider will report to the Project Manager within the Sub-directorate: Organisational Development and Change Management. The service provider will have to ensure that the expected outputs are completed on time and that they comply with the specific project criteria and requirements. The service provider will be required to source the required information and materials for the development of the entire marketing campaigns and services.

7.7 Access to the Service Provider project Manager to assist DEE Project Manager with technical answers

8. WORKPLAN AND METHODOLOGY

8.1 The Service Provider will be requested to give a quote regarding the work to be undertaken for each session under this project. The total cost must be VAT inclusive and should be quoted using the South African currency.

8.2 Quotes must be inclusive of all the servicers to be rendered.

9. EVALUATION CRITERIA

This bid will be evaluated in four stages, i.e., functionality, mandatory requirements, administrative compliance, and point scoring system.

9.1 Gate 01 - Functionality

Bidders will be scored in terms of the functional requirements indicated in the table below. The corresponding points and weightings will be used to calculate the overall score a bidder has achieved. The minimum threshold for this bid is **70%**. Bidders who score less than **70** will be disqualified. Only bidders that score **70%** or more will be considered further.

NO	Evaluation criteria	Points	Weight
A.	**Company Experience:** Bidders must have undertaken and successfully completed relevant projects/assignments in Industrial and Organisational Psychology in the past eight (8) years *(Submit proof in the form of testimonial letters with traceable references. The letters must describe the project, duration, start and end date, and performance level.*	10 projects or more = 5 points 8 to 9 projects = 4 points 6 to 7 projects = 3 points 4 to 5 projects = 2 points 1 to 3 projects = 1 point	**20**

B.	**Experience of Team Leader and Team Members:** (i) The Team Leader must have practical experience in leading and implementing change management interventions. *(Attach a comprehensive recent CV with contactable referees)*	 10 years or more = 5 points 9 years = 4 points 8 years = 3 points 7 years = 2 points 6 years or less =1 point	**25** (10)
	(ii) Team Leader must have managerial experience in leading and implementing change management interventions *(Attach a comprehensive recent CV with contactable referees)*	10 years or more = 5 points 9 years = 4 points 8 years = 3 points 7 years = 2 points 6 years or less =1 point	(5)
	Team member (iii) Individual team members must have practical experience in change management. (Attach a comprehensive recent CV with contactable referees)	7 years or more = 5 points 6 years =4 points 5 years =3 points 4 years =2 points 3years or less =1 point	(10)

C.	**Qualifications of Team Leader and Team Members Qualifications:** **Team Leader** The Team leader must have a recognised SAQA qualification in Industrial and Organisational Psychology	NQF level 9 and above = 5 points NQF level 8 = 4 points NQF level 7 = 3 points NQF level 6 = 2 points NQF level 5 = 1 point No qualification = 0 points	**25** (15)
	Team Members The team members must have a recognised SAQA qualification in Industrial and Organisational Psychology.	NQF level 9 and above = 5 points NQF level 8 = 4 points NQF level 7 = 3 points NQF level 6 = 2 points NQF level 5 = 1 point No qualification = 0 point	(10)
D.	**Project Plan:** Project/ Execution plan and Management should be attached "Detail" in this context refers to a plan that outlines at least the following four aspects; (i) Activities (ii) Milestones (iii) Timeframes (iv) Resources	More than four aspects covered = 5 points Four aspects covered = 4 points Three aspects covered = 3 points Two aspects covered =2 points One aspect covered = 1 point Detailed methodology = 5 points No methodology = 1 point	**(30)** 20

	Proposed Methodology **Include a detailed methodology outlining approach and management of the project** "Detail" in this context refers to a methodology that outlines at least the following two aspects; (i) Approach (ii) Management of the project	Approach = 5 points Management of the project = 5 points	10
	Total		**100**

For the purpose of evaluating functionality, the following values will be applicable:

Formula; $\dfrac{A}{B} \times 100 = C\%$

Where: A = Total score for the bid under consideration

B = Maximum possible score

C = Percentage score for the bid under consideration

9.2 Gate 02 – Mandatory requirements

The following requirements are mandatory. Bidders who do not comply with the mandatory requirements will be disqualified.

(i) The Team Leader must be registered with the Health Professions Council of South Africa (HPCSA) as a Psychologist in the category of Independent Practice (Industrial Psychology) – Submit valid proof of registration.

9.3 Gate 03 - Administrative compliance

(i) Compliance with the specification / Terms of Reference.

(ii) Fully completed SBDs (Duly signed and dated) listed hereunder.

- SBD 1

- ➢ SBD 4
- ➢ SBD 6.1

(iii) The following will be regarded as non-compliance.

- ➢ Price amendments / other amendments without signature/initials.
- ➢ Use of correctional fluid
- ➢ Completion of the bid document in coloured ink other than black ink

9.4 Gate 04 – Point Scoring System

Bids will be evaluated on the 80/20 preference point system as outlined in the Preferential Procurement Regulation of 2022.

- ➢ Price points = 80
- ➢ Preferential points = 20

9.4.1 The bidder that scores the highest points in this phase will be awarded the tender.

9.4.2 Should more than one bidder score the same number of points, the award will be made to the bidder who scores more points on specific goals.

9.4.3 Should there be more than one bidder who scores the same number of points overall and the same points on specific goals, the award will be made to the bidder who scored the highest points on functionality.

9.4.4 Should there be more than one bidder who scores the same number of points in all aspects, the bid will be determined by the drawing of the lot.

9.4.5 The preferential points will be allocated based on the Departmental objectives for specific goals. Point allocations for specific goals are tabulated hereunder.

9.4.6 Bidders who do not submit proof (means of verification) of specific goals claimed will not qualify for preference points for specific goals.

Specific Goal	**Number of points (80/20 Preference System)**	**Means of Verification**
Enterprise owned by Black people	4	Identity documents and CIPC document
Enterprise owned by Women	4	Identity documents and CIPC document

Enterprise owned by Youth	4	Identity documents and CIPC document
Enterprise owned by disabled persons	4	Medical certification
Enterprise owned by SMMEs (QSE or EME)	4	B-BBEE certificate issued by a SANAS accredited Agency or DTIC, or Sworn affidavit

NB: "Ownership = 51% of the company share. Designated group/person that is part of the entity directorship but has less than 51% share = points will be calculated on a pro-rata basis in relation to the share/s held by the designated group/persons.

E.g. Number of women directors = 01

Shares owned by women = 20%

Specific goal for women = 4 points

Points claimable for women ownership = $\frac{20}{100}$ x 4 = **0.8 points**

10 **CONFIDENTIALITY OF INFORMATION**

10.1 The names of all the members of the service provider team must be disclosed for the prior approval of DEE. Any changes, replacements, and additions should be submitted for prior approval of DEE.

10.2 All members will have to sign a Non-Disclosure Agreement before project commencement and may be required to undergo security screening and tests as the DEE deems necessary.

11 PAYMENT

11.1 The Department will not make an upfront payment to a successful service provider. Payment will only be made by the delivery of service that will be agreed upon by both parties under the service level agreement.

12 TAX CLEARANCE CERTIFICATE

12.1 Bidders must ensure compliance with their tax obligations.

12.2 Bidders are required to submit their unique personal identification number (pin) issued by SARS to enable the organ of the state to view the taxpayer's profile and tax status.

12.3 Application for tax compliance status (TCS) or pin may also be made via e-filing. To use this provision, taxpayers will need to register with SARS as e-filers through the website www.sars.gov.za.

12.4 A bidder may also submit a printed TCS together with the proposal.

12.5 In proposals where consortia / joint ventures / sub-contractors are involved; each party must submit a separate proof of TCS / pin / CSD number.

12.6 Where no TCS is available, but the bidders are registered on the central supplier database (CSD), a CSD number must be provided.

13 DOCUMENTATION

13.1 N/A

14 COST / PRICING

14.1 The service provider will be requested to provide a quoted proposal regarding the work to be undertaken.

14.2 The total cost must be VAT inclusive and should be quoted in South African Rands (i.e. ZAR).

14.3 The service provider should provide hourly rates as prescribed by the Department of Public Service and Administration (DPSA), Auditor-General (AG) or the body regulating the profession of the consultant.

14.4 The Service Provider should provide (Subsistence &Travel (S&T)) rates that are aligned to the National Treasury instruction note as follows:

i) Hotel Accommodation – R1550 per night per person, including breakfast, dinner and parking.

ii) Air travel must be restricted to economy class.

iii) Claims for kilometres may not exceed the rates approved by the Automobile Association of South Africa.

15 CONDITIONS OF THE CONTRACT

15.1 The General Conditions of Contract must be accepted as these are issued by the National Treasury and are non-negotiable.

15.2 The successful service provider will sign a confidentiality agreement regarding the protection of DEE information that is not in the public domain.

15.3 The successful service provider shall ensure that the contract is executed in line with the scope of work.

15.4 The successful service provider may be subjected to security screening by the State Security Agency.

15.5 The DEE reserves the right to verify the authenticity of the information submitted, any falsified information may result in the disqualification or cancellation of the contract.

16 FORMAT OF SUBMISSION OF PROPOSAL

16.1 Bidders are requested to submit two (4) copies of technical proposals plus the original.

16.2 Bidders are requested to index their proposals for easy reference.

17 PRE-BID MEETING / BRIEFING SESSION DETAILS

17.1 A compulsory briefing session will be held on **14 NOVEMBER 2025,10h00** at the Department of Electricity and Energy, 192 Matimba Building, Corner Visagie and Paul Kruger Streets, Pretoria.

17.2 Alternatively depending on the circumstances Microsoft Teams or Zoom maybe used to conduct briefing session.

17.3 Bidders must ensure that they sign a register during a compulsory briefing session to confirm attendance. Failure to sign the register to confirm attendance will invalidate your bid.

18 CLOSING DATE

18.1 Proposals must be submitted on or before **28 NOVEMBER 2025,11h00,**at the Department of Electricity and Energy, at 192 Matimba Building, Corner Visagie and Paul Kruger Streets, Pretoria in the bid box marked Department of Electricity and Energy. **No late bids will be accepted.**

19 ENQUIRIES

19.1 **All general inquiries relating to bid documents should be directed to:**

Ms. Rachel Moerane/ Mr. Samuel Msiza

Tel No: (012) 406 7747 / 7910

E-mail: Rachel.Moerane@dee.gov.za/Samuel.Msiza@dee.gov.za

19.2 **Technical enquiries can be directed to:**

Ms. Mokgaetjie Mokone/ Ms. Dineo Masilo

Tel No: (012) 406 7604/7607

E-mail: Mokgaetji.Mokone@dee.gov.za/ Dineo.Masilo@dee.gov.za