

Request for Quotations for the Appointment of a Service Provider to conduct critical culture conversations within SALGA National and Provincial Offices.

RFQ NO. SALGA FPQ/HR023-2021/22

Closing date and time: 13 December 2021 at 12h00

Submission to: mmagolego@salga.org.za

WEBSITE: www.salga.org.za

1. INTRODUCTION

The South African Local Government Association (SALGA) is a public entity established by the Organised Local Government Act (Act 52 of 1997) to assist in the comprehensive transformation of local government in South Africa. SALGA is managed within the framework of the Public Finance Management Act (Act 1 of 1999) and is listed as a schedule 3A public entity. Its main objectives are to:

- Represent, promote and protect the interests of local government;
- Transform local government to enable it to fulfil its developmental role;
- Enhance the role and status of its members as provincial representatives and consultative bodies of local government;
- Enhance the role and status of municipalities;
- Be recognised by national and provincial governments to be the representative and consultative body in respect of all matters concerning local government and to make representations to both provincial and national governments in respect of any matter concerning local government;
- Ensure the full participation of women in organised local government;
- Be the National Employers' Association representing all municipal members and, by agreement, associate members.

2. SALGA MANDATE

Developmental Local Government is an essential component of the machinery of government. In accordance with its constitutional mandate, SALGA is obliged to transform the local government sector to one that has the required capacity to make a meaningful contribution to poverty alleviation, economic development and all socio-economic opportunities that the state has geared itself to provide for its people. SALGA also serves as the representative voice of all 257 municipalities in the country. Since its establishment, SALGA has endeavored to bring focus to its mandate of supporting local government transformation in a complex environment, characterised by a highly diverse and diffuse membership-base of municipalities.

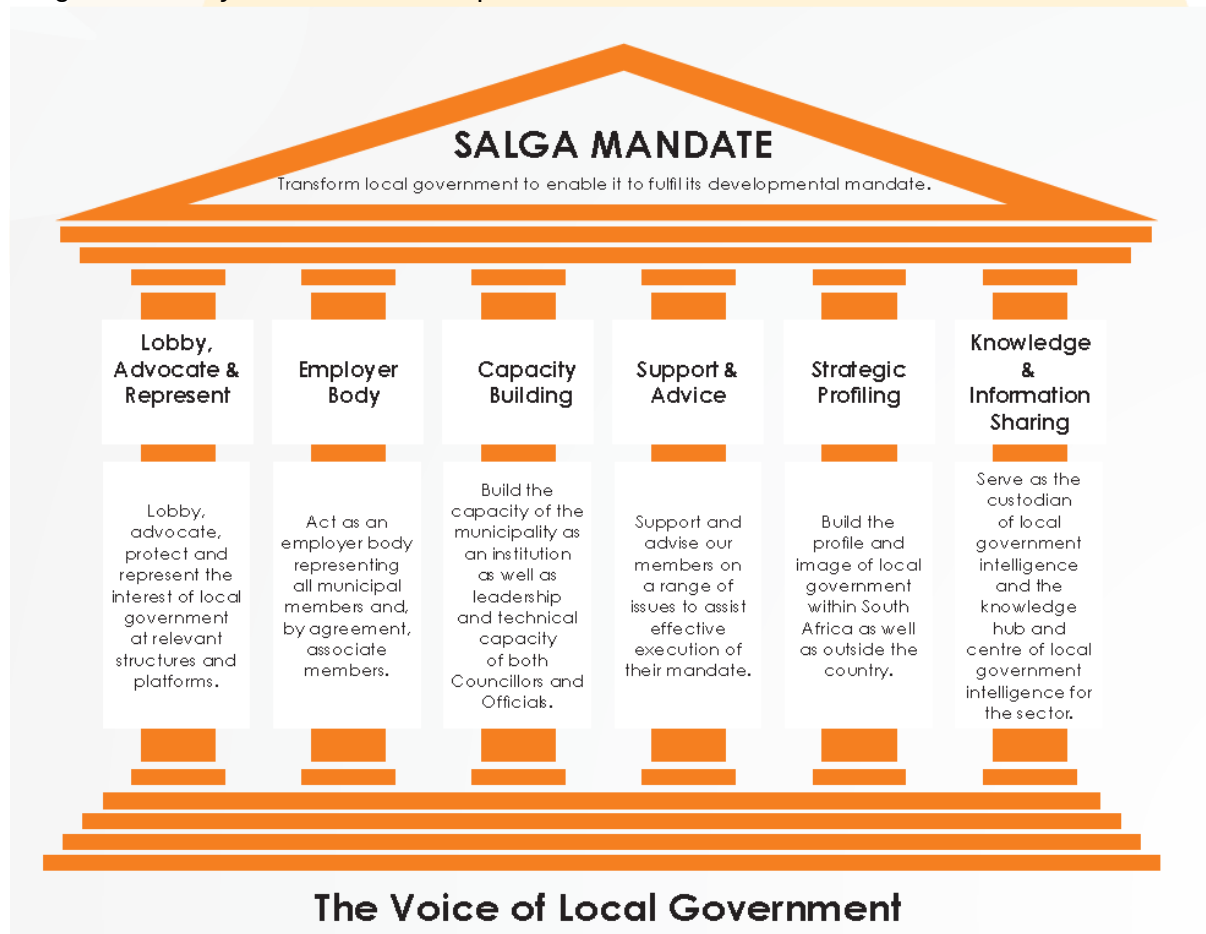
In terms of its amended Constitution, SALGA is a unitary body that consists of a national association and nine provincial offices. Its mandate rests on the following six primary pillars:

- 1) Representation, Advocacy and Lobbying refers to representing the interests of members in legislatures and other policy making and oversight structures. It also refers to engaging with various stakeholders, public debates etc. in the interest of Local Government.
- 2) Employer Body refers to being an effective employer representative for members. Employer representation is carried out through collective bargaining (in terms of the Labour Relations Act) in various structures including but not limited to those established in the South African Local Government Bargaining Council.
- 3) Capacity Building refers to facilitating capacity building initiatives through among others; representing member interests in the Local Government Sector Education

Authority (LGSETA). SALGA strives to facilitate a coherent, well-coordinated capacity building programme for municipal councillors and officials.

- 4) Support and Advice refers to the provision of tools and services that enable municipalities to understand and interpret trends, policies and legislation affecting Local Government and to implement the said policies and plans;
- 5) Strategic Profiling of Local Government refers to enhancing the profile and image of local government as an important and credible agent for the delivery of services. Profiling focuses within South Africa, the African continent and the rest of the world.
- 6) Knowledge and Information Sharing refers to building and sharing a comprehensive hub of Local Government knowledge and intelligence that will enable informed delivery of other SALGA mandates. The knowledge hub is also a useful reference point for all who seek Local Government information.

Diagrammatically the mandate is depicted as follows:



3. PURPOSE OF THIS REQUEST

The purpose of this document is to call for quotations from competent and suitably qualified Service Providers to assist the South African Local Government Association (SALGA) to conduct critical culture conversations at National and Provincial Offices.

4. BACKGROUND

An organization's culture defines the proper way to behave within the organization. This culture consists of shared beliefs and values established by leaders and then communicated and reinforced through various methods, ultimately shaping employee perceptions, behaviours and understanding. Organizational culture sets the context for everything an enterprise does.

In October 2020, SALGA conducted an organisation wide culture survey to identify the strengths and challenges within the organisation. The survey further enabled SALGA to build a stronger culture and a more effective working environment to support employees and to help achieve SALGA's organisational goals.

It is against this background that SALGA requires the appointment of a service provider to provide a platform to commence with the critical culture conversations at an employee level. These conversations are crucial as a tool to reinforce organisational values, behaviors, practices, and culture shifts towards the desired culture. When employees have open and ongoing dialogue about their work, their trust in the organisation strengthens and ultimately results in increased employee engagement and improved business performance.

5. SCOPE OF WORK

SALGA intends to appoint a suitably qualified and competent accredited service provider to facilitate the following engagements: **(SALGA reserves the right to appoint various service providers for this assignment).**

- Crucial Conversations
- Building Trust in a team
- Effective Communication
- Team Strength-finder
- Creating team Cohesiveness

6. SPECIFICATIONS AND REQUIREMENTS

- The bidder will be expected to demonstrate technical ability and capacity to undertake an assignment of this complexity.
- The successful service provider must fulfil the following requirements:
- Shortlisted bidders may be required to make a presentation to SALGA on their value proposition;
- Produce the necessary proof of competence and experience in the required areas of work (culture survey);
- A proven written track record for managing projects of a comparative size and nature accompanied by 3 contactable/traceable references;
- Proven track record of project management skills/ ability;
- The service provider must show proof of competent report writing experience;
- A detailed project management plan that outlines the details of all the elements of the project;

- The service provider must have the required administrative capacity that is commensurate with delivery of a project of this nature; and
- The service provider must provide a detailed project budget breakdown.
- Ability to produce high-quality work to tight deadlines with the minimum of supervision
- Make recommendations on the best short, medium, and long-term interventions to sustain or improve the organisational culture;
- Present the findings of the report to the Human Capital and Corporate Services Team (HCCS); and
- Present two hard copies of the crucial conversations report in full colour as well as a soft copy.

7. BIDDER COMPETENCES

SALGA wishes to engage the successful bidder with appropriate skills/expertise in the following areas:

- Proven experience of critical conversations or on similar projects;
- Statistical analysis, report writing and presentation skills;
- Understanding of organisational culture and employee engagement;
- Demonstrable experience and familiarity with human resource management practices.
- Understanding of these in a local government context will be advantageous,
- Project management and administration of similar projects of a comparative size and nature;
- Stakeholder engagement including liaison with members of senior management within the organisation if need be;
- Project risks identification and management; and
- Liaise with the Crucial Conversation Project Lead as and when required.
- Weekly reporting on the project along with the ability to present the final closeout report to relevant stakeholders and governance structures

8. PRICING

The Bidder must take the following into consideration when pricing:

- Detailed deliverables as per specifications above.
- Price must be based on a fixed price basis for the duration of the contract. Rates are to include for labour, material, overheads, profit, etc.
- To ensure that all rates include for all costs deemed necessary as no additional costs will be admitted later.
- All rates must include Value Added Tax (VAT).
- Pricing should be as much as possible be aligned to the scope of requirements and the format below which should be incorporated in your proposal.
 - Below quantities are given in good faith and SALGA is not obligated to commit to them.
 - Any other pricing elements not covered in the template below should still be quoted upon however be included per service element below

No.	Deliverable / Item Description	Unit of Measure	Qty	Unit Price / Rate (Excl. VAT)	Price (Excl. VAT)
1	Crucial Conversations	Per session	10		
2	Building Trust in a team	Per session	10		
3	Effective Communication	Per session	10		
4	Managing Teams Remotely	Per session	10		
5	Creating team Cohesiveness	Per session	10		
				Sub-total	
				VAT	
				Total	

8. FUNCTIONALITY AND COMPETENCY

Evaluation Criteria (Please tick either 'Yes' or 'No' – a no will cause a deduction in points)

The following minimum criteria serve as requirements for the service provider, and where proof is required or there is a need to substantiate any of these criterions, please attach accordingly:

Functionality and Competency Requirements	Y	N
Does the bidder have experience and capacity in conducting of crucial conversations? (20 Points). - Provide testimony letter/contactable references of previous and similar work: 1 to 2 testimony letters/contactable references (5 Points). 3 and above testimony letters/contactable references (5 Points).		
Has the bidder demonstrated detailed approach, methodology and process to be adopted in the project? (30 Points)		
Level of experience and qualifications of the Consultant/Proposed Team to undertake the assignment (the experience must be based on team effectiveness conversations (Attach CV's and Qualifications) (20 points)		

All Bidders who fail to meet all of the above functional requirements shall not be considered for further evaluation on Price and BEE, however SALGA reserves its rights.

In the **second stage** of the evaluation, RFQ responses selected from the first stage will be evaluated in terms of the 80/20 preference points system under section 2 of the Preferential Procurement Policy Framework Act, 2000 (Act No 5 of 2000), read with the

Preferential Procurement Policy Framework Regulations of 2017 and National Treasury guidelines.

Criterion	Points Allocation
BBBEE status	20
Price	80

Points for the BBBEE criterion will be allocated in accordance with the Bidder's BBBEE status level, and those of its subcontractors in proportion to their expected revenue allocations.

Points for the Price criterion will be calculated in accordance with the formula in the Preferential Procurement Regulations. The Price of the Bidder's RFQ response will be calculated over the anticipated term of the Agreement. Any additional costs that will be incurred by SALGA in implementing or receiving the solution from the Bidder will be taken into account during evaluation.

The points accumulated for BBBEE status criterion will be added to the points accumulated for the Price criterion.

9. TIMELINES

- Receipt of quotation deadline is on the 13 December 2021 at 12h00.

10. GENERAL CONDITIONS

The following should be noted by interested parties:

- Intellectual property and ownership of all materials and products developed in the execution of the contract will be vested in SALGA.
- Materials and products may not be made available to any unauthorized person or institution or sold for profit without prior written consent from SALGA.
- On completion or termination of the agreement, all materials and products must be handed over to SALGA.
- No information concerning the tender or award of the tender may be made available by the bidder to other parties without prior consultation and written approval from SALGA.
- SALGA may at its own discretion vary this instruction to include more scope / work or to exclude work/service areas. In the case of the latter, the bidder shall not be entitled to claim for any work not required and may engage SALGA on the pricing of the additional work/ service proposed.
- All copyright and intellectual property rights that may result as a consequence of the work to be performed shall reside with SALGA and the bidder shall be required to sign an agreement of confidentiality.
- SALGA may dictate the framework in which documents (policies, plans, report etc.) shall be submitted; however, the bidder should be able to submit a proposal on the layout of his/her choice for consideration by SALGA.
- SALGAs (general conditions of bid, contract, and order) shall be applicable to this bid.

- The bidder shall be required to conclude and sign a Service Level Agreement (SLA) after the appointment.
- SALGA reserves the right not to award the bid to any bidder at its own discretion.
- Materials and products may not be made available to any unauthorized person or institution or sold for profit without prior written consent from SALGA.

Reviewed, Supported, and Approved by Relevant Authority

