



TERMS OF REFERENCE FOR ORGANISATION DEVELOPMENT AND HUMAN RESOURCE EXPERT/S TO ASSIST WITH THE DESIGN AND IMPLEMENTATION OF THE ORGANISATIONAL STRUCTURE FOR THE NEW KZN TOURISM AND AUDIO-VISUAL AGENCY

1. INTRODUCTION

Following a decision of the KwaZulu-Natal (KZN) Provincial Executive Committee, a process is currently underway to merge the KZN Film Commission and KZN Tourism Authority into a new entity, to be called the KZN Tourism and Audio-Visual Agency.

As part of this process, an Organisational Development (OD) and Human Resource (HR) expert/s are required to assist in designing and implementing an appropriate organisational structure for the merged entity.

2. BACKGROUND

The KZN provincial government embarked on a process to rationalise its entities in 2015 with the appointment of the Rationalisation of Public Entities Task Team (ROPETT) to assist the Provincial Executive Committee (PEC) with this task.

ROPETT submitted their report to the PEC during November 2017. This resulted in inter alia the decision to merge the KZN Film Commission (KZNFC) and the KZN Tourism Authority (TKZN).

Subsequently, a bill has been drafted to give legal effect to the merger. A strategic plan for the merged entity has also been developed. Furthermore, a business case is being drafted to obtain formal approval for the establishment and listing of the new KZN Tourism and Audio-Visual Agency as a Schedule 3C entity in terms of the Public Finance Management Act, No 1 of 1999.

The main objectives for the merger and consolidation of KZN's entities are to achieve cost reduction and financial sustainability, improve operational efficiency, increase performance as well as improve governance, transparency, and accountability.

As far as the merger of KZNFC and TKZN specifically is concerned, the main motivation for this is that both entities are involved in the marketing and promotion of KZN as a destination and, hence, the idea is to create synergies through the merger. Whereas TKZN promotes and markets tourism opportunities in KZN across all sectors and areas, the KZNFC focuses specifically on film-induced tourism. For example, when international events are held in KZN, these provide opportunities to market KZN as a tourism destination through audio-visual media. By merging them, efficiencies could be achieved by reducing overhead costs such as board fees and office accommodation. Also, they would have access to a broader pool of marketing skills.

The forthcoming merger is expected to happen on 1 April 2023, pending approval of the business case and promulgation of the draft legislation.

Note that both entities are fairly small – see their employment data below:

Table 1: Employment and vacancies: TKZN

Level	No. of approved posts 2020/2021	No. of Employees 2020/2021	No. of Vacancies 2020/2021	% Vacancies
Top management	3	2	1	33,33%
Senior management	7	4	4	57,14%
Professional qualified	13	11	2	15,38%
Skilled	41	35	6	14,63%
Semi-skilled	4	4	0	0%
Unskilled	2	3	1	50%
Total	70	59	12	17,14%

Source: TKZN Annual report 2020/21, p.62

Table 2: Employment and vacancies: KZNFC

Level	No. of approved posts 2020/2021	No. of Employees 2020/2021	No. of Vacancies 2020/2021	% Vacancies
Top management	1	1	0	0%
Senior management	2	1	1	50%
Professional qualified	8	7	1	12,5%
Skilled Technical	12	6	6	50%
Semi-Skilled	13	7	6	46,15%
Total	36	22	14	38,89%

Source: KZNFC Annual report 2020/21, p.44

3. SCOPE OF WORK

The OD expert is required to deliver the following:

Table 3: Scope of project

No	Outputs	Projected no of consulting days ¹
1	<p>“As is” report which describes the current situation at the TKZN and KZNFC, <i>inter alia</i> describing their existing mandates and strategic priorities, as well as their capacity (organisational structure and staff) and the total employment cost of the existing staff (permanent and temporary), to deliver on these mandates and priorities.</p>	8
2	<p>“To be” report which describes the envisaged situation of the KZN Tourism and Audio-Visual Agency, <i>inter alia</i> describing the new entity’s mandate (as per the Bill) and strategic priorities (as per the strategic plan), as well as the capacity (service delivery model², organisational structure³ and staff) and the projected total employment cost of the staff (permanent and temporary) to deliver on these mandates and priorities.</p>	25
3	<p>Migration process and plan which outline the proposed staffing (matching and placement) approach to migrate staff from the old to the new organisational structure and managing staff who may be surplus to operational requirements⁴ through strategies such as non-renewal of fixed-term contracts; redeployment and retraining; early retirement/severance packages, while proposing measures that management should take in consulting and/or communicating the proposed changes to key stakeholders, inclusive of clients, organised labour and staff.</p> <p>The migration process and plan should also reflect on the timing of the proposed changes, and any transitional measures that may be required to this end, considering the processes underway to obtain approval of the bill and business case, as well as the period when an interim board and CEO will be in place once the bill is promulgated. (At this stage it is envisaged that the required approvals will be obtained in the 2022/23 FY, with implementation commencing in the 2023/24 FY.)</p> <p>Finally, the migration process and plan should provide guidance in setting up support structures and processes to support a seamless and successful transition to the new entity. This may include a placement committee and an appeals process.</p>	10

¹ The projected number of consulting days includes both the development of the relevant deliverables and consultation on these. Note that the projected number of consulting days per deliverable is not fixed. However, the **total number of consulting days** for this assignment is **fixed**. Hence price quotations must be based on the total number of consulting days reflected in Table 3.

² The primary purpose of a service delivery model is to enable the application of a corporate strategy and mandate to the operations of an organisation. It is a representation of the key products and services to be delivered by the organisation and how it can be best organised to deliver efficiently and effectively on these. It maps the capabilities that are required across the organisation’s value chain, and indicates whether e.g., a centralised or decentralised model is to be followed and whether it requires e.g., a head office and regional offices. Moreover, it provides a common understanding of the organisation by allowing people to visualise it across the value chain as every significant element of business activity is represented such as people, processes, and technology. In the latter regard, consideration needs to be given how information and communication technology can be used to give clients (improved) access to the organisation’s products and services. **Note that work on the service delivery model is already being done, hence the main focus should be on validating this work, and then to translate this into an organisational structure.**

³ The organisational structure is an extension of the service delivery model and describes in more detail the purpose and functions of the various units of the organisation as well as the post structure (number and envisaged job grades).

⁴ Note that no retrenchments are to be effected because of the merger hence all possible strategies short of dismissals for operational requirements should be explored.

4	Closure report which summarises the outputs delivered during the assignment, the lessons learned, and challenges experienced during the assignment, and proposed next steps ⁵ .	2
	TOTAL	40

4. EVALUATION CRITERIA

A two-phased approach will be followed:

- 1) Technical / Functionality evaluation
- 2) Price and BBEE evaluation. The 80/20 principle will apply in line with the Preferential Procurement Policy Framework Regulations, 2017. The goals for HDI are specified in the SBD 6.1 form.

The technical evaluation will be evaluated in two parts as follows:

- Desktop evaluation
- Presentations (Only applicable to those bidders who meet the minimum threshold of 70% in the desktop technical evaluation)

The technical desktop proposal will be evaluated as per the criteria in the table below. Service providers must ensure that all required information is included in their quotation as per the quotation requirements.

Table 4: Technical evaluation criteria

NO	CRITERIA	SCORING	WEIGHT
1	Proposed approach Approach and project plan being proposed to execute the assignment. Bidders should provide a detailed methodology statement indicating how they will approach and execute the project in line with the terms of reference.	5 = Excellent: Proposed approach includes innovative suggestions that goes to a significant extent beyond the minimum requirements as per these Terms of Reference and project plan is realistic and achievable. 4 = Above average: Proposed approach goes to a limited extent beyond the minimum requirements as per these Terms of Reference and project plan is realistic and achievable. 3 = Average: Proposed approach addresses only the minimum requirements as per these Terms of Reference and project plan is realistic and achievable. 2 = Below average: Proposed approach addresses the minimum requirements as per these Terms of Reference but the project plan is not realistic and achievable. 1 = Poor: Both the proposed approach does not address the minimum requirements as per these Terms of Reference and the project plan is not realistic and achievable. 0 = Non-responsive: Proposed approach and/or project plan not submitted.	25%
2	Qualifications of Key Staff An appropriate tertiary qualification in e.g., Human	5 = Masters (or equivalent) or higher 4 = Honours (or equivalent)	25%

⁵ This should include matters such as development of job descriptions and job grading.

NO	CRITERIA	SCORING	WEIGHT
	Resource/Personnel Management, Workstudy/Management Advisory Services, Industrial Psychology, Industrial Relations or Labour Law. Bidders should demonstrate this by providing certified copies of the qualifications of key staff. Zero points will be allocated for uncertified copies.	3 = Degree (or equivalent) 2 = Certificate (or equivalent) 1 = Matric (or equivalent) 0 = Non-responsive: Proof of qualifications in the required format not provided	
3	Company Experience Relevant experience in the organisational development and/or human resource field in either a management capacity, as a specialist, or as management consultant (or a combination of these). Bidders should provide a detailed company profile which indicates the number of years that the company has been conducting similar or related work.	5 = > 13 years 4 = 11 - 13 years 3 = 8 - 10 years 2 = 5 - 7 years 1 = < 5 years 0 = Non-responsive: Proof of experience in the required format not provided	25%
4	Company Skills Number of completed projects that are relevant to this quotation, namely the restructuring of the operations of an organisation; and/or redesign of organisational structures; and/or advising on the management of staffing strategies to achieve operational efficiencies and effectiveness. Bidders should provide reference letters on a letterhead indicating the description of the project executed, project value and project duration.	5 = 5 or more completed projects relevant to this quotation 4 = 4 completed projects relevant to this quotation 3 = 3 completed projects relevant to this quotation 2 = 2 completed projects relevant to this quotation 1 = 1 completed project relevant to this quotation 0 = Non-responsive: No completed projects relevant to this quotation or proof of skills in the required format not provided	25%

The minimum threshold for the desktop technical evaluation is 70%. Bidders who score below 70% will be eliminated from further evaluation. Bidders who score above 70% will be invited to make presentations to the TKZN evaluation committee.

Evaluation Criteria for presentations:

DETAILED PRESENTATION		
	TOTAL SCORE	BIDDER'S SCORE
Proposed plan for the organisation	15	
Previous work done and examples thereof	10	
Value Add	5	
Maximum Score	30	

Bidders must score a minimum of **20 points** for presentations to advance to the Price and BBBEE evaluation.

5. FINANCIAL PROPOSAL

The financial offer must be costed based on 320 budgeted hours.

The budget breakdown will include a cost estimate for the contract period of 6 months, which must include:

- Related assumptions and itemised budget;
- Fees must be quoted at an all-inclusive rate for the different levels of proposed resources to be utilized;
- Fees must be inclusive of VAT;
- All administration cost such as accommodation, travel, subsistence, etc. for the duration of the contract;
- The final total for the 6 month period.

6. QUOTATION REQUIREMENTS

6.1 Number of Advisors

A minimum of one (1) and a maximum of two (2) advisors are required. If, for example, the service provider has an expert that has the required expertise to produce all four (4) the outputs listed in Table 3, then only this advisor can be proposed. If, however, the required expertise resides not in a single advisor, then a team of two (2) advisors can be proposed. Note, however, that the maximum number of consulting days will remain the same, namely forty (40).

Also note that, if two advisors are proposed, the average of their scores for criteria 2 – 4 in Table 4 will be used.

6.2 Duration of the contract

The contract is expected to be for a maximum period of six months and to be executed during the 2022/23 financial year.

6.3 Submission requirements

Service providers should ensure that the following information is included in their quotations and that they meet the relevant requirements:

- a) Duly completed and signed Standard Bid Documents (SBD 1, 4, 6.1, 8 and 9).
- b) Tax compliance status requirements: Central Supplier Database (CSD) number/report.
- c) Service provider/Company profile.
- d) Service providers must submit all the information required for evaluation purposes including the proposed approach to the assignment and proposed project plan, plus the CV/s of the proposed OD expert/s, in the format at **Annexure A**, which reflects the qualifications, skills and experience of the person plus certified copies of all tertiary qualifications/certificates. If the CV is not provided in the format at Annexure A and certified copies of tertiary qualifications/certificates are not provided, then the relevant technical criteria may be scored as non-responsive.
- e) A summary table of the individual/s proposed for the role must be attached in the format at **Annexure B**. Service providers are advised to submit a maximum of two (2) CVs. If more are submitted, the first two (2) listed in Annexure B will be evaluated. For service providers that submit two (2) CVs, their average scoring for technical criteria 2 – 4 will be used.
- f) International qualifications must be accompanied by SAQA confirmation of accreditation. Non-submission of SAQA confirmation for such qualifications may lead to such qualifications not being recognised and scored in accordance with the relevant technical criterion.
- g) Note that reference checking may be conducted to verify the information provided by service providers which may influence the scoring. Any misrepresentation that may be discovered post the appointment of the service provider may lead to termination of the contract.
- h) Service providers must comply with all South African laws; including the Immigration Act 13 of 2002 (as amended).
- i) Prior to appointment, the recommended service provider may be required to submit additional supporting documentation.

6.4 Logistics

No office accommodation will be provided. The OD expert/s must provide their own equipment. They will, however, be assisted with collecting a set of base documents. A list of key resource persons from TKZN and KZNFC will also be identified and provided. It is envisaged that it will be possible to execute the assignment remotely. Any (non-mandatory) travel to and from the offices of TKZN and/or KZNFC will be for the own account of the service provider.

6.5 Reports and quality assurance

The reports to be produced are as per Table 3. The quality of the reports will be assessed and approved by the relevant project manager/s and Project Steering Committee. Invoices must be accompanied by the relevant approved reports. Should the reports not be attached or if they are not approved, payment of the relevant invoices may be withheld until the identified shortcomings have been corrected.

6.6 Validity period

The quotation will be valid for a period of 90 (ninety) days.

Annexure A: CV Template

Personal Information:	Surname	
	First names	
	Identity Number	
	Date of birth	
	Sex	
	Nationality	
Contact Details:	Telephone number (land line)	
	Cell Number	
	Email Address	

Work Experience: (Add entries if needed. Start from the most recent)

Date [<i>from – to</i>]	Position Held	
	Employer's or Consulting Company's Name	
	Employer's or Consulting Company's locality and contact details	
	Main Activities and Responsibilities	
Date [<i>from – to</i>]	Position Held	
	Employer's or Consulting Company's Name	
	Employer's or Consulting Company's locality and contact details	
	Main Activities and Responsibilities	
	Position Held	

Date [<i>from – to</i>]	Employer's or Consulting Company's Name	
	Employer's or Consulting Company's locality and contact details	
	Main Activities and Responsibilities	
Date [<i>from – to</i>]	Position Held	
	Employer's or Consulting Company's Name	
	Employer's or Consulting Company's locality and contact details	
	Main Activities and Responsibilities	

Qualifications: (Add entries if needed. Start from the most recent)

Name of Qualification Awarded	
Name of Institution	
Date	
Name of Qualification Awarded	
Name of Institution	
Date	
Name of Qualification Awarded	
Name of Institution	
Date	
Name of Qualification Awarded	
Name of Institution	
Date	

References: (provide at last three references from the past 5 years)

1	Name	
	Organisation	
	Position	
	Dates	
	Contact telephone / Cell number	
2	Name	
	Organisation	
	Position	
	Dates	
	Contact telephone / Cell number	
3	Name	
	Organisation	
	Position	
	Dates	
	Contact telephone / Cell number	

Indicate other training in areas relevant to this quotation and with reference to this role:

[Add narrative]

Annexure B: Technical Advisor/s Summary Table

INDICATE NAME AND SURNAME OF PROPOSED TECHNICAL ADVISOR:	SUMMARISE TERTIARY QUALIFICATIONS RELEVANT TO THIS QUOTATION:	SUMMARISE EXPERIENCE (BOTH THE TOTAL NUMBER OF YEARS AND IN WHICH AREAS):	SUMMARISE SKILLS (IN TERMS OF NUMBER OF PROJECTS COMPLETED RELEVANT TO THIS QUOTATION):