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TERMS OF REFERENCE

**ORGANISATIONAL CULTURE TRANSFORMATION/CHANGE MANAGEMENT FOR
KOMATI BASIN WATER AUTHORITY (KOBWA)**

TENDER NO. KOB/MD/10/2024

CLOSING DATE FOR SUBMISSIONS: 22 November 2024 AT 12H00 NOON

TENDERS MUST BE HAND DEPOSITED AS FOLLOWS:

Komati Basin Water Authority Maguga Dam Pigg's Peak Kingdom of Eswatini Telephone (+268) 2437 1463/4 (+27) 013 591 2644	OR	Komati Basin Water Authority Driekoppies Dam Schoemansdal South Africa Telephone (+27) 013 591 2633
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INTRODUCTION

The Komati Basin Water Authority (KOBWA) was established as a bi-national agency in terms of the Treaty for the purpose of implementing Phase 1 of the development. Phase 1 comprises the design, construction, operation and maintenance of the Driekoppies Dam on the Lomati River in RSA (phase 1a), and the Maguga Dam on the Komati River in Eswatini (phase 1b).

The Treaty provides for the development and utilisation of the water resources of the Komati River Basin from its headwaters in RSA to the confluence with the Crocodile River at Komatipoort. The Komati River Basin is an international drainage basin that is a source of water for the Republic of South Africa, the Kingdom of Eswatini and the Republic of Mozambique. The Basin comprises a total area of 11,087 km² up to the confluence of the Komati and the Crocodile rivers at Komatipoort, with a mean annual run-off of 1,438 million cubic meters.

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SECTION 1: REQUEST FOR PROPOSALS

ORGANISATIONAL CULTURE TRANSFORMATION/CHANGE MANAGEMENT FOR KOMATI BASIN WATER AUTHORITY (KOBWA)

1. Interested professional service providers are invited to submit a technical proposal and under separate envelope, a financial proposal for the Organisational Culture Transformation/Change Management services. Proposals would form the basis for negotiations and an agreement between the successful bidder and the client (KOBWA).
2. The purpose of the services requested is to provide a comprehensive Organisational Culture Transformation/Change Management services for KOBWA.
3. **Mandatory Bid Requirements** - The following are ALL mandatory requirements for the bid to qualify for evaluation:

Mandatory Requirements

- i. Original Bid and a Copy – (both hard copies clearly marked as either original and copy) and one ELECTRONIC COPY – USB / DISK/ link)
- ii. Company registration certificate / trading licence;
- iii. Form J (For Eswatini Companies)
- iv. Current tax clearance dated not older than three months
- v. The receipt for the purchased Terms of Reference (R/E500) [
- vi. Company Profile
- vii. Certificate of Incorporation

Bids that do not comply with the mandatory requirements will not be considered for the next phase of the evaluation.


4. Proposal Evaluation

Proposal Evaluation – the services proposal will be evaluated using the two-stages bidding process as follows;

- 4.1 Technical Evaluation; and
- 4.2 Financial Evaluation

The 70/30 preference point system will be applied.

Proposals will be evaluated using the two-stage process as follows:

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Item	Proposal Weighting	Points (Sub)	Points
Phase 1 :	Technical/Functionality		70
Phase 2 :	Financial		30
Total			100


4.3 Technical Proposal Evaluation

Technical Proposal evaluation: Technical proposals will be evaluated first. A minimum score of 70% must be achieved. Proposals with a score below 70% will not be considered further.


Phase 1 – Technical/Functionality Evaluation

The functionality criteria together with the maximum points to be awarded are set out below:

CRITERIA FOR FUNCTIONALITY	RATINGS	WEIGHT
Company Experience in the industry: -Company must have more than 5 years of existence, and practical experience in culture transformation/change management work. -Provide Organogram	[Each year is equivalent to one] Between 5 to 10 years. 5 Greater than 10 years: 10	10
Qualifications & Experience: - Relevant qualifications. - Team leaders have at least five (5) years' experience in culture transformation/change management services -Team members to have at least three (3) year's practical experience. -Abridged CV to indicate relevant experience and three contactable references for all members	Team Leader: 10 Support staff: 15	25
Qualifications & Experience: - Relevant qualifications. - Team leaders have at least five (5) years' experience in culture transformation/change	Team Leader: 10 Support staff: 15	25

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CRITERIA FOR FUNCTIONALITY	RATINGS	WEIGHT
management services -Team members to have at least three (3) year's practical experience. -Abridged CV to indicate relevant experience and three contactable references for all members		
Scope of service: Understanding of the scope of service as per the specifications.	Technical Aspect -Produce a detailed culture transformation/change management plan 15 -Produce a process flow with timelines for procedures to be involved 25	40
Track record of Clientele: -Provide Company Profile and list of clients serviced and managed with contract values	Between 5 – 10 Clients = 5 Greater than 10 Clients= 10	10
References / Testimonials	Provide a minimum of 5 company references and brief testimonials bearing a date of not more than 36 months (not limited to current running contracts, may include past contracts).	5
OHS and Quality Management Systems	Company quality & OHS systems attaching approved policies and a safety plan. 2 Proposed quality processes to be followed for KOBWA 2 Policy statement signed by top management 1	5
OHS and Quality Management Systems	Company quality & OHS systems attaching approved policies and a safety plan. 2 Proposed quality processes to be followed for KOBWA 2 Policy statement signed by top management 1	5
Financial Assurance	Bank Rating of transactability: C or better 5 D 3 E or lower 0	5
Total		100

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Should the rating achieved be less than 70%, the Technical Proposal will not be acceptable, and the financial proposal will not be opened.

5. Financial Evaluation

The financial proposal must clearly show all components of the technical services, inclusive of all associated costs.

The financial proposal will be evaluated as follows:

The 80/20 preference point system will apply as follows:

A maximum of 80 points representing price and 20 points representing Broad-Based Black Economic Empowerment for South Africa or Eswatini owned businesses for Eswatini. **Only bidders who meet the minimum requirements of the functionality criteria will be considered in this phase.** The following formula will be used for the preference point system:

$$Ps = 80 \left[1 - \frac{Pt - Pmin}{Pmin} \right]$$

Where:

Ps = Points scored for comparative price of offer under consideration.

Pt = R value of offer under consideration.

Pmin = R value of lowest acceptable offer.


The following points will be allocated for preferential procurement:

RSA Broad-Based Black Economic Empowerment (B-BBEE) status level:

B-BBEE Status Level of Contributor (RSA Companies)	Number of Points
1	20
2	18
3	14
4	12
5	8
6	6
7	4
8	2
Non-Compliant Contributor	0

Kingdom of Eswatini Public Procurement Act:

Eswatini Companies	Number of points
50% or more Swazi Ownership	20

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Below 50% Swazi Ownership	0
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6. Costs for preparing the proposal and for any negotiations are for the bidder's account and not reimbursable.
7. Proposals including pricing should be valid for a period of at least 90 days from the closing date of submissions.
 - i) If tender is awarded only the bid price will be applicable.
8. VAT registered companies must clearly state the VAT amount in their financial proposal.
9. Proposals must be physically submitted (including courier delivery), (both hard copies clearly marked as either original and copy) and one ELECTRONIC COPY – USB / DISK i.e. insert inside the proposal envelope) and signed for in the register on or before **12h00 (noon) on the 22 November 2024** into a tender box at the following address;

**Komati Basin Water Authority
Maguga Dam Offices
P. O. Box 678
Pigg's Peak
H108**

**Komati Basin Water Authority
Driekoppies Dam Offices
P.O. Box 518
Malelane
1320**

10. Proposals should be submitted in duplicates of two separate sealed envelopes as follows:


Technical Proposal – Ref: KOB/MD/10/2024a; and

Financial Proposal – Ref: KOB/MD/10/2024b

Any request for more information or clarifications should be made in writing no later than five (2) days before the tender closing date at the following contact details:

Mr Monde January: monde.january@kobwa.co.za

Copy to: siyanda.zembe@kobwa.co.za

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SECTION 2: SCOPE OF SERVICES

1. OBJECTIVES:

The objective is to assist with the future expansion and commercial focus of KOBWA, and achieving the new trajectory, the business requires organizational change in culture, values, business model, structures, methods and ways of working, and the creation of an employee value proposition statement. A comprehensive and holistic Change/Transformation Management approach is required to implement the new trajectory through new ways of working within a harmonized environment. The key aims of this exercise are:

- Develop a change/transformation management programme with appropriate and associated processes and initiatives.
- Creating awareness of why there is a need for change/transformation – i.e. Rationale for change/transformation, what the role of individual employees are in the process, how to own the change/transformation, have full understanding of what we are working towards as a new trajectory including the associated work practices, and what it means for KOBWA
- Identification and implementation of innovative change/transformation management initiatives to promote efficient and effective interaction and engagement of executives and employees
- Development and facilitation of a programme for the Executive Team to understand the role of an Executive Team in the change/transformation management process, i.e. develop a leadership development plan to improve the internal change/transformation management capabilities at executive and management level
- Designing a change/transformation management campaign plan

KOBWA has in place a Culture Transformation Survey Report that contains specific recommendations as a guiding base. However, the need for the implementation and action plan should be realized.

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2. METHODOLOGY AND APPROACH

This assignment is to be undertaken along the following principles and objectives:


- Analyze the existing/current KOBWA Culture Transformation Survey Report
- Develop a comprehensive organisational culture transformation/change management implementation plan to guide KOBWA through the transition period
- Keep employees informed of programmes development at the right time and at the right level to create acceptance
- Ensure that KOBWA staff and management are fully engaged and involved in this programme
- Develop an organisational culture transformation/change management communication plan
- Provide a roadmap, detailed project management plan and project resources, processes, policies, systems and forums that will be enablers of change/transformation
- Develop change metrics to monitor and measure the change process using successful metrics
- Support BOARD, EXCO and Staff in the development of a schedule for the roll-out of the organisational culture transformation/change management activities defining milestones, identifying critical actions and performance benchmarks
- Employment of suitable and cost-effective tools, techniques, and technology in the effectiveness and efficiency of the organisational transformation/change management implementation plan.

The following are key deliverables with associated performance standards for the organisational culture transformation/change management

Key Deliverables	Performance Standards
Inception Report and Work Plan	Work plan and inception report submitted within agreed timeframes with KOBWA
Organisational Culture Transformation /Change Management Framework and road map	Develop an Organisational Culture Transformation /Change Management Framework and road map which follows the agreed best practice

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Key Deliverables	Performance Standards
Organisational Culture Transformation /Change Management Communication Plan	Develop a plan for communicating the Organisational Culture Transformation/Change Management to KOBWA stakeholders, including the messages, channels and timing of communications
Stakeholder Engagement Plan	Develop a Stakeholder Engagement Plan to effectively and efficiently manage expectations
Risk Management Approach	Develop a Risk Management Plan to identify potential risks and issues to the Organisational Culture Transformation/Change Management initiative and develop strategies to mitigate or manage them to ensure the success of the change/transformation effort
Training and Development Plan	Develop a plan for training and development of KOBWA BOARD, EXCO and staff to support the Organisational Culture Transformation/Change Management, including the contents, methods, and timing of training
Sustainability and Institutionalization Plan	Develop Strategies to ensure that the Organisational Culture Transformation/Change Management is sustainable and becomes embedded in the KOBWA culture and practice, as well as ways/approaches to institutionalize the Organisational Culture Transformation/Change Management to prevent regression.
Progress Reports	Submit progress reports to KOBWA
Organisational Culture Transformation /Change Management Implementation Plan	Organisational Culture Transformation/Change Management Implementation Plan completed as per agreed timeframe
Resistance Management Plan	Plan to identify potential resistance, analysis of the resistance and strategies to overcome resistance to Organisational Culture Transformation /Change Management within KOBWA

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SECTION 3: ADMINISTRATIVE/GENERAL INFORMATION

3. COMPETENCY AND EXPERTISE REQUIREMENTS

Capacity


The service provider must have a dedicated, team with the capacity to deliver the required service to KOBWA. The service provider is required to provide a company profile on the following:

- a. Profile of the organization including evidence of compliance with B-BBEE for RSA or Swazi ownership. The applicant must demonstrate commitment or provide evidence of meeting the requirement of Broad Based Black Economic Empowerment (B-BBEE) or Swazi ownership;
- b. An overview of the key personnel to be used on the contract. Please note that the representation of the team is an important factor;
- c. Description of the current infrastructure arrangements (Organizational structure, systems, local and international networks etc.);
- d. The ability to implement the project in a cost-effective way
- e. Location of the company

Experience

The following should be submitted:

- a. Evidence of track record in similar assignments undertaken, duration, value, number of beneficiaries serviced;
- b. Five reference letters indicating an objective assessment of the quality of relevant and recent work undertaken by the potential travel agent and who will not be seen to be in a potential conflict of interest situation.

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4. TIMELINE OF THE PROJECT

The duration of the contract will be three (3) years from date of awarding of the contract, subject to a performance annual review. KOBWA reserves the right to extend the period of the contract.

5. QUALITY AND REPORTING REQUIREMENTS

The service provider will report directly to the CSD (Corporate Services Director) to be advised or to any delegated representative, as and when required. Qualitative management of the service and performance must be overseen by the CSD.

6. PRICING:

The proposed total pricing must be exclusive of VAT.

KOBWA requires a breakdown of rates on any of the items priced and the service providers are required to provide same.

Prices indicated must be projected for the duration of the contract.

7. IMPORTANT INFORMATION FOR BIDDERS

- 7.1. Bids must be submitted in two (2) hard copies one of which marked "original".
- 7.2. The bid proposal must be submitted in two separate envelopes (both hard copies clearly marked as either original and copy) and one ELECTRONIC COPY – USB / DISK/link):
 - a. Technical proposal – submission should indicate adherence to the Terms of Reference in all aspects except the pricing
 - b. Financial Proposal – submission should indicate the pricing schedule

SEALED TENDER DOCUMENTS MUST BE HAND DEPOSITED AS FOLLOWS:

Komati Basin Water Authority Maguga Dam Pigg's Peak SWAZILAND	OR	Komati Basin Water Authority R570 Driekoppies Dam Offices Schoemansdal Republic of South Africa
Telephone +268 2437 1463/4 +2713 5912644		Telephone +2713 591 2633

By no later than Friday, 22 November 2024 at 12h00. No late applications will be accepted. No electronic bid applications will be accepted