



TENDER NO. GA/3/5-I 0002/2017-2018

**ITT FOR THE SUBMISSION OF PROPOSALS FOR THE RE-ALIGNMENT OF
THE GAMBLING AUTHORITY ORGANISATIONAL STRUCTURE**

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1. INTRODUCTION

The Gambling Authority is an institution set up as a body corporate through the Gambling Act, passed by Parliament of Botswana in September 2012. The Authority is guided by a Board of Directors drawn from both the Private and Public Sector, and headed by the Chief Executive Officer.

The Act is to regulate gambling in Botswana; to establish the Gambling Authority; and to provide for all matters incidental thereto.

The Act may be cited as the Gambling Act, 2012

Prior to the Gambling Act, was the following:

- The Lotteries and Betting Act
- The Casino Control Act

The regulator was known as the Casino Control Board and it worked with a Secretariat housed in the Ministry of Trade and Industry (MTI), renamed the Ministry of Investment Trade and Industry (MITI)

2. FORMAT OF RESPONSE AND REQUIREMENTS

The response and requirements should be in the following format:

Responses must consist of the following mandatory parts (in their order):

- Form of Response
- Statement of Capability
- Statement of commitment.
- Certified copy of the Value Added Tax (VAT) Registration
- Certified copy of a valid Tax Clearance certificate
- Certified copy of EDD certificate
- Written references from clients (at least three).
- Form 2 (List of directors and shareholders of the company, and their nationality).
- Proof of registration with PPADB Code 315 Human resources, Sub codes 01,02 & 06
- **Form of Response**

The following information must be provided:

Company Name	
Company Registration Number	
Country of Registration	
Physical Address	
Postal Address	
Telephone Number	
Fax Number	
Email & URL	
Contact Address in Botswana	
Project Title	
Tender No.	

Proposed Price^ψ	
Designated/Authorized Representative for this Project	Name: Position: Qualifications: Tel: Fax: Email:
Company Referees	1. 2. 3.
Signed: Respondent's Authorized Representative	

2.1. Statement of Capability

Applicants shall include a statement of capability, which will detail the level of resources available within the company to deliver the goods and services requested to the standards defined below.

These include:

- Background and size of the company, profile of the company.
- Information on the management structure, technical structure and disclose the citizenship of the partners or shareholders.
- A brief introduction to the company including a description of how the company accesses new research in organisational reviews and structuring.
- A brief description of the company understands of the Gambling Authority re-organisation engagement and the company's proposed approach to these assignments.
- Proposed scope and understanding the Gambling Authority's requirements and other value added services.
- Any specific measures or techniques the company proposes to employ to enhance re-organisation effectiveness and/or efficiency.
- Details of the company's professional staff, their qualifications, experience and nationalities.
- Curriculum vitae of the proposed key consultants.

- Technical resources available, both locally and internationally, to resolve technical issues arising during the consultancy.
- A brief description of how the company resolves technical issues arising during the consultancy.
- A brief description of the technical support available to the company and its staff.
- The company’s internal quality assurance processes.

2.2. Statement of Commitment

Companies are required to provide a signed commitment to the following conditions. This may be in the form of a blanket agreement. If the Applicant wishes to vary the response to individual sections, then the Statement of Commitment should be extended. See the example Statement of Commitment below.

2.3. Example of Statement of Commitment

Company XYZ commits to the conditions of tender as specified in **Tender No GA/3/5-I 0002/2017-2018 “PROPOSALS FOR THE RE-ALIGNMENT OF THE GAMBLING AUTHORITY ORGANISATIONAL STRUCTURE”**.

Signature :.....

Position :.....

Or

Company XYZ commits to the conditions of tender as specified in **Tender No GA/3/5-I 0002/2017-2018 “PROPOSALS FOR THE RE-ALIGNMENT OF THE GAMBLING AUTHORITY ORGANISATIONAL STRUCTURE”**.. except as indicated below.

Pricing Conditions

Pricing in this response is valid for 3 months.

Signature :.....

Position :.....

3. PRICING FORMAT

The cost proposal shall encompass the detailed breakup off fee per services being required as per the project deliverables section.

3.1. Price/Cost Detail Format

The lump sum costs shall be all inclusive, including all cost relating to the provision of the services (in line with the project deliverables under item section 5 on deliverables).

All costs shall be quoted in Botswana Pula and should include VAT where applicable.

4. TERMS OF REFERENCE

- 4.1. Gambling Authority is looking for a team of experts with appropriate qualifications, experience and competencies to provide expert advice and recommendations in the review of

the existing organisational structure to support a best practice model for an organisation with Gambling Authority's mandate, taking into account its unique business model, competition and the general business and current budgetary limitations.

The main aim of the realignment Consultancy is to:

- 4.1.1. Propose a functional and management structure that is best aligned to Gambling Authority's mandate, business model and strategic imperatives. The recommendation should address the following :
 - 4.1.1.1. Role clarity
 - 4.1.1.2. Appropriate nomenclature for positions
 - 4.1.1.3. Staffing levels and requirements
 - 4.1.1.4. Interdependencies and project based or team roles
 - 4.1.1.5. Agility to respond to the market
- 4.1.2. Develop job profiles for new positions if any
- 4.1.3. Review the current remuneration packages to ensure competitiveness and alignment with industry practice and make appropriate recommendations
- 4.1.4. Develop performance based remuneration policy
- 4.1.5. Conduct skills audit and gap analysis and develop competency matrix/profile for all levels within the organisation
- 4.1.6. Develop a framework for succession planning and talent management
- 4.1.7. Develop an effective, robust and competitive Retention Strategy for Gambling Authority.
- 4.1.8. Propose a Change Management Strategy and Plan for the implementation of the recommendations
- 4.1.9. Propose Implementation Plan and budget for the implementation of recommendations
- 4.1.10. Propose an efficient structure taking into consideration budgetary limitations.
- 4.1.11. The consultant shall be expected to perform any other tasks and render advise as may be requested from the Gambling Authority to ensure that the objectives of the Gambling Authority in executing this project are fully met.

5. PROJECT DELIVERABLES

- 5.1. Project Initiation Document
- 5.2. Situational Analysis Report
- 5.3. Optional structures and final structure
- 5.4. Clearly defined roles
- 5.5. Job profiles for new positions
- 5.6. Skills Audit and Gap Analysis Report
- 5.7. Competency framework or profile
- 5.8. An appropriate salary structure
- 5.9. Succession plans and talent management framework
- 5.10. Retention Strategy
- 5.11. Change Management Strategy and Plan
- 5.12. Draft reports on the consultancy and its implementation thereof
- 5.13. Budget for all the recommendations
- 5.14. Final report in both soft and hard copies

6. EVALUATION PROCESS

The evaluation will be conducted in two stages of Technical Evaluation and Financial Evaluation as outlined below. The evaluation process will involve assessment of the following:

- Tender Eligibility
- Professional and Technical Capability (Weighted at 70%)
- Financial Proposal (Weighted at 30%)

6.1. Tender Eligibility

A bidder whose bid does not meet all the mandatory requirements stipulated below will be disqualified and not evaluated further:

- Statement of commitment.

- Certified(BURS) copy of the Value Added Tax (VAT) Registration
- Certified(BURS) copy of a valid Tax Clearance certificate
- References from clients (at least three).
- Form 2 (List of directors and shareholders of the company, and their nationality).
- Proof of registration with PPADB Code 315 Human resources, Sub codes 01,02 & 06

7. TECHNICAL EVALUATION

STAGE 1:

The criteria and weightings for the technical evaluation will be as follows:

Criteria	Score	Weight	Weighted Score
Company Profile	0 -10	1.0	15
Citizen Participation	0 -10	1.0	15
Experience of company	0 -10	2.0	20
Approach &Methodology	0 -10	4.0	40
Client References	0 -10	2.0	10
Total			100

Bidders who have achieved a Technical score of 70% will be eligible for shortlisting and progression to the evaluation of the Financial Proposal.

8. FINANCIAL EVALUATION

STAGE 2

- The financial evaluation will be carried out as follows:
- The Bidder with lowest complete price (L), will be awarded 100%
- and Bidders with price P, will be awarded a financial score = $(L / P) * 100\%$

9. FINAL SCORE

The final evaluation score will be made of the weighted technical score and the weighted financial proposal.

10. GENERAL CONDITIONS

10.1.1. Tax, Currency and Payment terms

Respondents are required that all taxes be clearly identified in the response.

All prices must be stated in Botswana Pula, and shall remain valid for at least **three months**. Prices must be VAT inclusive.

The Gambling Authority payment terms are 30 days after receipt of an invoice.

11. TERMS AND CONDITIONS OF SUBMISSION

Quotations and all supporting documents, manuals, brochures, descriptions, compliance statement, shall be submitted in **(2 copies and 1 Original)**, and in plain and well-sealed packages bearing only the following inscription: -

TENDER NO GA/3/5-I 0002/2017-2018

“PROPOSALS FOR THE RE-ALIGNMENT OF THE GAMBLING AUTHORITY ORGANISATIONAL STRUCTURE”.

And shall be delivered and deposited in a tender box to the address given below and to arrive not later than **1200 hours, 16th August 2017**. Tenders shall be opened immediately after closing time on the same day at the board room of the address mentioned below. Tenderers wishing to attend the tender opening are free to do so.

GAMBLING AUTHORITY
FAIRSCAPE PRECINT
BUILDING 3
FAIRGROUNDS OFFICE PARK
PRIVATE BAG BR 161, GABORONE, BOTSWANA

TEL : (267) 395 7672

FAX : (267) 318 2585

Tenders shall remain valid for **90 days (3 months)** from the date of submission.

2. Faxed, e-mail and Telex, and telefaxed Tenders submissions will not be accepted. Late and incomplete Tenders will not be accepted.
3. All enquiries shall be in writing and addressed to the pkesitilwe@gamblingauthority.co.bw or kghule@gamblingauthority.co.bw and must be received at least four days before the closing date.
4. The Gambling Authority staff is not permitted to discuss tender matters or to give any verbal clarifications to any persons. Written clarifications will be given by an authorized Authority official. Tenderers should indicate to the address given in 1 above, the name and address of the relevant company official to which answers to tender queries can be given.
5. All recipients of the tender documents for the proposed contract for the purpose of submitting a proposal (whether they submit it or not) shall treat the details of the documents as **“Private and Confidential”**

6. In the event of a decision not to respond to the tender, Tenderers are requested to return the documents and all other associated documents as they are **“Private and Confidential”**.
7. Tenderers shall not under any circumstances be reimbursed for any expenses incurred in the preparation of this quotation.
8. Tenders will be evaluated on the basis of compliance with these instructions, the specifications, experience and price. There is no obligation on the Authority to accept any tender or to assign any reason for its acceptance or rejection.
9. The Authority reserves the right to split the tender and award a partial Tender.
10. The Gambling Authority is also not bound to choose the service provider with the lowest financial bid.
11. The Gambling Authority may issue all and or components of the tender to different companies.
12. This document supersedes any previous document advertised or sent by the Authority to prospective bidders for the **“PROPOSALS FOR THE RE-ALIGNMENT OF THE GAMBLING AUTHORITY ORGANISATIONAL STRUCTURE”**.
13. The undersigned hereby offers to provide **PROPOSALS FOR THE RE-ALIGNMENT OF THE GAMBLING AUTHORITY ORGANISATIONAL STRUCTURE** at Gaborone, Botswana as described the tender documents for the sum of:_(12% Vat inclusive)

In (figures)

The undersigned confirms the validity of this proposal, the Price and supporting documents attached for a period of three calendar months from the closing date of the Tender.

Dated this _____ day of _____ 2017

Name _____ Signature _____

In capacity of _____

Duly authorized to sign Tenders for and on behalf of:

Whose registered address is at:

Telephone numbers _____

Fax Numbers _____

Telex Numbers _____

Company Stamp:

12. APPENDIX A, ALTERATION OF TENDER

Alteration of Tender:

Should the Tenderer desire to make any departure from or modifications to the Conditions of Contract, Specifications, or other terms stated in this Tender, these departures should be clearly stated hereunder, or alternatively stated in the covering letter attached to the Tenderers' tender and referred to hereunder.

If no departures, modifications are desired, the schedule hereunder is to be marked "NIL" and signed by the Tenderer.

Page	Clause or item
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Name : _____

Signature : _____

Date : _____

END OF DOCUMENT