



STAKEHOLDER SURVEY OF THE EASTERN CAPE GAMBLING AND BETTING BOARD

1. RESEARCH BACKGROUND

The Eastern Cape Gambling and Betting Board (ECGBB) is a statutory body established under the Eastern Cape Gambling and Betting Act, No. 5 of 1997. It is regulated by this founding Act of law and other gambling and betting regulations.

The broad mandate of the Board is to regulate or control all gambling activities within the Eastern Cape Province. This include, among other things the issuing and revocation of gambling licences, exclusion of problem gamblers, protection of the public against unscrupulous gambling practices and the general control of gambling activities in the Province

Gambling in the province was legalized under the “homeland governments” of the then Transkei and Ciskei, whilst it was illegal in the areas which were under the Cape Provincial Administration, except betting on horse racing. In 1996 the National Parliament passed a law that saw gambling being legalized and bringing gambling and betting, throughout the Republic, under strict control and thus consolidating and harmonizing the control of gambling activities.

Under the current gambling dispensation, the Eastern Cape Province was granted FIVE CASINO licenses to dispose of. The Province was divided into FIVE zones for the purpose of disposing these licences – each zone with one casino licence. Four casinos are currently operating in the Province under this dispensation, namely;

- a) Wild Coast Sun Casino in Mzamba (Zone 5)
- b) Queens Casino in Queenstown (Zone 3)
- c) Hemingways Casino in East London (Zone 2)
- d) Boardwalk Casino in Port Elizabeth (Zone 1)

Furthermore, ECGBB licenses and regulates Limited Payout Machines (LPMs), and horse-racing in the province. All these licensees, staff and the general public form critical stakeholders of the Board.

In order to discharge its duties effectively and transparently ECGBB has to maintain a continuous open communication channel with all its stakeholders (Fig. 1), engaging them to ensure that its mandate is duly fulfilled, as prescribed in its founding act of law (Gambling and Betting Act, No.5, 1997). Due to these stated obligations, ECGBB needs to understand the current perceptions of its stakeholders as a benchmark against which to measure progress in future and position itself to delivered a quality service.

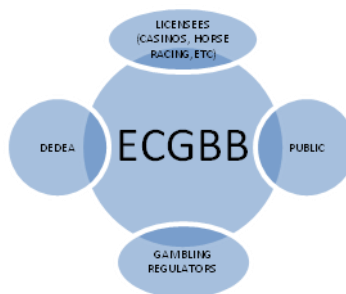


Figure 1: ECGBB Stakeholders

Currently communication by ECGBB to its stakeholders is very limited. There is a perception that the public, less the licensees, do not understand the mandate of the

organization. There seems to be confusion as to whether the organisation promotes gambling or just regulates gambling. It is therefore, important that we understand our environment – that is what our stakeholders think and expect of us. Currently there is no data to gauge these perceptions hence a stakeholder survey of the ECGBB will be of absolute necessity.

2. RESEARCH AIM

The broad aim of this study is to assess the perceptions of stakeholders on the Eastern Cape Gambling and Betting Board (ECGBB) and assess their needs and expectations from the Board.

2.1 Research objectives

The research aim will be achieved through looking at the following objectives:

- 2.1.1 To establish/understand the current organisational culture
- 2.1.2 To establish the current understanding of the ideal organisational culture
- 2.1.2 To ascertain ways to attain the ideal organisational culture
- 2.1.3 To determine perceptions on staff morale, organisational effectiveness, contributing factors and solutions
- 2.1.4 Assess the perceptions of all stakeholders on ECGBB

NB: The research objectives for each of the stakeholders will be refined with the successful service provider.

3. RESEARCH DESIGN

3.1 Research methodology

In view of the objectives of the study, a **qual-quant (quantitative and qualitative)** research approach is proposed. The sample of the study will be drawn from the Eastern Cape adult population (18 yrs and above) and be **representative of the province** (quantitative phase). Selection of participants to participate in the qualitative phase

should reflect the demographics of the province. The research methodology could comprise of:

Qualitative phase (exploratory):

- a) 10 focus group discussions (public) – as exploratory phase
- b) 6 Focus groups with punters/gamblers
- c) Telephonic or personal in-depth (face-to-face) interviews (quantitative) with licensees, staff and gambling regulators.

Quantitative phase

- a) Face-to-face interviews with members of the public & punters/gamblers
- b) Telephonic interviews/face-to-face interviews with licensees
- c) Face-to-face interviews with staff

Service provider(s) can motivate for a research approach that could add value or will be more appropriate to the objectives of the research.

3.2 Target sample

The target sample will be all stakeholders of the Eastern Cape Gambling and Betting Board. This includes the following:

- a) General public
- b) Punters/gamblers
- c) Casino management
- d) Management of other gambling regulators in the country
- e) LPM & horse-racing licensees

All respondents will be recruited from both urban and rural areas. In the quantitative phase respondents recruited should be a representative sample of the district municipalities of the province. Bidders should provide ECGBB with **a clear description of the number and profile of** respondents, as well as the **areas** where respondents will

be recruited from. In addition, details should be provided of how sampling will be done and implemented on the ground, including identification of chosen residences, choice of adult to be interviewed, the number of intended call-backs, substitution, the proportion of back-checks, etc. Similarly in the case of focus group discussions, a detail profile of each group should be given, as well as details of all other interviews.

3.3 Briefing sessions

3.3.1 General briefing session (compulsory)

A **compulsory** briefing to all potential service providers, at no cost to ECGBB, will be conducted on **11th July at 10:00** at the ECGBB offices in Beacon Bay, East London (Physical address – ECGBB Building, Quenera Park, Quenera Drive, Beacon Bay). A register of attendees will be completed on the day of briefing. Please confirm attendance by e-mail or phone (Contact details – monded@ecgbb.co.za or 043 702 8300).

3.3.2 Project briefing

The successful service provider will delegate its expert members as part of the steering committee of this project to ensure a successful and reliable project. The service provider will have to attend, at no cost to ECGBB, a briefing session with the client before the research project is rolled out and at agreed intervals as the project is implemented.

It is expected that the service provider will thoroughly brief its research managers and interviewers about the purpose of the project and the importance of ensuring that data must be reliable. ECGBB will monitor the interviewing process at the different stages.

3.4 Research instruments

The service provider will, in consultation with ECGBB, develop the appropriate questionnaire(s) and discussion guides. The questionnaire(s) and discussion guides will be finalised and signed off by ECGBB before it being used for the interviews. The

interviewing should be conducted in the language the respondents are comfortable to express themselves.

3.5 Project Management

Bidders will provide ECGBB with a detailed project plan detailing the project milestones and timelines. Such a project plan will form the basis of the continuous evaluation of the performance of the service provider. Furthermore, the project plan **must explain in detail the management of the whole project – including e.g. planning, recruiting, analysing, quality control, feedback, deliverables and regular liaison/communication with ECGBB.** ECGBB will be directly involved in managing the research process and ensuring its quality, including finalising the design of the focus group discussion guide and the questionnaire for the survey, the sampling techniques used for drawing both samples, training of field-workers, the data capture and analysis techniques and the production of the final products.

3.6 Research Team

The successful service provider is expected to constitute an expert research team – with enough experience and proven record on similar research projects. The service provider should **elaborate on the skills of the team** and their role in the project– e.g. project leader(s), analysts, statisticians and report writers.

3.7 Outsourcing

ECGBB will enter into a contract with **a single service provider.** It is recognised that some service providers might enter into arrangements with subcontractors. ECGBB will hold the **lead service provider solely responsible** for the entire project, including outsourced work. It is therefore the responsibility of the service provider to manage its partners. All outsourcing of work should be clearly stated in the proposal.

4. TIMELINES FOR THE PROJECT

The successful service provider should be able to deliver the project within constrained timelines. Broadly this project must be completed within six to eight weeks. The exact timelines will be discussed between the successful service provider and ECGBB. As part

of project deliverables, monthly project schedules and bi-weekly project progress reports will be delivered in writing to ECGBB.

5. BUDGET

A budget has been set aside for the project and service providers are requested to cost their proposals as a true reflection of what total costs they would incur in conducting the project. Bidders are requested to submit quotations (proposals) that are VAT inclusive. ECGBB reserves the right to ignore bids with unrealistic costings.

All quotations must include costs for both the qualitative phase and the quantitative phase – costs for each phase having been clearly indicated.

6. DELIVERABLES

The successful service provider will be obliged to submit regular feedback to ECGBB on progress made on bi-weekly basis, as well as continuous telephonic feedback as the need arises. The service provider will also share with ECGBB any information and/or insight that might emerge from the process in order to contribute to an ongoing process of improving and adapting processes and instruments in order to enhance the quality and usability of the findings. **This project includes project design and conceptualisation, data collection, analysis and presentation** and must be costed as such.

Research results should be provided to ECGBB in **both electronic and hard copy format** unless mentioned otherwise. At the conclusion of the project period the following will be delivered:

- 6.1 All transcripts of the focus group discussions and in-depth interviews
- 6.2 An **SPSS system file**, including **an appropriate weight for each record**
- 6.3 A hard-copy of the SPSS "dictionary" of the variables, categories, and missing value definitions
- 6.4 Cleaned data tables (Excel format)

- 6.5 "Banner and stub" tables in electronic and hard copy, with the banner variables across 2-3 landscape pages having been established with ECGBB
- 6.6 A PowerPoint presentation of the major findings with relevant breakdowns, as well as sample profiles
- 6.7 Multi-dimensional tables showing the realised samples and the corresponding distributions to which they have been weighted.
- 6.8 A full written report in hard and soft copy format (MS Word).

7. BID EVALUATION

Bidders should submit their **research proposals** detailing how they propose to carry out the project to meet the research aim and objectives. The information provided in the proposal should be based on these terms of reference/research brief provided, as well as **criteria** outlined below. The evaluation of the bids (tenders) will be in **two phases**.

The bid evaluation committee will be guided by the **scoring below, alongside key technical considerations**. It will appoint the service provider that offers the **best overall business solution**.

7.1 Bid Evaluation – first phase

The **first phase** would involve the evaluation of all bid/tender documents (referred to as 'research proposals') received where points will be allocated in accordance with the COMPULSORY criteria based on **functionality** and **methodology**.

All proposals will be evaluated on the laid out criteria. The procurement committee has the final say as to whether a proposal meets the stated criteria.

Criteria		Points
FUNCTIONALITY & METHODOLOGY		
1	<p>PROJECT MANAGEMENT</p> <p>1.1 Management of the project and approach: Clearly indicate how the project will be managed (indicate how the project is being planned, execution of all relevant phases, monitoring and feedback to client)</p> <p>1.2 Research methodology and data: State and explain relevant methodology that is selected, sample size, profile and location or sample areas</p> <p>1.3 Quality control: State processes, structures and procedures that ensures a quality product both during data collection (field) and during data analysis and report writing</p> <p>1.4 Project plan Give a detailed plan, with milestones and timelines of how the project will be executed</p>	<p>10</p> <p>20</p> <p>10</p> <p>10</p>
2	<p>COMPETENCY</p> <p>2.1 Competencies and experience of bidder Clearly illustrate the competence of the bidding company/consortium regarding this kind of research. Give examples and references of similar work undertaken</p> <p>2.2 Competence and experience of staff Clearly illustrate the competence and experience of staff to be involved in the project in terms of project management skills, sampling and the handling of the relevant methodology. Bidders should clearly indicate the involvement and responsibility of team members and (consortium) partners, institutions or individuals who will support and/or assist the bidder, irrespective of whether aspects of the project will be outsourced or not.</p> <p>2.3 Representivity of the management structure and staff Show much representative of the South African demographics in your staff compliment and management. Show this as a percentage of the total management team. Points will be allocated as follows: a) 0 = 0 b) 1 - 10% = 1; c) 11- 20% = 2; d) 21 - 30% = 3; e) 31- 40% = 4; f) 41 - 50% = 5; g) 51 – 60% = 6; h) 61- 70% = 7; i) 71 - 80% = 8; j) 81- 90% = 9; k) 91- 100% = 10</p> <p>2.4 List and references of of similar project conducted Give a list of similar projects that were successfully completed with contactable referees</p>	<p>15</p> <p>15</p> <p>10</p> <p>10</p>
Total		100

7.2 Bid Evaluation – second phase

The best bidding companies will be shortlisted from those scoring **60% or more** in the first phase of evaluation and will proceed to the second phase of evaluation. This will involve presentations by each of the short-listed bidding companies to the Procurement Committee. The purpose of this presentation would be to provide an opportunity to the

service-providers to present their research proposal, as well as to mutually clarify issues relating to the proposals and the research brief.

The bidding companies which qualify for the second phase of evaluation will be notified, in advance, of the date and venue of the presentations. This phase of evaluation will include **functionality/methodology, price, and preferential procurement** – see criteria below:

Criteria		Points
FUNCTIONALITY & METHODOLOGY		
1	PRICE	10
2	<p>PROJECT MANAGEMENT</p> <p>2.1 Management of the project and approach: Clearly indicate how the project will be managed (indicate how the project is being planned, execution of all relevant phases, monitoring and feedback to client)</p> <p>2.2 Research methodology and data: State and explain relevant methodology that is selected, sample size, profile and location or sample areas</p> <p>2.3 Quality control: State processes, structures and procedures that ensures a quality product both during data collection (field) and during data analysis and report writing</p> <p>2.4 Project plan Give a detailed plan, with milestones and timelines of how the project will be executed</p>	<p>10</p> <p>10</p> <p>10</p> <p>5</p>
3	<p>COMPETENCY</p> <p>3.1 Competencies and experience of bidder Clearly illustrate the competence of the bidding company/consortium regarding this kind of research. Give examples and references of similar work undertaken</p> <p>3.2 Competence and experience of staff Clearly illustrate the competence and experience of staff to be involved in the project in terms of project management skills, sampling and the handling of the relevant methodology. Bidders should clearly indicate the involvement and responsibility of team members and (consortium) partners, institutions or individuals who will support and/or assist the bidder, irrespective of whether aspects of the project will be outsourced or not.</p> <p>3.3 Representivity of the management structure and staff Show much representative of the South African demographics in your staff compliment and management. Show this as a percentage of the total management team. Points will be allocated as follows: a) 0 = 0 b) 1 - 10% = 1; c) 11- 20% = 2; d) 21 - 30% = 3; e) 31- 40% = 4; f) 41 - 50% = 5; g) 51 – 60% = 6; h) 61- 70% = 7; i) 71 - 80% = 8; j) 81- 90% = 9; k) 91- 100% = 10</p> <p>3.4 List and references of of similar project conducted Give a list of similar projects that were successfully completed with contactable referees</p>	<p>15</p> <p>15</p> <p>10</p> <p>5</p>
4	PREFERENTIAL PROCUREMENT	10
	4.1 Ownership by people who had no franchise in national elections prior to the introduction of the Constitution of the RSA, 1983 (Act 110 of 1983) or the Constitution of the RSA, 1993 (Act 200 of 1993) ("the Interim Constitution)	4
	4.2 Empowerment of the workforce by standardising the level of skill and knowledge of workers	3
	4.3 Ownership by Eastern Cape residents	3
Total		100

8. CONTRACTUAL OBLIGATIONS

If circumstances arise that this bid be withdrawn, the Eastern Cape Gambling and Betting Board has the authority to execute such withdrawal without any further notice. The successful service provider will enter into a **binding contract & confidentiality agreement** with ECGBB once the bid is awarded.

On acceptance of the proposal by ECGBB a formal contract, drafted by ECGBB will be entered into with the successful service provider. Mutual agreement on this contract will be the basis of the final offer to execute the research project.

The contract with the successful research provider will be performance-based. There will be continuous evaluation and review of performance to ensure that standards and expectations, as set out in the bid specifications/terms of reference, are met. **ECGBB reserves the right to terminate the contract at any time where agreed terms are not met, or the successful bidder is deemed to be under-performing on expected and agreed outcomes.** In that instance, payment will be made only for expenditures incurred or irreversibly committed.

All costs incurred by service provider in its preparation for the quotation, presentation and submission or any associated costs, inclusive of further interactions with the ECGBB on this matter shall be borne by the service provider.

9. General Instructions

9.1 Submissions

This project **should not take longer than 4-8 four weeks** from date of the issuing of the engagement letter. The submitted quote should be in the form of a **written proposal in MS Word or PDF document, delivered to our building.** All accompanying forms should be completed.

9.2 Deadlines

Activity	Deadline
Issuing Request For Quotation	4 July 2008
Enquiries	4 – 23 July
Closing date or submission of quotations/proposal	24 July 2008 by 16:00

NB: No consideration will be given to any late submission.

9.2 Enquiries

All enquiries regarding this Request for Quotation should be in writing and forwarded via e-mail to Manger: Research & Communication. The contact details are as follows:

Monde Duma

E-mail - monded@ecgbb.co.za

Tel: 043 702 8300

Monde Duma

Manager: Research & Communication

INVITATION TO BID

YOU ARE HEREBY INVITED TO QUOTE FOR REQUIREMENTS OF THE **EASTERN CAPE GAMBLING AND BETTING BOARD**

BID NUMBER:

CLOSING DATE: 24 July 2008

CLOSING TIME: **16:00**

DESCRIPTION:

The successful service providers will be required to enter into contract with ECGBB

DOCUMENTS MAY BE COURIERED or DEPOSITED IN THE TENDER BOX AT THE FOLLOWING ADDRESS:

**EASTERN CAPE GAMBLING & BETTING BOARD
QUENERA PARK, QUENERA DRIVE, BEACON BAY, EAST LONDON 5205**

Service providers should ensure that quotations are delivered timeously to the correct address. If the quotation is late, it will not be accepted for consideration.

The ECGBB offices are open from 08:00 until 16:30 week days (Monday to Friday).

ALL QUOTS MUST BE SUBMITTED ON THE OFFICIAL FORMS (NOT TO BE RETYPED)

THIS REQUEST FOR QUOTATION IS SUBJECT TO THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT

**THE FOLLOWING PARTICULARS MUST BE FURNISHED
(FAILURE TO DO SO MAY RESULT IN YOUR BID BEING DISQUALIFIED)**

NAME OF SUPPLIER:

.....

POSTAL ADDRESS:

.....

STREET ADDRESS:

.....

TELEPHONE NUMBER:

CODE:.....NUMBER:.....

CELLPHONE NUMBER:

.....

FACSIMILE NUMBER: CODE:

.NUMBER:.....

VAT REGISTRATION NUMBER:

.....

HAS A TAX CLEARANCE CERTIFICATE BEEN SUBMITTED (SBD 2)?

YES/NO

ARE YOU THE ACCREDITED REPRESENTATIVE
IN SOUTH AFRICA FOR THE GOODS/SERVICES OFFERED?

YES/NO

(IF YES, ENCLOSE PROOF)

SIGNATURE OF SUPPLIER:

.....

DATE:

CAPACITY UNDER WHICH THIS BID IS

SIGNED:.....

TOTAL BID PRICE:.....

TOTAL NUMBER OF ITEMS OFFERED:

TAX CLEARANCE REQUIREMENTS

IT IS A CONDITION OF BIDDING THAT –

1. The taxes of the successful bidder **must** be in order, or that satisfactory arrangements have been made with the Receiver of Revenue to meet his/her tax obligations.
2. The attached form “Application for a Tax Clearance Certificate (in respect of bidders)”, must be completed in all respects and submitted to the Receiver of Revenue where the bidder is registered for tax purposes. The Receiver of Revenue will then furnish the bidder with a Tax Clearance Certificate that will be valid for a period of six (6) months from the date of issue. The original Tax Clearance Certificate must be submitted together with the bid. Failure to submit the **original** and valid Tax Clearance Certificate **may** invalidate the bid.
3. In bids where Consortia/Joint Ventures/Sub-contractors are involved, each party must submit a separate Tax Clearance Certificate. Copies of the Application form for a Tax Clearance Certificate are available at any Receiver’s Office.

PRICING SCHEDULE

(Professional Services)

NAME OF BIDDER:

BID NO.:

CLOSING TIME 16:00

OFFER TO BE VALID FOR 90 DAYS FROM THE CLOSING DATE OF BID.
ITEM DESCRIPTION BID PRICE IN RSA CURRENCY

DESCRIPTION:

General instructions:

- 1. THE ACCOMPANYING INFORMATION MUST BE USED FOR THE FORMULATION OF PROPOSALS.
- 2. SUPPLIERS ARE REQUIRED TO INDICATE A CEILING PRICE BASED ON THE TOTAL ESTIMATED TIME FOR COMPLETION OF ALL PHASES AND INCLUDING ALL EXPENSES INCLUSIVE OF VAT FOR THE PROJECT.
R.....

- 3. PERSONS WHO WILL BE INVOLVED IN THE PROJECT AND RATES APPLICABLE (CERTIFIED INVOICES MUST BE RENDERED IN TERMS HEREOF)

4. PERSON AND POSITION HOURLY RATE DAILY RATE

-----	R-----

-----	R-----

-----	R-----

-----	R-----

-----	R-----

- 5. PHASES ACCORDING TO WHICH THE PROJECT WILL BE COMPLETED, COST PER PHASE AND MAN-DAYS TO BES PENT

----- R----- days
 ----- R----- days
 ----- R----- days
 ----- R----- days

5.1 Travel expenses (specify, for example rate/km and total km, class of air travel, etc). Only actual costs are recoverable. Proof of the expenses incurred must accompany certified invoices.

DESCRIPTION OF EXPENSE TO BE INCURRED RATE QUANTITY AMOUNT

 R.....

 R.....

 R.....

 R.....

TOTAL: R.....

Bid No.:

Name of Bidder:

.....

5.2 Other expenses, for example accommodation (specify, eg. Three star hotel, bed and breakfast, telephone cost, reproduction cost, etc.). On basis of these particulars, certified invoices will be checked for correctness. Proof of the expenses must accompany invoices.

DESCRIPTION OF EXPENSE TO BE INCURRED RATE QUANTITY AMOUNT

 R.....

 R.....

.....

R.....

.....

R.....

TOTAL: R.....

6. Period required for commencement with project after acceptance of quotation

7. Estimated man-days for completion of project

8. Are the rates quoted firm for the full period of contract?

.....

DECLARATION OF INTEREST

1. Any legal person, including persons employed by the principal, or persons having a kinship with persons employed by the principal, including a blood relationship, may make an offer or offers in terms of this invitation to bid. In view of possible allegations of favouritism, should the resulting bid, or part thereof, be awarded to persons employed by the principal, or to persons connected with or related to them, it is required that the bidder or his/her authorised representative declare his/her position in relation to the evaluating/adjudicating authority and/or take an oath declaring his/her interest, where the bidder is employed by the principal; and/or the legal person on whose behalf the bidding document is signed, has a relationship with persons/a person who are/is involved in the evaluation and or adjudication of the bid(s), or where it is known that such a relationship exists between the person or persons for or on whose behalf the declarant acts and persons who are involved with the evaluation and or adjudication of the bid.

2. In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.

2.1 Are you or any person connected with the bidder, employed by the principal? **YES/NO**

2.1.1. If so, state particulars.

.....

.....

2.2 Do you, or any person connected with the bidder, have any relationship (family, friend, other) with a person employed by the principal and who may be involved with the evaluation and or adjudication of this bid? **YES/NO**

2.2.1 If so, state particulars.

.....

.....

DECLARATION

I, THE UNDERSIGNED (NAME).....
CERTIFY THAT THE INFORMATION FURNISHED IN THE ABOVE PARAGRAPHS IS CORRECT.

I ACCEPT THAT THE PRINCIPAL MAY ACT AGAINST ME I SHOULD THIS DECLARATION
PROVE TO BE FALSE.

Signature..... Date.....

Name of bidder..... Position.....

PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS, 2001

1. GENERAL CONDITIONS

1.1 The following preferential point systems is applicable to this bid:

- 90/10 system

Preference points for this bid – check the bid specification under bid evaluation

Total points for Price, HDIs = 100

1.2 Failure on the part of a bidder to declare HDI status will be interpreted to mean that preference points are not claimed.

1.3. ECGBB reserves the right to require of a bidder, either before a bid is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the purchaser.