



JOHANNESBURG ROADS AGENCY (PTY) LTD

JOHANNESBURG ROADS AGENCY (PTY) LTD

CONTRACT NO JRA 20/100

FOR

APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE.

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THE TENDER (VOLUME 1)

TENDER PROCEDURE



The bid: Part 1
Tender Procedures

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PART 1: AGREEMENT AND CONTRACT DATA

TABLE OF CONTENTS

PART 1.	PAGE
T1.1 TENDER NOTICE AND INVITATION TO TENDER	1.3
T1.2 PROJECT DESCRIPTION	1.9
T1.3 TENDER DATA	1.11
T1.4 SCHEDULE OF CONTRACT DOCUMENTS	1.22

JOHANNESBURG ROADS AGENCY (PTY) LTD



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Tender Procedures

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T1.1 TENDER NOTICE AND INVITATION TO TENDER

T1.1 TENDER NOTICE AND INVITATION TO TENDER

The Johannesburg Roads Agency invites tenders for the following:



The bid: Part 1
Tender Procedures

CONTRACT JRA 20/100

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The Bid document can be obtained in a form of a download from the Johannesburg Roads Agency, official website (www.jra.org.za/procurement/tenders).

The Employer is the Johannesburg Roads Agency (JRA).

Only Tenders complying with the following requirements will be considered:

- i) Tenders submitted on the prescribed Form of Tender (Downloaded from JRA Official Website).
- ii) Tenders sealed in envelopes conspicuously marked as follows:

Tender Contract No JRA 20/100

Johannesburg Roads Agency
75 Helen Joseph Street, Cnr Harrison Street
Johannesburg
2000

THERE IS NO COMPULSORY OR OPTIONAL TENDER BRIEFING SESSION FOR CONTRACT NO JRA 20/100.

All tenders and supporting documents must be sealed and be placed in the Tender box on the ground floor of the Johannesburg Roads Agency, **75 Helen Joseph Street, Cnr Harrison Street, Johannesburg CBD.** before not later than **11h00 on 26 October 2020**. Tenders will immediately thereafter be opened for recording and **no late tenders will be accepted.**



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The Johannesburg Roads Agency is not obliged to accept the lowest or any tender

The Johannesburg Roads Agency (SOC) reserves the right, at its discretion:

- Not to appoint the highest scoring bidder.
- Not to appoint any bidder at all.
- To appoint to more than one bidder, if so required.
- To appoint the bid in parts to various bidders, if so required.
- The JRA reserves the right to vet (background checks and references) bidders
- In the event of multiple bids for similar scope of works, the JRA reserves the right to appoint more than one bidder for such similar work.
- A valid and a binding contract will be concluded once the JRA has awarded the contract.

For any further enquiries, please contact Johannesburg Roads Agency, at tenderenquiries@jra.org.za



The bid: Part 1
Tender Procedures

CONTRACT JRA 20/100

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INVITATION TO BID

MBD 1

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE JOHANNESBURG ROAD AGENCY (JRA)

BID NUMBER: JRA/20/100

CLOSING DATE: 26 OCTOBER 2020

CLOSING TIME: 11H00

FOR

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The successful bidder will be required to fill in and sign a written Contract Form

MBD 7

BID DOCUMENTS MUST BE DEPOSITED IN THE BID BOX SITUATED AT *(STREET ADDRESS)*

JOHANNESBURG ROADS AGENCY (JRA) HEAD OFFICE.

**75 Helen Joseph Street, Cnr Harrison Street
JOHANNESBURG CBD.
2001**

Ground Floor, North Wing

IMPORTANT NOTICE

- Bidders should ensure that bids are delivered timeously to the correct address. If the bid is late, it will not be accepted for consideration.
- The bid box is open, 5 days a week, Monday to Friday, between 08h00 – 15h00.
- The bid box is located in the foyer on the ground floor, North Wing
- All bids must be submitted on the official forms – (not to be re-typed)
- All bidders must sign a security tender register when submitting their tender documents
- **Writing must be in block letters and black ink.**
- No bids will be considered from person in the service of the state (as defined in Regulation 1 of the Local Government: Municipal Supply Chain Management Regulations).
- This bid is subject to the Preferential Procurement Policy Framework Act and the Preferential Procurement Regulations, 2017, the General Conditions of Contract (GCC) and, if applicable, any other special conditions of contract. The JRA reserves the right not to award the bid.



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

NAME OF BIDDER.....

POSTAL ADDRESS.....

STREET ADDRESS.....

TELEPHONE NUMBER CODE..... NUMBER.....

CELLPHONE NUMBER

FACSIMILE NUMBER CODE..... NUMBER.....

E-MAIL ADDRESS.....

VAT REGISTRATION NUMBER.....

HAS AN ORIGINAL AND VALID SARS TAX PIN BEEN ATTACHED? **MBD 2**

HAS A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE BEEN SUBMITTED?**MBD 6.1**

IF YES, WHO WAS THE CERTIFICATE ISSUED BY (TICK APPROPRIATE BOX)

AN ACCOUNTING OFFICER AS CONTEMPLATED IN THE CLOSE CORPORATION ACT (CCA)

A VERIFICATION AGENCY ACCREDITED BY THE SA NATIONAL ACCREDITATION SYSTEM (SANAS)

A REGISTERED AUDITOR

(A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE MUST BE SUBMITTED IN ORDER TO QUALIFY FOR PREFERENCE POINTS FOR B-BBEE)

ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA

FOR THE GOODS/SERVICES/WORKS OFFERED? (IF YES ENCLOSE PROOF)

SIGNATURE OF BIDDER



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DATE

CAPACITY UNDER WHICH BID IS SIGNED.....

TOTAL BID PRICE

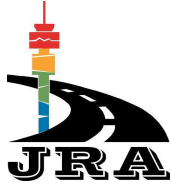
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ANY ENQUIRIES REGARDING THE BIDDING PROCEDURE MAY BE DIRECTED TO:

Johannesburg Roads Agency (JRA)

Department: Supply Chain Management

E-mail address: tenderenquiries@jra.org.za



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1. Abbreviations and Acronyms

B-BBEE	: Broad Based Black Economic Empowerment
CoJ	: City of Johannesburg
EME	: Exempted Micro Enterprise
HOD	: Head of Department
JRA	: Johannesburg Road Agency
CEO	: Chief Executive Officer
MFMA	: Municipal Finance Management Act
No	: Number
PPPFA	: Preferential Procurement Policy Framework Act
QSE	: Qualifying Small business Enterprise
SCM	: Supply Chain Management
SOP	: Standard Operating Procedures
COGTA	: National department of Cooperative Governance and Traditional Affairs
SAMWU	: South African Municipal Workers' Union



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IMATU : Independent Municipal and Allied Trade Union

OD : Organisational Design



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1. Background of the Johannesburg Roads Agency

The Johannesburg Roads Agency (JRA), in terms of the City of Johannesburg's service delivery sector strategy belongs to the Transportation Sector.

The JRA's core competencies, based on the mandate of the organization are Planning, Design, Construction, Operation, Control, Rehabilitation and Maintenance of the Roads and Stormwater Infrastructure in the City of Johannesburg.

The JRA operations are conducted within 7 regions, consisting of 9 depots and 7 strategic asset depots. Head Office is within the Johannesburg Central Business District.

2. Background of the Johannesburg Roads Agency

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3. Strategic Approach

Strategic planning is a continuous systematic process that identifies activities or steps that an entity has to go through as an organization to determine its direction (Vision), what the organisation is going to do and for whom (Mission) and a specific way to measure or to guide the organisation in a strategy to get



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there (Goals). The **STRATEGY 2022** is the guide for the next five years, reviewable every year, and seeks to achieve a balance between proactive road maintenance and full implementation of capital programmes in support of the City of Johannesburg 2040 goals and mayoral priorities.

The economic road infrastructure together with public transport road infrastructure have been identified as the catalyst to achieving higher economic growth whilst improving mobility and reducing traffic congestions. But most importantly, the economic road infrastructure stimulates economic growth and development by promoting the movement of goods and people. The JRA regards itself as a catalyst that makes other services and opportunities in the City of Johannesburg a reality, i.e. economic growth, water, electricity, access to health, school and recreation facilities.

4. JRA's Vision

The JRA's Vision is "**The best city roads that enable economic growth and sustainability**". Our vision is to stimulate economic growth and development in the City of Johannesburg through roads infrastructure that supports public transportation and improves mobility.

5. The Mission

The JRA's Mission is "**We commit to provide quality roads that are accessible, safe and liveable for our communities**". The provision of reliable transport infrastructure cannot be an end in itself, but rather the means to a better quality of life for residents and road users.

Our **Values** are as follows:

Respect	<i>Caring for customers, prioritising communities, ensuring equity</i>
Accountability	<i>The man in the mirror, responsible actions</i>
Ubuntu	<i>Compassion for communities and road users, empathy, humility</i>



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Cooperation	<i>Working together, integration, collaboration and pooling resources</i>
Honesty	<i>Ethics, transparency, doing the right thing.</i>

6. The Mandate & Strategy 2022

Core Business

The JRA aims to achieve safety, mobility and access for all road users, with the ultimate goal of **“Stimulating development and economic growth in the City through Roads Infrastructure, Public Transport and high-level Maintenance to improve Mobility and reduce Traffic Congestion”**.

The strategic priorities/pillars for Strategy 2022 will be the following:

- a. Service Delivery
- b. Good Governance and Sound Financial Management
- c. Human Capital Development and Management
- d. Customer and Stakeholder Relations

For each of the four key pillars that define the business of the JRA, a set of focus areas (programmes) have been identified. These will drive business operations for the next five years and are informed by the mandate of the organisation.

In essence, each strategic priority (objective) has a number of programmes that will form the core of that strategic priority. Several activities and operational projects will continue to be done within a programme, but these are the high-level focus areas of the JRA for the next five years.

a) Service Delivery



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These are programmes aimed at ensuring we deliver municipal service as mandated by the City of Johannesburg. These programmes will therefore focus on the delivery and maintenance of the following:

- I. Roads Infrastructure
 - Road resurfacing and rehabilitation programme
 - Road construction programme
- II. Stormwater Infrastructure
 - Stormwater master planning
 - Stormwater infrastructure upgrades
- III. Traffic Networks Monitoring
 - Traffic signals maintenance and re-cabling programme
 - Traffic engineering – implementation of solutions that addresses concerns of the community
 - Freight movement strategy implementation
 - Intelligent Transport Strategy development
- IV. Bridges
 - Bridge rehabilitation programme
 - New bridges construction

b) Good Governance and Sound Financial Management

The JRA operations are governed and guided by prescribed policies and legislation. The focus will therefore be to ensure compliance and adherence to policies and legislation that will imply the business operations of JRA are viable, sustainable and financially sound. The key focus programme will include the following:

- I. Implementation of TQMS policy management guidelines.
- II. Implementation of Organisational Performance Management (OPM) practices.
- III. Development and implementation of Standard operating procedures (SOPs) and policies for JRA business operations.



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- IV. Compliance to auditing requirements.
- V. Improved cashflow management and expenditure efficiency.
- VI. Revenue enhancement programme.
- VII. Use of the Capex budget to drive the transformation agenda.
 - Emerging contractors
 - Black owned businesses
 - Women and youth empowerment

c) Human Capital Development and Management

JRA's human resources is one of its key strategic assets in all its business operations. Strategic focus areas under this priority/pillar will include the following:

- I. Stabilise the JRA Senior management and promote JRA values
- II. Increase capacity to manage contracts and projects.
- III. Training and development of employees' programme.
- IV. Employee relations programme.
- V. Development and implementation of HR policies and procedures.

d) Customer and Stakeholder Relations

Programmes under this priority/pillar will focus on improving the image of JRA as well information dissemination on JRA business operations to customers and stakeholders through the following:

- I. Strengthening of stakeholder engagements
- II. Public Relations Policy and Plan.
- III. Promote JRA achievements
- IV. Community Engagement and Communications Plan.
- V. Customer Relations Management System.



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The **key strategic enablers** that would ensure the achievement of the objectives were identified to be the following:

- I. Research and Development,
- II. Technological Innovation and
- III. Strategic Partnerships.

7. Deliverables of the Project:

In response to the newly approved Strategy 2022, the JRA is in the process of appointing a service provider to align the organizational structure with the new strategy to deliver on its mandate effectively and efficiently. The implementation of the amended organizational structure requires a systematic and planned strategy to effect the change, pro-actively controlling the change on an organizational level and assisting the employees to adapt to the change positively and seamlessly.

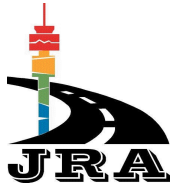
The JRA wishes to appoint a Change Management (CM) specialist to assist the Johannesburg Roads Agency (JRA) with the planning and implementation of a process to manage the organisational and people side of the change to optimise the outputs of the amended organisational structure.

It will be expected from the CM service provider to come onboard during the organisational design process in order to ensure an integrated process to pro-actively prepare the organisation for the inevitable change. SAMWU and IMATU are the recognized trade unions within the JRA and as per the requirements of the Labour Relations Act 66 of 1995, consultations with Labour should form an integral part of the project.

The expected project deliverables are the following: -

Fostering support for the implementation of the amended organisational structure amongst all identified stakeholders with a comprehensive change management plan, covering AS A MINIMUM the following outputs: -

7.1 UNDERSTANDING THE CHANGE:



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7.1.1 Scope the Change Initiative to be implemented:

7.1.1.1 Which departments/units are affected by it?

7.1.1.2 Expected outcome of the change initiative.

7.1.1.3 Identifying which aspects of the business will be affected and risk assessment, i.e.:

- Departments/units
- Business Processes
- Daily Procedures
- Employee roles & responsibilities
- Org Structure
- Technology
- Behaviours
- Any other

7.1.1.4 Identification of groups to be directly and indirectly impacted and how.

7.1.1.5 Timeframes of implementation – this should be integrated with the implementation of the OD project, where applicable.

7.1.2 Organisation Change Readiness assessment

7.2 PLANNING FOR THE CHANGE INITIATIVE:

7.2.1 Identification and training of the sponsors of the project.

7.2.2 Facilitation of the appointment and training of internal change agents

7.2.3 Identification of external and internal Stakeholder groups.

7.2.4 Development of Communication Plan per stakeholder group: - Key messages; Delivery method/s; authors; timeframes etc.

7.2.5 Resistance Management Plan (continuous process): Identification of areas of resistance and how to overcome same.

7.2.6 Integration of the Change Management Plan with the organizational design project plan and implementation plan.



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7.3 IMPLEMENTATION:

7.3.1 Implementation of the Communication Plans and management of resistance.

7.4 MONITORING:

7.4.1 Track progress against the CM plan and implement corrective measures.

7.5 SUSTAINING THE CHANGE PROCESS

7.5.1 Assessment of employee awareness and buy-in and plan for and implement corrective measures.

7.5.2 Celebrate and reward successes.

7.5.3 Evaluate entire change management process.

7.6 CONSULTANT WITHDRAWAL FROM THE PROCESS

7.6.1 Transfer change management responsibilities.

7.6.2 Submit and present final change management report.

7.6.3 Dissolve change management team.

7.7 TRANSFER OF CHANGE MANAGEMENT KNOWLEDGE AND SKILLS TO JRA EMPLOYEES

7.7.1 Skills transfer strategy

8. Project Compliance requirements

The outputs of the project should comply and be governed by the following:

8.1 Organisation design principles as presented in the Organisation Development and Design Framework by COGTA for local government;

8.2 The Group Employee Mobility Policy Framework;

8.3 Labour Relations Act 66 of 1995;

8.4 National Road Traffic Act & regulations;



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- 8.5 Engineering Profession Act & regulations;
- 8.6 Rates for travelling should be in line with the rates as stipulated by the National Department of Transport.
- 8.7 And any other applicable regulation and/or legislative requirements.
- 8.8 Occupational Health and Safety Act & regulations
- 8.9 Any other applicable JRA policies.

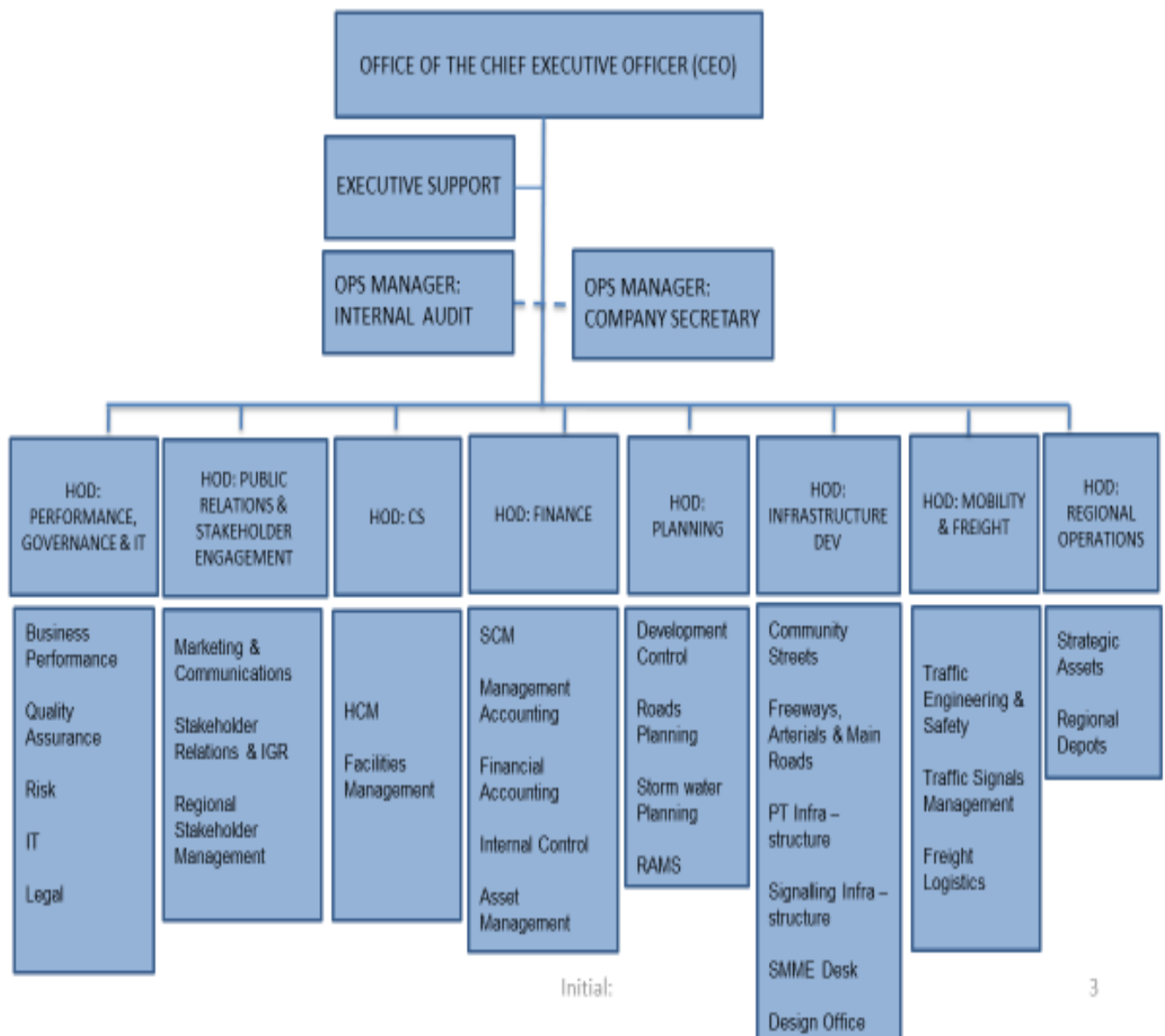
9. Additional Information

9.1 Current high-level structure of the JRA: -

- The JRA Board of Directors is the most senior governing structure.



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9.2 Salary Level and Number of Employees as at August 2020

Title	Salary Level	Number of Employees
CEO	L1	1
Heads of Departments	L2	5
Operations Managers	L3	24
Managers	L4	71
Assistant Managers	L5	143
Supervisory Staff (approx.)	L6	158
General Staff	L6	106
	L7	188
	L8	90
	L9	886
Total		1672

9.2.1 Costing should be based on current number of employees;

9.2.2 Where applicable, costing should indicate the cost per employee or per item as well as the total cost;

9.2.3 At least 60% of the staff is computer illiterate, therefore, costing should accommodate all methodologies to support such employees during any proposed process of the project where employees are involved.

10. Duration and phases of the project

10.1 the project shall commence after both the letter of appointment and service level agreement have been signed by both parties.



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- 10.2 the expected project completion date shall be determined during the planning phase with the contracted service provider. the project will be managed in line with a mutually agreed project charter, project scope, project plan, phases, milestones and timeframes.
- 10.3 billing will be based on completed and signed-off phases.
- 10.4 the project will proceed to a next phase only once the previous phase has been completed to the satisfaction of the jra. inter-dependencies will be clearly communicated at the onset of the project.

11. Proposal content and format

The proposal needs to be submitted in line with the details below:

11.1 technical proposal

the technical proposal should, as a minimum, respond to the expected project deliverables as stipulated in paragraph 7 and elaborate upon the following:

- 11.1.1 methodologies and related approach to be applied, i.e. phases, steps and outputs per phase, skills transfer strategy to jra employees to ensure a smooth transition and maintenance of project outputs after the departure of the service provider.
- 11.1.2 the above should be supported by a comprehensive project plan which demonstrates the proposed practical execution and timeframes of the project scope.
- 11.1.3 indication of the capacity (number of consultants), capability and expertise of the service provider's resources to perform the required services - *qualifications, expertise, skills, experience and cvs of staff involved in the project to be attached.*
- 11.1.4 previous experience on similar projects with details of contactable references to be included.
- 11.1.5 experience within industries relating to the work of the jra.
- 11.1.6 if applicable, the functional specifications of software & information relating to the security of the system, as well as capability of hosting the system.

11.2 financial proposal – refer to pricing schedule

11.2.1 cost of each phase of the change management planning and implementation as per the proposed change management methodology.

11.2.2 software rental costs per annum, if applicable.



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Tender Procedures

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11.2.3 all travelling costs, accommodation, lunch/refreshments need to be included in the overall quoted price.

11.2.4 costs need to be quoted exclusive of vat.

11.2.5 the following format must be used for bidding purposes: see pricing schedule mbd 3.3



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T1.3 TENDER DATA

THERE IS NO COMPULSORY BRIEFING SESSION FOR CONTRACT NO JRA 20/100.

JRA Head Office and its Depots within the Jurisdiction of City of Joburg.

JRA DEPOT	PHYSICAL ADDRESSES OF JRA DEPOTS	APPROXIMATE KM FROM JRA HEAD OFFICE (Single trip)
Avalon	Calanduler Road, Klipspruit West/ Next to Avalon Cemetery	18.5 KM
Asphalt Plant	8 Spring Street, Ophirton	3.8 KM
Benrose	185 Main Road, Newtown	1.4 KM
Dobsonville	2 Jonas Moabi Street, Dobsonville	18 KM
Hamberg	159 Hamberg Road, Hamberg	17 KM
Main Stores	9 Stephens Road, Ophirton	3.8 KM
Midrand	6 Dale Road, Glen Austin	31.3 KM
Motorways	Corner End and Meikle Streets, City & Suburban	2.6 KM
Norwood	15 Short Street, Corner Short & Pine Orchards	9.4 KM
RSD	9 Stephen Road, Ophirton, Booyens	3,8 KM
Strydompark	Corner Hans Strydom and Hans Schoeman Roads, Strydompark	15.8 KM
TM Central	1 Goch Street, Corner Main Street, Newtown	1.1 KM
TM North	5 Commerce Crescent, West, East Gate, Extension 13	14.9 KM
TM South	Corner End and Meikle Streets, City & Suburban	18 KM
Waterval	Corner Johannes and Alberts Streets, Albertsville	9.5 KM
Zandfontein	5 Commerce Crescent, West, East Gate, Extension 13	14.9 KM
Traffic Signals	1 Goch Street, Corner Main Street, Newtown	1.1 KM
Fleet and Plant Depot	350 Albertina Sisulu Street, Fordsburg	1.4 KM
JRA Head Office	75 Helen Joseph Street, Johannesburg ,2001 CBD	0 KM



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

T1.3.1 TENDER PROCEDURES

Clause number	
	<p>The conditions of tender are the Standard Conditions of Tender as contained in Annex F of SANS 294, Construction Procurement Processes, Procedures and Methods. (See Volume 3 The Contract, Part 4 Annexures – Standard Conditions of Tender Annex F).</p> <p>The standard conditions of tender for procurements make several references to the tender data for details that apply specifically to this tender. The tender data shall have precedence in the interpretation of any ambiguity or inconsistency between it and the standard conditions of tender.</p> <p>Each item of tender data given below is cross-referenced to the clause in the standard conditions of tender to which it mainly applies.</p>
F.1.1	The employer is the Johannesburg Roads Agency
F.1.2	<p><i>THE TENDER DOCUMENTS ISSUED BY THE EMPLOYER COMPRISE: THE TENDER</i></p> <p>PART 1.TENDER PROCEDURE PART 2.RETURNABLE DOCUMENTS AND SCHEDULES PART 3. THE CONTRACT</p>



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

F.1.4	<p>The Employer's agent is: Name: The CEO, JOHANNESBURG ROADS AGENCY (SOC) LTD Address: Private Bag X70 BRAAMFONTEIN 2017 E-mail: : rmandig@jra.org.za</p>
F.2.1.1	<p>Only those bidders who satisfy the following eligibility criteria are eligible to submit bids:</p> <ul style="list-style-type: none"> (a) Availability of resources (b) Availability of skills to manage and perform the contract – including staff which satisfies EPWP requirements (if applicable) (c) Previous experience on contracts of a similar value and nature
F2.2 Cost of Tendering	<p>The Employer will not compensate the tenderer for any costs incurred in attending interviews or making any submissions in the office of the Employer</p>
F.2.7	<p>The compulsory briefing session (Not Applicable) to contract no JRA 20/100</p>
2.8.1	<p>Clarifications may be requested in writing not later than Five (5) working days before the deadline of submission date or bid closing date.</p> <p>The address for requesting clarifications is: e-mail to tenderenquiries@jra.org.za</p>
2.8.2	<p>While JRA will make reasonable efforts to communicate any changes to this procurement, Amendments and Clarifications to this procurement will be communicated to bidders. Any queries must be submitted to tenderenquiries@jra.org.za</p>
F.2.13	<p>One-envelope procedure will be followed. This is a ONE Envelope submission system. The Bidder shall submit a signed and complete BID comprising the Returnable documents</p>



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

	<p>and forms in accordance with the requirements of submission (Documents Comprising BID).</p> <p>No electronic submission is permitted. An authorized representative of the Bidder shall sign the original submission letters in the required format.</p> <p>The authorization shall be in the form of a written Power of Attorney (Board Resolution).</p> <p>A Bid submitted by a Joint Venture shall be signed by all members so as to be legally binding on all members, or by an authorized representative who has a written Power of Attorney signed by each member’s authorized representative.</p> <p>Any modifications, revisions, interlineations, erasures, or overwriting shall be valid only if they are signed or initialed by the person signing the Bid.</p> <p>The signed Bid shall be marked “Original”, and its copies marked “Copy” as appropriate.</p> <p>The number of copies shall be One (1) Original and One (1) Copy.</p> <p>All copies shall be made from the signed original. If there are discrepancies between the original and the copies, the original shall prevail.</p> <p>The original and all the copies of the BID shall be placed inside of a sealed single envelope clearly marked “Name of the Tender”, “[Name of the Tender]”, reference number, name and address of the Bidder, and with a warning “Do Not Open until [insert the date and the time of the BID submission deadline].”</p> <p>If the envelopes and packages with the Bid documents are not binded, sealed and marked as required, the Client (JRA) will assume no responsibility for the misplacement, loss, or premature opening of the Bid.</p> <p>BIDDERS ARE REQUESTED TO DO COMBO (SPIRAL) BINDING IN THE BID DOCUMENTS</p>
F.2.13.3	<p>Parts of each tender offer communicated on paper shall be submitted as an original, plus one copy.</p>
F.2.13.5	<p>Bidders are requested to deliver the submission in one envelope. The Employer’s address for delivery of tender offers and identification details to be shown on each tender offer package are:</p> <p>Location of tender box: Ground Floor of the Johannesburg Roads Agency (North Wing)</p>



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

	<p>Physical address: 66 Pixley ka Isaka Seme (Previously Sauer Street), Johannesburg</p> <p>Identification details: TENDER BOX</p> <p>Title to appear on envelope: CONTRACT No.: JRA 20/100</p> <p>APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE.</p> <p>This envelope must contain the Bid Documentation and returnables.</p> <p>For identification purposes, bidders are requested to ensure that the envelopes containing the company's bids are clearly marked, and are easily identifiable by the company's logo or name.</p>
F.2.15	<p>The closing time for submission of tender offers is 11h00 on 20 OCTOBER 2020.</p> <p>The Johannesburg Roads Agency is not obliged to accept the lowest or any tender and reserves the right to accept any tender in whole or in part.</p> <p>BIDDERS ARE REQUESTED TO DO COMBO (SPIRAL) BINDING IN THE BID DOCUMENTS</p>
F.2.15	<p>Telephonic, telegraphic, telex, facsimile or e-mailed tender offers will not be accepted.</p>
F.2.16	<p>The tender offer validity period is 120 days, from the official tender closing date.</p>
F2.22	<p>Return all retained tender documents within 28 days after the expiry of the tender validity period.</p>
F.2.23	<p>The Tenderer is required to submit with his tender:</p> <ol style="list-style-type: none"> 1) A unique security personal identification number (PIN) from SARS which enables JRA to access online real-time verification of a person's tax compliance status with the electronic Tax Compliance Status (TCS) system. 2) An original bank rating from the Tenderers relevant bank.



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

		<p>3) Refer to Part T2.1 of this Procurement Document for a list of all additional documents that are to be returned with the tender.</p> <p>4) Vendor Number Registration with Central Supplier Database.</p>
Add	the following new clause <i>F2.24</i>	<p>Canvassing and obtaining of additional information by tenderers</p> <p>The Tenderer shall not make any attempt either directly or indirectly to canvass any of the Employer's officials or the Employer's agent in respect of his tender, after the opening of the tenders but prior to the Employer arriving at a decision thereon.</p> <p>The Tenderer shall not make any attempt to obtain particulars of any relevant information, other than that disclosed at the opening of tenders.</p>
Add	the following new clause <i>F2.25</i>	<p>Prohibitions on awards to persons in service of the state</p> <p>The Employer is prohibited to award a tender to a person -</p> <ol style="list-style-type: none"> a) who is in the service of the state; or b) if that person is not a natural person, of which any director, manager, principal shareholder or stakeholder is a person in the service of the state; or c) A person who is an advisor or consultant contracted with the municipality or municipal entity. <p>In the service of the state means to be -</p> <ol style="list-style-type: none"> a) a member of:- <ul style="list-style-type: none"> • any municipal council; • any provincial legislature; or • the National Assembly or the National Council of Provinces; b) a member of the board of directors of any municipal entity; c) an official of any municipality or municipal entity; d) an employee of any national or provincial department; e) provincial public entity or constitutional institution within the meaning of the Public Finance Management Act, 1999 (Act No.1 of 1999); f) a member of the accounting authority of any national or provincial public entity; or g) An employee of Parliament or a provincial legislature.



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

F.3.4	The time and location for opening of the tender offers are: 11h00 on 20 OCTOBER 2020 on the ground floor (north wing) of the Johannesburg Roads Agency, (JRA) 75 Helen Joseph street and Cnr Harrison street Johannesburg.
F.3.9	Arithmetical errors, omissions and discrepancies
F.3.9.1	Check the highest ranked tender or tenderer with the highest number of tender evaluation points after the evaluation of tender offers in accordance with F.3.11 for: a) the gross misplacement of the decimal point in any unit rate; b) omissions made in completing the pricing schedule or bills of quantities; or c) arithmetic errors in: i) line item totals resulting from the product of a unit rate and a quantity in bills of quantities or schedules of prices; or ii) the summation of the prices.

F.3.9.2	The arithmetical errors shall be corrected in the following manner: a) Where there is a discrepancy between the amounts in words and amounts in Figures, the amount in words shall govern. b) If bills of quantities or pricing schedules apply and there is an error in the line item total resulting from the product of the unit rate and the quantity, the line item total shall govern and the rate shall be corrected. Where there is an obviously gross misplacement of the decimal point in the unit rate, the line item total as quoted shall govern, and the unit rate shall be corrected. c) Where there is an error in the total of the prices either as a result of other Corrections required by this checking process or in the tenderer's addition of prices, the total of the prices shall govern and the tenderer will be asked to revise selected item prices (and their rates if bills of quantities apply) to achieve the tendered total of the prices. The Tender Offer will be rejected if the tenderer does not correct or accept the Correction of the arithmetical error in the manner described above.
F.3.11	The procedure for the evaluation of responsive tenders will be 80/20 scoring system as laid down in the evaluations criteria section.



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

F.3.11	<p>The procedure for the evaluation of responsive tenders is Method 2.</p> <p>The financial offer will be scored using Formula 2 (option 1) where the value of W_1 is 80 where the financial value inclusive of VAT of all responsive tenders received have a value not in excess of R50 000 000.00</p> <p>Up to 20 tender evaluation points will be awarded to Tenderers who complete the referencing schedule and who are found to be eligible for the preference claimed.</p>
F.3.13.1	<p>Bid offers will only be accepted on condition that :</p> <ul style="list-style-type: none"> a) the bidder has in his or her possession a unique security personal identification number (PIN) issued by the South African Revenue Services; b) the bidder or any of its directors is not listed in the Register of Bid Defaulters in terms of the Prevention and Combating of Corrupt Activities Act of 2004 as a person prohibited from doing business with the public sector; and c) the bidder has not: <ul style="list-style-type: none"> i. abused the Employer's Supply Chain Management System; or ii. failed to perform on any previous contract and has been given a written notice to this effect; and d) Has completed the Compulsory Enterprise Questionnaire and there are no conflicts of interest which may impact on the bidder's ability to perform the contract in the best interests of the employer or potentially compromise the bid process. e) He bidder is not in the service of the state
	<p>Evaluation Criteria:</p> <ul style="list-style-type: none"> i) This Project is estimated to have a fee value not in excess of R50 000 000 and consequently the Tender proposals will be evaluated in accordance with the 80/20 preference point system, as contemplated in the Preferential Procurement Policy Framework Act (Act 5 of 2017). ii) The points out of 80 will be calculated on the basis of price and 20 points on BBB-BEE status as shown below. iii) The Functionality Evaluation is indicated below and a full Assessment schedule is on section F3.11.3 iv) Experience of the Company in terms of the stated requirements of the project. v) The B-BBEE Preference Benefit and Financial Plans of the Bidders who pass the Phase 1 and 2 will be evaluated for award of the contract. vi) The point out of 20 will be allocated as contemplated in (MBD 6.1) in the Preferential Procurement Policy Framework Act, 2011. vii) The evaluation of Bids will be undertaken in terms of the MFMA viii) The tender process requires the technical and pricing proposals to be submitted. Weighting with respect to response evaluation will be applied according to the following broad



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

F.3.11.2	<p>guidelines:</p> <p>Bid Evaluation is in three phases:</p> <ul style="list-style-type: none"> ➤ Phase 1: SCM Pre-Compliance ➤ Phase 2: Functional Evaluation ➤ Phase 3: Price and B-BBEE <p>STEP 2 SUPPLY CHAIN MANAGEMENT PRE-COMPLIANCE</p> <p>Bidders must submit the following documents. Failure to submit these forms will lead to disqualification of your bid.</p> <ol style="list-style-type: none"> i. Signed all pages of Tender document. ii. All required documents attached: <ul style="list-style-type: none"> • Completed and signed invitation to bid (MBD1) • Completed and signed Tax compliance requirements (MBD 2) • A unique security personal identification number (PIN) issued by the South African Revenue Services • Current municipal rates for the Entity and all Directors of the entity not older than 90 days and not more than 3 months in arrears (submit proof of lease agreement where premises are rented and latest invoice) • Completed and signed Declaration of interest (MBD 4) • Completed and Signed Preference Points Claim Form in terms of the Preferential Procurement Regulations 2017 (MBD 6.1) • Completed and Signed Contract Form - Purchase of services (MBD 7.2) • Complete and signed Declaration of Bidders past Supply Chain Practices (MBD 8) • Completed and signed Certificate of Independent Bidder determination (MBD 9) • Fully completed and signed all Forms.). <p>FAILURE TO COMPLETE AND SUBMIT THE ABOVE DOCUMENTS WILL RESULT IN THE BID BEING DISQUALIFIED]</p> <p><u>Additional Compulsory Pre-compliance Submissions</u></p> <ul style="list-style-type: none"> • Copy of receipt for purchase of tender document • The completed tender document shall be scanned page by page and saved in .pdf format on a CD submitted with the documents. (Soft Copy) OR Copy of the completed tender document (Hard Copy)
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PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

	<ul style="list-style-type: none"> • Originally Certified Copy of B-BBEE Certificate issued by SANAS accredited verification agent or, in the case of an Exempted Micro Enterprise or a Qualifying Small Enterprise, a sworn affidavit (general) on the relevant form obtained from the DTI website • Certified Joint Venture Agreement (In case of Joint Ventures and Consortium, if applicable) a legally binding document is required and should signed by all parties involved.
F.3.18	The number of paper copies of the signed contract to be provided by the employer is ONE.

T1.3.2 EVALUATION PROCESS

EVALUATION PROCESS

This contract is estimated to have a value of less than R 50 million and consequently the 80/20 point system will apply. 80 points maximum will apply to price (Ps) and 20 points will apply to B-BBEE status.

Phase 1: Pre compliance

Bidders will have to complete and submit all returnable documents requested in the bidding document to determine their eligibility to participate in the tender. Failure to comply and submit the documents may lead to disqualification of your bid. Only those bidders that are responsive to the submission requirements at this stage will be further evaluated at phase 2.

Phase 2: Technical Evaluation

In this phase, only bids that were responsive to the submission requirements in phase 1 and stage 1 are further evaluated technically to determine the extent their offer meet the employer's requirements. Only technically compliant bids to the requirements will further be evaluated for price and B-BBEE.

Phase 3: B-BBEE and financial Plan Evaluation

Phase 3 during this phase bid evaluators performs an evaluation of Price and BBB EE on the bidders, that successful and qualified on the technical functionality evaluation, i.e. bidders who achieved a minimum score of 70%. The Price and BBEE evaluation will be based on 80/20 principle. **If no bidder score 70% on functionality evaluation outcome the bid will be cancelled and readvertised.**

The bid will be evaluated in terms of the 80/20 principle

12.2 Bid Evaluation will be conducted in the following phases:



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

- **Phase 1: Pre-compliance checks**
- **Phase 2: Functional evaluation (as indicated in phase 2 below)**
- **Phase 3: Price and B-BBEE evaluation**

12.2.1 PHASE 1: Pre-compliance checks

RFB will be disqualified if the following documents/requirements/forms have not been submitted or completed /signed:

- MBD 1 - Invitation to Bid
- MBD 2 – Original and valid Tax Clearance Certificate
- MBD 3 – Pricing Schedule
- MBD 4 – Declaration of Interest
- MBD 6.2 – Local content (It is not applicable to the bid)
- MBD 7.2- Contract form - rendering of services
- MBD 8 – Disclosure Declaration of Bidders Past SCM Practices
- MBD 9 – Certificate of Independent Bid Determination

Failure to comply with any of the above requirements will result in your proposal being eliminated / disqualified in the first phase.

Addirional requirements

- JRA 9 – List of returnable documents and compliance
- JRA 10 - Details of bidder
- JRA 11 – Bank details
- JRA 13 – Form of bid
- JRA 14 – Omissions and Variations
- JRA 15 – Form of Bid Details response
- JRA 16 – Municipal Rates and Taxes
- JRA 17 – Company Registration Certification
- JRA 18 – B-BBEE Certificate
- JRA 19 –Reference page (contactable references)
- JRA 20 – Current relevant projects
- JRA 21 - Record of Services provided to organs of state
- JRA 22 – Default Clause and Clause on Invalid and irregular bid applications and breaches of bid agreements
- JRA 23 – Certificate of Authority of Signatory
- JRA 24 – Bidders Litigation Form



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

- JRA 25 – CV template – Company Experience
- JRA 26 – CV Template – Team Leader
- JRA 27 – CV Template – Team Members

12.2.2 PHASE 2: Technical Functionality Evaluation

- Functionality of services will be evaluated by the Bid Evaluation Committee.
- The Bid Evaluation Committee will evaluate proposals in terms of functionality.
- Bidders need to score 70% or more for functional evaluation.
- **If no bidder achieves the required score of 70% for their functionality, the bid will be cancelled and re-advertised.**

A. Company Experience

1. The service provider must have a minimum of five (5) years' experience in conducting integrated Change Management projects at various large organizations;
2. The company must provide evidence of similar completed projects at organizations within the allocated budget, timeframe and according to the specifications... Provide clients' contactable references and contact numbers.

B. Approach

1. Methodologies & approaches to address the stipulated deliverables of the project.
2. Provide anticipated timelines of the project with the assistance of a comprehensive project plan.
3. Provide detailed proposal on the transfer of skills.

C. Capacity available (Team Leader and Number of experienced staff or consultants)

1. The service provider must have a dedicated team at any given time with proven expertise in the field of change management and any related process to deliver on the project. The team must be prepared to commence duty immediately after award of contract.
2. Comprehensive CV's (**inclusive of certified qualifications, expertise, skills and experience**) of the nominated team members who are going to be utilized on the project must be submitted.
3. Indicate the number of staff/ consultants that will be working on the project. The Project/team leader must be accessible during the execution of the project.



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

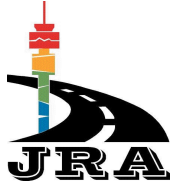
No	Criterion	Maximum points
A: Company Experience		
1.	Company Experience	10
2.	Completed Projects	15
B: Approach		
3.	Project proposal, Project Plan & Skills Transfer	35
C: Capacity		
4.	Team Leader	20
5.	Number of duly experienced nominated staff or nominated consultants.	20

CRITERIA	SUB-CRITERION	POINTS	FORM OF EVIDENCE
COMPANY EXPERIENCE			
COMPANY EXPERIENCE	Bidders must have three (3) to five (5) years' experience in conducting integrated change management projects at various large organizations;		Appointment Letters together with a Close out report or a letter indicating the extent of the completed projects and whether the projects were successfully completed or Reference letters indicating the required detail.
	Five (5) years' and more experience	10	
	Three (3) years' and less than Five (5) years' experience	7	
	Less than three (3) years' experience	0	
COMPLETED PROJECTS	Bidder must demonstrate that they have successfully completed at least three (3) Bid related projects; each project with a value of R350 000 or above (Company must provide a record of previous projects delivered to organizations. Provide client references and contact numbers).		Appointment Letter with Total value / Official Purchase Orders and /or Invoices / Remittance Advices /or Reference letters with Project values. Complete JRA 25 in full
	More than three (3) bid related projects completed; each project to a value of R 350 000 or more.	15	
	Three (3) bid related projects completed; each project to a value of R 350 000 or	11	



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

	more.		
	Less than three (3) bid related projects completed; each project to a value of R 350 000 or more.	0	
CAPACITY			
COMPANY RESOURCES: TEAM LEADER	The Project Team Leader must have at least five (5) years' experience in conducting Change Management projects at various large organizations. Submitted CVs should all be related to the bid, clearly cross referenced to the CV template (JRA26) and attached as specified.		A detailed CV with contactable referees to be attached. Please note that the CV should be clearly cross-referenced to the CV template –
	More than five (5) years' experience	20	Please complete the JRA26 in full
	Five (5) years' experience	14	
	Less than five (5) years of experience	0	
NUMBER OF DULY EXPERIENCED NOMINATED STAFF OR CONSULTANTS	A bidder must submit Comprehensive CVs (inclusive of certified qualifications, expertise and skills) of the nominated team members who are going to be utilized on the project. A minimum of 3 years' experience in related Change Management projects to be clearly highlighted. Submitted CVs should all be related to the bid, clearly cross referenced to the CV template (JRA27) and attached as specified.		Comprehensive CVs (inclusive of certified qualifications, expertise and skills) of the nominated team members who are going to be utilized on the project must be submitted
	More than three (3) duly experienced consultants	20	Please note that the CV should be clearly cross-referenced to the CV template – Please complete the JRA27 in full
	Three (3) duly experienced consultants	14	
	Less than three (3) duly experienced consultants available	0	
APPROACH			
PROJECT PROPOSAL & PROJECT PLAN	Bidders must submit a project proposal & comprehensive project plan which should illustrate the below but not limited to; Company Profile, Project Methodologies relating to project deliverables, Milestones, timelines, Quality Assurance, Project phases & skills transfer strategies.		Project Proposal & Comprehensive Project Plan
	100% of JRA's Requirements are met	35	



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

	From 80% but less than 100% of JRA's Requirements are met	28	
	From 70% but less than 80% of JRA's requirements are met	25	
	Less than 70% of JRA's Requirements are met	0	
TOTAL		100	

PROJECT PROPOSAL FORMAT

The proposal should be prepared simply and economically, providing a straightforward and concise description of the supplier's ability to meet the requirements of the proposal request.

Clear factual responses are required. The content of the proposals shall determine the merit of each participant, not brochures or other marketing material. **To facilitate the review of proposals, participants are required to organise their responses according to the format presented below.** Should a participant wish to provide additional information, that information should be referred to and provided in a file or annexure.

PROJECT PROPOSAL FORMAT
SECTION 1: COMPANY PROFILE
Company profiles inclusive of: 1.1 Company Experience (for the bid related projects only) 1.2 References / list of completed projects (<i>for the bid related projects only</i>) 1.3 Proposed Project Organogram, to present the project team (staff or consultants). Evidence Required: <i>Please attach previous completed projects appointment letters / completed projects reference letters, Proposed Project's Organogram (project team).</i>
SECTION 2: PROJECT METHODOLOGIES, APPROACHES & PROJECT PLAN.
Project methodologies and approaches that are inclusive of but not limited to: 2.1 Project implementation approach 2.2 Methodologies & Approaches 2.3 Comprehensive Project Plan 2.4 Any other project requirements accompanied by related cost implications that are not defined in the bid document.
SECTION 3: CAPABILITY



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

PROJECT PROPOSAL FORMAT

Capability: The sub-section should include the following:

Evidence Required: Please provide JRA with correspondence on a Bidder's letter head indicating that the bidder or the Company has sufficient capacity to successfully deliver the project. This letter must be signed by a person vested with authority to do so.

SECTION 4: MAINTENANCE ARRANGEMENTS AND AFTER SERVICE SUPPORT STRATEGY

Maintenance and service strategy: The sub-section should include the following aspects, but not limited to:

- 4.1 Offsite and onsite support strategies during and after the project execution,
- 4.2 Skills transfer strategies.

Evidence Required: Offsite, onsite support and Skills transfer strategy to be attached.

PHASE 3: Price and B-BBEE evaluation.

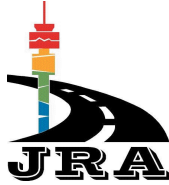
Bidders who fail to meet minimum 70% or 70 points threshold on functionality will not be evaluated further for price and preference points for B-BBEE.

Bidders that scored the minimum of 70% or 70 points and more for functionality will be further evaluated on the 80/20 preference point principle. 80% of the points will be awarded for price and 20% for a valid B-BBEE level certificate or a certified affidavit submitted. In case no bidder achieves the threshold score of 70% the bid will be cancelled and re-advertised.

Bidders are requested to provide evidence of complying with these Functional Criteria by **completing in full** the relevant forms in the bid document (**Forms JRA 25, JRA 26 and JRA 27**) as well supplying completion certificates for completed projects as proof. Failure to supply **FORM OF EVIDENCE** as required will mean that the project will not be contributing towards experience of the company and bidders will lose points on this criterion, under completed projects, Project leader experience & qualification and Team member experience & qualification.

- **Form: JRA 25 – CV template – Company Experience**

FORM JRA 25: COMPANY EXPERIENCE RELATED TO THE BID SPECIFICATION



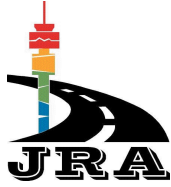
PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Project no. (e.g. 1;2;3...8)	Project 1	Project 2
(Read Assessment of Functional Evaluation Specification clause (12.2.2) and complete in full).		
Name of Client where project was conducted		
Contact Person at the client: (e.g. J. Nyabane Tel.no. 011 000 0000)		
Project Description: (as per client)		
Select project responsibilities/outputs and % contribution: (select below)	Tick each row for project responsibility/outputs:	Tick each row for project responsibility/outputs:
Project Management	/ % of project	/ % of project
Organisation Design	/ % of project	/ % of project
Job Profiling	/ % of project	/ % of project
Job evaluation	/ % of project	/ % of project
Qualification/skills assessment	/ % of project	/ % of project
Change management	/ % of project	/ % of project
Close-out reporting	/ % of project	/ % of project
	/ Total 100%	/ Total 100%
Project Value: Was the value of the project equal or higher than R350 000?	Yes/No	Yes/No



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Project Duration:	Start date: Month/Year Date Completed: Month/Year Total number of months:	Start date: Month/Year Date Completed: Month/Year Total number of months:
Was the project completed within the approved timeframe?	Yes/No	Yes/No
Required evidence attached? Pls Specify, e.g. reference letter, close out report etc. Cross reference to page in bid submission.	Evidence attached (Specify): Pls indicate page number in bid submission:	Evidence attached (Specify): Pls indicate page number in bid submission:
Bidder's signature confirming the accuracy of the information provided: Form completed in full and required evidence attached		
FORM JRA 25: COMPANY EXPERIENCE RELATED TO THE BID SPECIFICATION		
Project no. (e.g. 1;2;3...8)	Project 3	Project 4
(Read Assessment of Functional Evaluation Specification clause (12.2.2) and complete in full).		
Name of Client where project was conducted		
Contact Person at the client: (e.g. J. Nyabane Tel.no. 011 000 0000)		



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Project Description: (as per client)		
Select project responsibilities/outputs and % contribution: (select below)	Tick each row for project responsibility/outputs:	Tick each row for project responsibility/outputs:
Project Management	/ % of project	/ % of project
Organisation Design	/ % of project	/ % of project
Job Profiling	/ % of project	/ % of project
Job evaluation	/ % of project	/ % of project
Qualification/skills assessment	/ % of project	/ % of project
Change management	/ % of project	/ % of project
Close-out reporting	/ % of project	/ % of project
	/ Total 100%	/ Total 100%
Project Value: Was the value of the project equal or higher than R350 000?	Yes/No	Yes/No
Project Duration:	Start date: Month/Year Date Completed: Month/Year Total number of months:	Start date: Month/Year Date Completed: Month/Year Total number of months:
Was the project completed within the approved timeframe?	Yes/No	Yes/No
Required evidence attached? Pls Specify, e.g. reference letter, close out report etc. Cross reference to page in bid submission.	Evidence attached (Specify): Pls indicate page number in bid submission:	Evidence attached (Specify): Pls indicate page number in bid submission:



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Bidder's signature confirming the accuracy of the information provided: Form completed in full and required evidence attached		
FORM JRA 25: COMPANY EXPERIENCE RELATED TO THE BID SPECIFICATION		
Project no. (e.g. 1;2;3...8)	Project 5	Project 6
(Read Assessment of Functional Evaluation Specification clause (12.2.2) and complete in full).		
Name of Client where project was conducted		
Contact Person at the client: (e.g. J. Nyabane Tel.no. 011 000 0000)		
Project Description: (as per client)		
Select project responsibilities/outputs and % contribution: (select below)	Tick each row for project responsibility/outputs:	Tick each row for project responsibility/outputs:
Project Management	/ % of project	/ % of project
Organisation Design	/ % of project	/ % of project
Job Profiling	/ % of project	/ % of project
Job evaluation	/ % of project	/ % of project
Qualification/skills assessment	/ % of project	/ % of project



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Change management	/ % of project	/ % of project
Close-out reporting	/ % of project	/ % of project
	/ Total 100%	/ Total 100%
Project Value: Was the value of the project equal or higher than R350 000?	Yes/No	Yes/No
Project Duration:	Start date: Month/Year Date Completed: Month/Year Total number of months:	Start date: Month/Year Date Completed: Month/Year Total number of months:
Was the project completed within the approved timeframe?	Yes/No	Yes/No
Required evidence attached? Pls Specify, e.g. reference letter, close out report etc. Cross reference to page in bid submission.	Evidence attached (Specify): Pls indicate page number in bid submission:	Evidence attached (Specify): Pls indicate page number in bid submission:
Bidder's signature confirming the accuracy of the information provided: Form completed in full and required evidence attached		
FORM JRA 25: COMPANY EXPERIENCE RELATED TO THE BID SPECIFICATION		
Project no. (e.g. 1;2;3...8)	Project 7	Project 8
(Read Assessment of Functional Evaluation Specification clause (12.2.2) and complete in full).		



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Name of Client where project was conducted		
Contact Person at the client: (e.g. J. Nyabane Tel.no. 011 000 0000)		
Project Description: (as per client)		
Select project responsibilities/outputs and % contribution: (select below)	Tick each row for project responsibility/outputs:	Tick each row for project responsibility/outputs:
Project Management	/ % of project	/ % of project
Organisation Design	/ % of project	/ % of project
Job Profiling	/ % of project	/ % of project
Job evaluation	/ % of project	/ % of project
Qualification/skills assessment	/ % of project	/ % of project
Change management	/ % of project	/ % of project
Close-out reporting	/ % of project	/ % of project
	/ Total 100%	/ Total 100%
Project Value: Was the value of the project equal or higher than R350 000?	Yes/No	Yes/No
Project Duration:	Start date: Month/Year Date Completed: Month/Year Total number of months:	Start date: Month/Year Date Completed: Month/Year Total number of months:



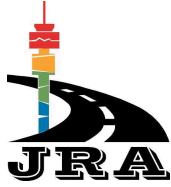
PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Was the project completed within the approved timeframe?	Yes/No	Yes/No
Required evidence attached? Pls Specify, e.g. reference letter, close out report etc.. Cross reference to page in bid submission.	Evidence attached (Specify): Pls indicate page number in bid submission:	Evidence attached (Specify): Pls indicate page number in bid submission:
Bidder's signature confirming the accuracy of the information provided: Form completed in full and required evidence attached		
FORM JRA 25: COMPANY EXPERIENCE RELATED TO THE BID SPECIFICATION		
Project no. (e.g. 1;2;3...8)	Project 9	Project 10
(Read Assessment of Functional Evaluation Specification clause (12.2.2) and complete in full).		
Name of Client where project was conducted		
Contact Person at the client: (e.g. J. Nyabane Tel.no. 011 000 0000)		
Project Description: (as per client)		
Select project responsibilities/outputs and % contribution: (select below)	Tick each row for project responsibility/outputs:	Tick each row for project responsibility/outputs:



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Project Management	/ % of project	/ % of project
Organisation Design	/ % of project	/ % of project
Job Profiling	/ % of project	/ % of project
Job evaluation	/ % of project	/ % of project
Qualification/skills assessment	/ % of project	/ % of project
Change management	/ % of project	/ % of project
Close-out reporting	/ % of project	/ % of project
	/ Total 100%	/ Total 100%
Project Value: Was the value of the project equal or higher than R350 000?	Yes/No	Yes/No
Project Duration:	Start date: Month/Year Date Completed: Month/Year Total number of months:	Start date: Month/Year Date Completed: Month/Year Total number of months:
Was the project completed within the approved timeframe?	Yes/No	Yes/No
Required evidence attached? Pls Specify, e.g. reference letter, close out report etc. Cross reference to page in bid submission.	Evidence attached (Specify): Pls indicate page number in bid submission:	Evidence attached (Specify): Pls indicate page number in bid submission:
Bidder's signature confirming the accuracy of the information provided: Form completed in full and required evidence attached		
FORM JRA 25: COMPANY EXPERIENCE RELATED TO THE BID SPECIFICATION		



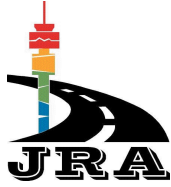
PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Project no. (e.g. 1;2;3...8)	Project 11	Project 12
(Read Assessment of Functional Evaluation Specification clause (12.2.2) and complete in full).		
Name of Client where project was conducted		
Contact Person at the client: (e.g. J. Nyabane Tel.no. 011 000 0000)		
Project Description: (as per client)		
Select project responsibilities/outputs and % contribution: (select below)	Tick each row for project responsibility/outputs:	Tick each row for project responsibility/outputs:
Project Management	/ % of project	/ % of project
Organisation Design	/ % of project	/ % of project
Job Profiling	/ % of project	/ % of project
Job evaluation	/ % of project	/ % of project
Qualification/skills assessment	/ % of project	/ % of project
Change management	/ % of project	/ % of project
Close-out reporting	/ % of project	/ % of project
	/ Total 100%	/ Total 100%
Project Value: Was the value of the project equal or	Yes/No	Yes/No



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

higher than R350 000?		
Project Duration:	Start date: Month/Year Date Completed: Month/Year Total number of months:	Start date: Month/Year Date Completed: Month/Year Total number of months:
Was the project completed within the approved timeframe?	Yes/No	Yes/No
Required evidence attached? Pls Specify, e.g. reference letter, close out report etc. Cross reference to page in bid submission.	Evidence attached (Specify): Pls indicate page number in bid submission:	Evidence attached (Specify): Pls indicate page number in bid submission:
Bidder's signature confirming the accuracy of the information provided: Form completed in full and required evidence attached		
FORM JRA 25: COMPANY EXPERIENCE RELATED TO THE BID SPECIFICATION		
Project no. (e.g. 1;2;3...8)	Project 13	Project 14
(Read Assessment of Functional Evaluation Specification clause (12.2.2) and complete in full).		
Name of Client where project was conducted		
Contact Person at the client: (e.g. J. Nyabane Tel.no. 011 000 0000)		



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Project Description: (as per client)		
Select project responsibilities/outputs and % contribution: (select below)	Tick each row for project responsibility/outputs:	Tick each row for project responsibility/outputs:
Project Management	/ % of project	/ % of project
Organisation Design	/ % of project	/ % of project
Job Profiling	/ % of project	/ % of project
Job evaluation	/ % of project	/ % of project
Qualification/skills assessment	/ % of project	/ % of project
Change management	/ % of project	/ % of project
Close-out reporting	/ % of project	/ % of project
	/ Total 100%	/ Total 100%
Project Value: Was the value of the project equal or higher than R350 000?	Yes/No	Yes/No
Project Duration:	Start date: Month/Year Date Completed: Month/Year Total number of months:	Start date: Month/Year Date Completed: Month/Year Total number of months:
Was the project completed within the approved timeframe?	Yes/No	Yes/No
Required evidence attached? Pls Specify, e.g. reference letter, close out report etc. Cross reference to page in bid submission.	Evidence attached (Specify): Pls indicate page number in bid submission:	Evidence attached (Specify): Pls indicate page number in bid submission:



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Bidder's signature confirming the accuracy of the information provided: Form completed in full and required evidence attached	
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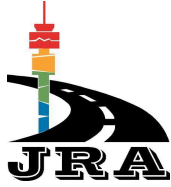
FORM JRA 26: COMPANY RESOURCE: TEAM LEADER QUALIFICATION	
(Read Assessment of Functional Evaluation Specification clause 12.2.2 and complete in full and attach at the back of this page, Qualification proof Only. No separate attachment is allowed).	
Name and Surname of Team leader (as per ID sequence)	
Highest Tertiary Qualification obtained (from Degree and more, e.g. BSc) OR (e.g. Post graduate type: Masters/Dr)	
Certified Qualification attached at the back of this page. (e.g. Yes or No)	
Bidder's signature confirming that: Form completed in full, all required proof has been attached at the back of this page. Not attached separately.	

FORM JRA 26: THE COMPANY RESOURCES: TEAM LEADER – PROJECT RELATED EXPERIENCE



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

<p>Read Assessment of Functional Evaluation Specification clause 12.2.2 and complete in full.</p> <p>Kindly attach clearly cross- referenced CV to this document. No separate attachments allowed.</p>		
<p>Name and Surname of Team Leader (as per ID sequence)</p>		
<p>Employer and Contact: (e.g. JRA, 011 000 0000)</p>		
<p>Project Description: (as per client)</p>		
<p>Name of contact at the Client and Contact details:</p>		
<p>Duration of Project Related Experience of Team Leader</p>	<p>Start date: Month/Year Date Completed: Month/Year</p> <p>Total number of months experience:</p>	<p>Start date: Month/Year Date Completed: Month/Year</p> <p>Total number of months experience:</p>
<p>Responsibility of Team Leader on the project: (select below)</p>	<p>Tick each row for responsibility selection</p>	<p>Tick each row for responsibility selection</p>
Project Management		
Organisational Design		
Job profile development		
Revision of existing job profiles		
Job evaluation		



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Knowledge and skills assessment		
Competency development		
Change Management		
Report writing		
Was the Project value equal or higher than R350 000?	Yes/No	Yes/No
Bidder's signature confirming the accuracy and completeness of the information provided		

FORM JRA 26: THE COMPANY RESOURCES: TEAM LEADER – PROJECT RELATED EXPERIENCE

Read Assessment of Functional Evaluation Specification clause 12.2.2 and complete in full.

Kindly attach clearly cross- referenced CV to this document. No separate attachments allowed.

Employer and Contact: (e.g. JRA, 011 000 0000)		
Project Description: (as per client)		
Name of contact at the Client and Contact details:		
Duration of Project Related Experience of Team Leader	Start date: Month/Year Date Completed: Month/Year Total number of months' experience:	Start date: Month/Year Date Completed: Month/Year Total number of months' experience:
Responsibility of Team Leader on the	Tick each row for responsibility selection	Tick each row for responsibility selection



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

project: (select below)		
Project Management		
Organisational Design		
Job profile development		
Revision of existing job profiles		
Job evaluation		
Knowledge and skills assessment		
Competency development		
Change Management		
Report writing		
Was the Project value equal or higher than R350 000?	Yes/No	Yes/No
Bidder's signature confirming the accuracy and completeness of the information provided		

FORM JRA 26: THE COMPANY RESOURCES: TEAM LEADER – PROJECT RELATED EXPERIENCE

Read Assessment of Functional Evaluation Specification clause 12.2.2 and complete in full.

Kindly attach clearly cross- referenced CV to this document. No separate attachments allowed.

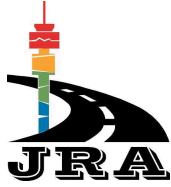
Employer and Contact:
(e.g. JRA, 011 000 0000)

Project Description:



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

(as per client)		
Name of contact at the Client and Contact details:		
Duration of Project Related Experience of Team Leader	Start date: Month/Year Date Completed: Month/Year Total number of months' experience:	Start date: Month/Year Date Completed: Month/Year Total number of months' experience:
Responsibility of Team Leader on the project: (select below)	Tick each row for responsibility selection	Tick each row for responsibility selection
Project Management		
Organisational Design		
Job profile development		
Revision of existing job profiles		
Job evaluation		
Knowledge and skills assessment		
Competency development		
Change Management		
Report writing		
Was the Project value equal or higher than R350 000?	Yes/No	Yes/No
Bidder's signature confirming the accuracy and completeness of the information provided		



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

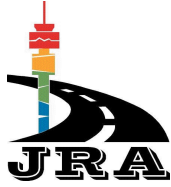
FORM JRA 26: THE COMPANY RESOURCES: TEAM LEADER – PROJECT RELATED EXPERIENCE		
<p>Read Assessment of Functional Evaluation Specification clause 12.2.2 and complete in full.</p> <p>Kindly attach clearly cross- referenced CV to this document. No separate attachments allowed.</p>		
<p>Employer and Contact: (e.g. JRA, 011 000 0000)</p>		
<p>Project Description: (as per client)</p>		
<p>Name of contact at the Client and Contact details:</p>		
<p>Duration of Project Related Experience of Team Leader</p>	<p>Start date: Month/Year Date Completed: Month/Year Total number of months' experience:</p>	<p>Start date: Month/Year Date Completed: Month/Year Total number of months' experience:</p>
<p>Responsibility of Team Leader on the project: (select below)</p>	Tick each row for responsibility selection	Tick each row for responsibility selection
Project Management		
Organisational Design		
Job profile development		
Revision of existing job profiles		
Job evaluation		
Knowledge and skills assessment		
Competency development		



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Change Management		
Report writing		
Was the Project value equal or higher than R350 000?	Yes/No	Yes/No
Bidder's signature confirming the accuracy and completeness of the information provided		

FORM JRA 26: THE COMPANY RESOURCES: TEAM LEADER – PROJECT RELATED EXPERIENCE		
<p>Read Assessment of Functional Evaluation Specification clause 12.2.2 and complete in full.</p> <p>Kindly attach clearly cross- referenced CV to this document. No separate attachments allowed.</p>		
Employer and Contact: (e.g. JRA, 011 000 0000)		
Project Description: (as per client)		
Name of contact at the Client and Contact details:		
Duration of Project Related Experience of Team Leader	Start date: Month/Year Date Completed: Month/Year	Start date: Month/Year Date Completed: Month/Year



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

	Total number of months' experience:	Total number of months' experience:
Responsibility of Team Leader on the project: (select below)	Tick each row for responsibility selection	Tick each row for responsibility selection
Project Management		
Organisational Design		
Job profile development		
Revision of existing job profiles		
Job evaluation		
Knowledge and skills assessment		
Competency development		
Change Management		
Report writing		
Was the Project value equal or higher than R350 000?	Yes/No	Yes/No
Bidder's signature confirming the accuracy and completeness of the information provided		

FORM JRA 26: THE COMPANY RESOURCES: TEAM LEADER – PROJECT RELATED EXPERIENCE

Read Assessment of Functional Evaluation Specification clause 12.2.2 and complete in full.

Kindly attach clearly cross- referenced CV to this document. No separate attachments allowed.

Employer and Contact: (e.g. JRA, 011 000 0000)		
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PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Project Description: (as per client)		
Name of contact at the Client and Contact details:		
Duration of Project Related Experience of Team Leader	Start date: Month/Year Date Completed: Month/Year Total number of months' experience:	Start date: Month/Year Date Completed: Month/Year Total number of months' experience:
Responsibility of Team Leader on the project: (select below)	Tick each row for responsibility selection	Tick each row for responsibility selection
Project Management		
Organisational Design		
Job profile development		
Revision of existing job profiles		
Job evaluation		
Knowledge and skills assessment		
Competency development		
Change Management		
Report writing		
Was the Project value equal or higher than R350 000?	Yes/No	Yes/No



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Bidder's signature confirming the accuracy and completeness of the information provided	
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FORM JRA 26: THE COMPANY RESOURCES: TEAM LEADER – PROJECT RELATED EXPERIENCE

Read Assessment of Functional Evaluation Specification clause 12.2.2 and complete in full.

Kindly attach clearly cross- referenced CV to this document. No separate attachments allowed.

Employer and Contact: (e.g. JRA, 011 000 0000)		
Project Description: (as per client)		
Name of contact at the Client and Contact details:		
Duration of Project Related Experience of Team Leader	Start date: Month/Year Date Completed: Month/Year Total number of months' experience:	Start date: Month/Year Date Completed: Month/Year Total number of months' experience:
Responsibility of Team Leader on the project: (select below)	Tick each row for responsibility selection	Tick each row for responsibility selection
Project Management		
Organisational Design		
Job profile development		
Revision of existing job profiles		



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Job evaluation		
Knowledge and skills assessment		
Competency development		
Change Management		
Report writing		
Was the Project value equal or higher than R350 000?	Yes/No	Yes/No
Bidder's signature confirming the accuracy and completeness of the information provided		

FORM JRA 26: THE COMPANY RESOURCES: TEAM LEADER – PROJECT RELATED EXPERIENCE

Read Assessment of Functional Evaluation Specification clause 12.2.2 and complete in full.

Kindly attach clearly cross- referenced CV to this document. No separate attachments allowed.

Employer and Contact: (e.g. JRA, 011 000 0000)		
Project Description: (as per client)		
Name of contact at the Client and Contact details:		
Duration of Project Related Experience of Team Leader	Start date: Month/Year Date Completed: Month/Year Total number of months' experience:	Start date: Month/Year Date Completed: Month/Year Total number of months' experience:



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Responsibility of Team Leader on the project: (select below)	Tick each row for responsibility selection	Tick each row for responsibility selection
Project Management		
Organisational Design		
Job profile development		
Revision of existing job profiles		
Job evaluation		
Knowledge and skills assessment		
Competency development		
Change Management		
Report writing		
Was the Project value equal or higher than R350 000?	Yes/No	Yes/No
Bidder's signature confirming the accuracy and completeness of the information provided		
FORM JRA 26: THE COMPANY RESOURCES: TEAM LEADER – PROJECT RELATED EXPERIENCE		
<p>Read Assessment of Functional Evaluation Specification clause 12.2.2 and complete in full. Kindly attach clearly cross- referenced CV to this document. No separate attachments allowed.</p>		
Employer and Contact: (e.g. JRA, 011 000 0000)		
Project Description:		



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

(as per client)		
Name of contact at the Client and Contact details:		
Duration of Project Related Experience of Team Leader	Start date: Month/Year Date Completed: Month/Year Total number of months' experience:	Start date: Month/Year Date Completed: Month/Year Total number of months' experience:
Responsibility of Team Leader on the project: (select below)	Tick each row for responsibility selection	Tick each row for responsibility selection
Project Management		
Organisational Design		
Job profile development		
Revision of existing job profiles		
Job evaluation		
Knowledge and skills assessment		
Competency development		
Change Management		
Report writing		
Was the Project value equal or higher than R350 000?	Yes/No	Yes/No
Bidder's signature confirming the accuracy and completeness of the information provided		



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Note: Kindly complete this template for each project team member

FORM JRA 27: COMPANY RESOURCE: TEAM MEMBER: QUALIFICATION	
(Read Assessment of Functional Evaluation Specification clause 12.2.2 and complete in full and attach at the back of this page, Qualification proof Only. No separate attachment is allowed).	
No of team member	Number of a total of team member(s) nominated.
Name and Surname of team member (as per ID sequence)	
Highest Tertiary Qualification obtained (from Degree and more, e.g. BSc) OR (e.g. Post graduate type: Masters/Dr)	
Certified Qualification attached at the back of this page. (e.g. Yes or No)	Yes / No
Bidder's signature confirming that: Form completed in full, all required proof has been attached at the back of this page. Not attached separately.	

FORM JRA 27: COMPANY RESOURCE: TEAM MEMBER: – RELATED EXPERIENCE
Read Assessment of Functional Evaluation Specification clause 12.2.2 and complete in full.



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Kindly attach clearly cross- referenced CV to this document. No separate attachments allowed.

No of team member	Number of a total of team members	
Name and Surname (as per ID sequence)		
Employer and Contact: (e.g. JRA, 011 000 0000)		
Project Description: (as per client)		
Name of contact at the Client and Contact details:		
Duration of Project Related Experience of team member	Start date: Month/Year Date Completed: Month/Year Total number of months' experience of this team member:	Start date: Month/Year Date Completed: Month/Year Total number of months' experience of this team member:
Responsibility of team member on project: (select below)	Tick each row for responsibility selection of team member on this project:	Tick each row for responsibility selection of team member on this project:
Project Management		
Organisational Design		
Job profile development		
Revision of existing job profiles		



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Job evaluation		
Knowledge and skills assessment		
Competency development		
Change Management		
Report writing		
Was the Project value equal or higher than R350 000?	Yes/No	Yes/No
Bidder's signature confirming the accuracy and completeness of the information provided		

FORM JRA 27: COMPANY RESOURCE: TEAM MEMBER: – RELATED EXPERIENCE (Continued.....)		
Employer and Contact: (e.g. JRA, 011 000 0000)		
Project Description: (as per client)		
Name of contact at the Client and Contact details:		
Duration of Project Related Experience of team member	Start date: Month/Year Date Completed: Month/Year Total number of months experience of this team member:	Start date: Month/Year Date Completed: Month/Year Total number of months experience of this team member:



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Responsibility of team member on project: (select below)	Tick each row for responsibility selection of team member on this project:	Tick each row for responsibility selection of team member on this project:
Project Management		
Organisational Design		
Job profile development		
Revision of existing job profiles		
Job evaluation		
Knowledge and skills assessment		
Competency development		
Change Management		
Report writing		
Was the Project value equal or higher than R350 000?	Yes/No	Yes/No
Bidder's signature confirming the accuracy and completeness of the information provided		

FORM JRA 27: COMPANY RESOURCE: TEAM MEMBER: – RELATED EXPERIENCE (Continued....)		
Employer and Contact: (e.g. JRA, 011 000 0000)		
Project Description: (as per client)		



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Name of contact at the Client and Contact details:		
Duration of Project Related Experience of team member	Start date: Month/Year Date Completed: Month/Year Total number of months' experience of this team member:	Start date: Month/Year Date Completed: Month/Year Total number of months' experience of this team member:
Responsibility of team member on project: (select below)	Tick each row for responsibility selection of team member on this project:	Tick each row for responsibility selection of team member on this project:
Project Management		
Organisational Design		
Job profile development		
Revision of existing job profiles		
Job evaluation		
Knowledge and skills assessment		
Competency development		
Change Management		
Report writing		
Was the Project value equal or higher than R350 000?	Yes/No	Yes/No
Bidder's signature confirming the accuracy and completeness of the information provided		



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

FORM JRA 27: COMPANY RESOURCE: TEAM MEMBER: – RELATED EXPERIENCE (Continued...)		
Employer and Contact: (e.g. JRA, 011 000 0000)		
Project Description: (as per client)		
Name of contact at the Client and Contact details:		
Duration of Project Related Experience of team member	Start date: Month/Year Date Completed: Month/Year Total number of months' experience of this team member:	Start date: Month/Year Date Completed: Month/Year Total number of months' experience of this team member:
Responsibility of team member on project: (select below)	Tick each row for responsibility selection of team member on this project:	Tick each row for responsibility selection of team member on this project:
Project Management		
Organisational Design		
Job profile development		
Revision of existing job profiles		
Job evaluation		
Knowledge and skills assessment		
Competency development		
Change Management		



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Report writing		
Was the Project value equal or higher than R350 000?	Yes/No	Yes/No
Bidder's signature confirming the accuracy and completeness of the information provided		

FORM JRA 27: COMPANY RESOURCE: TEAM MEMBER: – RELATED EXPERIENCE (Continued...)		
Employer and Contact: (e.g. JRA, 011 000 0000)		
Project Description: (as per client)		
Name of contact at the Client and Contact details:		
Duration of Project Related Experience of team member	Start date: Month/Year Date Completed: Month/Year Total number of months' experience of this team member:	Start date: Month/Year Date Completed: Month/Year Total number of months' experience of this team member:
Responsibility of team member on project: (select below)	Tick each row for responsibility selection of team member on this project:	Tick each row for responsibility selection of team member on this project:



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Project Management		
Organisational Design		
Job profile development		
Revision of existing job profiles		
Job evaluation		
Knowledge and skills assessment		
Competency development		
Change Management		
Report writing		
Was the Project value equal or higher than R350 000?	Yes/No	Yes/No
Bidder's signature confirming the accuracy and completeness of the information provided		

FORM JRA 27: COMPANY RESOURCE: TEAM MEMBER: – RELATED EXPERIENCE (Continued...)		
Employer and Contact: (e.g. JRA, 011 000 0000)		
Project Description: (as per client)		
Name of contact at the Client and Contact details:		
Duration of Project Related Experience of	Start date: Month/Year	Start date: Month/Year



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

team member	Date Completed: Month/Year Total number of months' experience of this team member:	Date Completed: Month/Year Total number of months' experience of this team member:
Responsibility of team member on project: (select below)	Tick each row for responsibility selection of team member on this project:	Tick each row for responsibility selection of team member on this project:
Project Management		
Organisational Design		
Job profile development		
Revision of existing job profiles		
Job evaluation		
Knowledge and skills assessment		
Competency development		
Change Management		
Report writing		
Was the Project value equal or higher than R350 000?	Yes/No	Yes/No
Bidder's signature confirming the accuracy and completeness of the information provided		

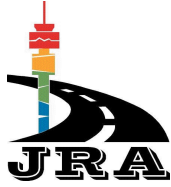
FORM JRA 27: COMPANY RESOURCE: TEAM MEMBER: QUALIFICATION



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

(Read Assessment of Functional Evaluation Specification clause 12.2.2 and complete in full and attach at the back of this page, Qualification proof Only. No separate attachment is allowed).	
No of team member	Number of a total of team member(s) nominated.
Name and Surname of team member (as per ID sequence)	
Highest Tertiary Qualification obtained (from Degree and more, e.g. BSc) OR (e.g. Post graduate type: Masters/Dr)	
Certified Qualification attached at the back of this page. (e.g. Yes or No)	Yes / No
Bidder's signature confirming that: Form completed in full, all required proof has been attached at the back of this page. Not attached separately.	

FORM JRA 27: COMPANY RESOURCE: TEAM MEMBER: – RELATED EXPERIENCE	
Read Assessment of Functional Evaluation Specification clause 12.2.2 and complete in full. Kindly attach clearly cross- referenced CV to this document. No separate attachments allowed.	
No of team member	Number of a total of team members



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Name and Surname (as per ID sequence)		
Employer and Contact: (e.g. JRA, 011 000 0000)		
Project Description: (as per client)		
Name of contact at the Client and Contact details:		
Duration of Project Related Experience of team member	Start date: Month/Year Date Completed: Month/Year Total number of months' experience of this team member:	Start date: Month/Year Date Completed: Month/Year Total number of months' experience of this team member:
Responsibility of team member on project: (select below)	Tick each row for responsibility selection of team member on this project:	Tick each row for responsibility selection of team member on this project:
Project Management		
Organisational Design		
Job profile development		
Revision of existing job profiles		
Job evaluation		
Knowledge and skills assessment		
Competency development		
Change Management		



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Report writing		
Was the Project value equal or higher than R350 000?	Yes/No	Yes/No
Bidder's signature confirming the accuracy and completeness of the information provided		

FORM JRA 27: COMPANY RESOURCE: TEAM MEMBER: – RELATED EXPERIENCE (Continued.....)		
Employer and Contact: (e.g. JRA, 011 000 0000)		
Project Description: (as per client)		
Name of contact at the Client and Contact details:		
Duration of Project Related Experience of team member	Start date: Month/Year Date Completed: Month/Year Total number of months experience of this team member:	Start date: Month/Year Date Completed: Month/Year Total number of months experience of this team member:
Responsibility of team member on project: (select below)	Tick each row for responsibility selection of team member on this project:	Tick each row for responsibility selection of team member on this project:
Project Management		
Organisational Design		



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Job profile development		
Revision of existing job profiles		
Job evaluation		
Knowledge and skills assessment		
Competency development		
Change Management		
Report writing		
Was the Project value equal or higher than R350 000?	Yes/No	Yes/No
Bidder's signature confirming the accuracy and completeness of the information provided		

FORM JRA 27: COMPANY RESOURCE: TEAM MEMBER: – RELATED EXPERIENCE (Continued....)

Employer and Contact: (e.g. JRA, 011 000 0000)		
Project Description: (as per client)		
Name of contact at the Client and Contact details:		
Duration of Project Related Experience of team member	Start date: Month/Year Date Completed: Month/Year Total number of months' experience of this team	Start date: Month/Year Date Completed: Month/Year Total number of months' experience of this team



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

	member:	member:
Responsibility of team member on project: (select below)	Tick each row for responsibility selection of team member on this project:	Tick each row for responsibility selection of team member on this project:
Project Management		
Organisational Design		
Job profile development		
Revision of existing job profiles		
Job evaluation		
Knowledge and skills assessment		
Competency development		
Change Management		
Report writing		
Was the Project value equal or higher than R350 000?	Yes/No	Yes/No
Bidder's signature confirming the accuracy and completeness of the information provided		

FORM JRA 27: COMPANY RESOURCE: TEAM MEMBER: – RELATED EXPERIENCE (Continued...)		
Employer and Contact: (e.g. JRA, 011 000 0000)		
Project Description:		



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

(as per client)		
Name of contact at the Client and Contact details:		
Duration of Project Related Experience of team member	Start date: Month/Year Date Completed: Month/Year Total number of months' experience of this team member:	Start date: Month/Year Date Completed: Month/Year Total number of months' experience of this team member:
Responsibility of team member on project: (select below)	Tick each row for responsibility selection of team member on this project:	Tick each row for responsibility selection of team member on this project:
Project Management		
Organisational Design		
Job profile development		
Revision of existing job profiles		
Job evaluation		
Knowledge and skills assessment		
Competency development		
Change Management		
Report writing		
Was the Project value equal or higher than R350 000?	Yes/No	Yes/No
Bidder's signature confirming the accuracy and completeness of the information provided		



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

FORM JRA 27: COMPANY RESOURCE: TEAM MEMBER: – RELATED EXPERIENCE (Continued...)		
Employer and Contact: (e.g. JRA, 011 000 0000)		
Project Description: (as per client)		
Name of contact at the Client and Contact details:		
Duration of Project Related Experience of team member	Start date: Month/Year Date Completed: Month/Year Total number of months' experience of this team member:	Start date: Month/Year Date Completed: Month/Year Total number of months' experience of this team member:
Responsibility of team member on project: (select below)	Tick each row for responsibility selection of team member on this project:	Tick each row for responsibility selection of team member on this project:
Project Management		
Organisational Design		
Job profile development		
Revision of existing job profiles		
Job evaluation		
Knowledge and skills assessment		
Competency development		
Change Management		

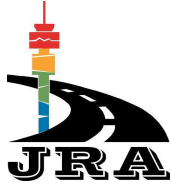


PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Report writing		
Was the Project value equal or higher than R350 000?	Yes/No	Yes/No
Bidder's signature confirming the accuracy and completeness of the information provided		

FORM JRA 27: COMPANY RESOURCE: TEAM MEMBER: – RELATED EXPERIENCE (Continued...)

Employer and Contact: (e.g. JRA, 011 000 0000)		
Project Description: (as per client)		
Name of contact at the Client and Contact details:		
Duration of Project Related Experience of team member	Start date: Month/Year Date Completed: Month/Year Total number of months' experience of this team member:	Start date: Month/Year Date Completed: Month/Year Total number of months' experience of this team member:
Responsibility of team member on project: (select below)	Tick each row for responsibility selection of team member on this project:	Tick each row for responsibility selection of team member on this project:
Project Management		
Organisational Design		
Job profile development		



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Revision of existing job profiles		
Job evaluation		
Knowledge and skills assessment		
Competency development		
Change Management		
Report writing		
Was the Project value equal or higher than R350 000?	Yes/No	Yes/No
Bidder's signature confirming the accuracy and completeness of the information provided		

FORM JRA 27: COMPANY RESOURCE: TEAM MEMBER: QUALIFICATION	
(Read Assessment of Functional Evaluation Specification clause 12.2.2 and complete in full and attach at the back of this page, Qualification proof Only. No separate attachment is allowed).	
No of team member	Number of a total of team member(s) are/is nominated.
Name and Surname of team member (as per ID sequence)	



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

<p>Highest Tertiary Qualification obtained (from Degree and more, e.g. BSc) OR (e.g. Post graduate type: Masters/Dr)</p>	
<p>Certified Qualification attached at the back of this page. (e.g. Yes or No)</p>	Yes / No
<p>Bidder's signature confirming that: Form completed in full, all required proof has been attached at the back of this page. Not attached separately.</p>	

<p>FORM JRA 27: COMPANY RESOURCE: TEAM MEMBER: – RELATED EXPERIENCE</p>		
<p>Read Assessment of Functional Evaluation Specification clause 12.2.2 and complete in full. Kindly attach clearly cross- referenced CV to this document. No separate attachments allowed.</p>		
<p>No of team member</p>	<p>Number of a total of team members</p>	
<p>Name and Surname (as per ID sequence)</p>		
<p>Employer and Contact: (e.g. JRA, 011 000 0000)</p>		
<p>Project Description: (as per client)</p>		



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Name of contact at the Client and Contact details:		
Duration of Project Related Experience of team member	Start date: Month/Year Date Completed: Month/Year Total number of months' experience of this team member:	Start date: Month/Year Date Completed: Month/Year Total number of months' experience of this team member:
Responsibility of team member on project: (select below)	Tick each row for responsibility selection of team member on this project:	Tick each row for responsibility selection of team member on this project:
Project Management		
Organisational Design		
Job profile development		
Revision of existing job profiles		
Job evaluation		
Knowledge and skills assessment		
Competency development		
Change Management		
Report writing		
Was the Project value equal or higher than R350 000?	Yes/No	Yes/No
Bidder's signature confirming the accuracy and completeness of the information provided		



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

FORM JRA 27: COMPANY RESOURCE: TEAM MEMBER: – RELATED EXPERIENCE (Continued.....)		
Employer and Contact: (e.g. JRA, 011 000 0000)		
Project Description: (as per client)		
Name of contact at the Client and Contact details:		
Duration of Project Related Experience of team member	Start date: Month/Year Date Completed: Month/Year Total number of months experience of this team member:	Start date: Month/Year Date Completed: Month/Year Total number of months experience of this team member:
Responsibility of team member on project: (select below)	Tick each row for responsibility selection of team member on this project:	Tick each row for responsibility selection of team member on this project:
Project Management		
Organisational Design		
Job profile development		
Revision of existing job profiles		
Job evaluation		
Knowledge and skills assessment		
Competency development		
Change Management		



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Report writing		
Was the Project value equal or higher than R350 000?	Yes/No	Yes/No
Bidder's signature confirming the accuracy and completeness of the information provided		

FORM JRA 27: COMPANY RESOURCE: TEAM MEMBER: – RELATED EXPERIENCE (Continued....)		
Employer and Contact: (e.g. JRA, 011 000 0000)		
Project Description: (as per client)		
Name of contact at the Client and Contact details:		
Duration of Project Related Experience of team member	Start date: Month/Year Date Completed: Month/Year Total number of months' experience of this team member:	Start date: Month/Year Date Completed: Month/Year Total number of months' experience of this team member:
Responsibility of team member on project: (select below)	Tick each row for responsibility selection of team member on this project:	Tick each row for responsibility selection of team member on this project:



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Project Management		
Organisational Design		
Job profile development		
Revision of existing job profiles		
Job evaluation		
Knowledge and skills assessment		
Competency development		
Change Management		
Report writing		
Was the Project value equal or higher than R350 000?	Yes/No	Yes/No
Bidder's signature confirming the accuracy and completeness of the information provided		

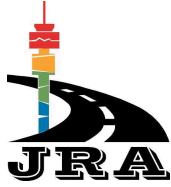
FORM JRA 27: COMPANY RESOURCE: TEAM MEMBER: – RELATED EXPERIENCE (Continued...)		
Employer and Contact: (e.g. JRA, 011 000 0000)		
Project Description: (as per client)		
Name of contact at the Client and Contact details:		
Duration of Project Related Experience	Start date: Month/Year	Start date: Month/Year



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

of team member	Date Completed: Month/Year Total number of months' experience of this team member:	Date Completed: Month/Year Total number of months' experience of this team member:
Responsibility of team member on project: (select below)	Tick each row for responsibility selection of team member on this project:	Tick each row for responsibility selection of team member on this project:
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Knowledge and skills assessment		
Competency development		
Change Management		
Report writing		
Was the Project value equal or higher than R350 000?	Yes/No	Yes/No
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FORM JRA 27: COMPANY RESOURCE: TEAM MEMBER: – RELATED EXPERIENCE (Continued...)



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Employer and Contact: (e.g. JRA, 011 000 0000)		
Project Description: (as per client)		
Name of contact at the Client and Contact details:		
Duration of Project Related Experience of team member	Start date: Month/Year Date Completed: Month/Year Total number of months' experience of this team member:	Start date: Month/Year Date Completed: Month/Year Total number of months' experience of this team member:
Responsibility of team member on project: (select below)	Tick each row for responsibility selection of team member on this project:	Tick each row for responsibility selection of team member on this project:
Project Management		
Organisational Design		
Job profile development		
Revision of existing job profiles		
Job evaluation		
Knowledge and skills assessment		
Competency development		
Change Management		
Report writing		



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Was the Project value equal or higher than R350 000?	Yes/No	Yes/No
Bidder's signature confirming the accuracy and completeness of the information provided		

FORM JRA 27: COMPANY RESOURCE: TEAM MEMBER: – RELATED EXPERIENCE (Continued...)		
Employer and Contact: (e.g. JRA, 011 000 0000)		
Project Description: (as per client)		
Name of contact at the Client and Contact details:		
Duration of Project Related Experience of team member	Start date: Month/Year Date Completed: Month/Year Total number of months' experience of this team member:	Start date: Month/Year Date Completed: Month/Year Total number of months' experience of this team member:
Responsibility of team member on project: (select below)	Tick each row for responsibility selection of team member on this project:	Tick each row for responsibility selection of team member on this project:



PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

Project Management		
Organisational Design		
Job profile development		
Revision of existing job profiles		
Job evaluation		
Knowledge and skills assessment		
Competency development		
Change Management		
Report writing		
Was the Project value equal or higher than R350 000?	Yes/No	Yes/No
Bidder's signature confirming the accuracy and completeness of the information provided		

JOHANNESBURG ROADS AGENCY (PTY) LTD

CONTRACT NO JRA 20/100

FOR

APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE.

T1.4 SCHEDULE OF CONTRACT DOCUMENTS

This bid is one complete document that includes all the necessary documents indicated under "Contents" on page 3.

Bidders should take note that if they submit their own conditions attached to the proposal for consideration it will not be accepted as forming part of this contract. In such a case the bidder will be disqualified.

The following documents form part of this Contract:

THE TENDER (VOLUME 1)



The bid: Part 1
Tender Procedures

CONTRACT JRA 20/100

PROFESSIONAL SERVICES: APPOINTMENT OF A SUITABLY QUALIFIED CHANGE MANAGEMENT SPECIALIST TO MANAGE THE ORGANIZATIONAL CHANGE PROCESS DURING THE ROLL-OUT OF THE ORGANIZATION DESIGN PROJECT AND IMPLEMENTATION OF THE REVISED ORGANIZATIONAL STRUCTURE

PART 1: TENDER PROCEDURE

SANS 294: 2004 – Standard Conditions of Tender (Annex F). This publication is available from Standards South Africa (a division of SABS) Tel (012) 428-6929/33.

THE TENDER (VOLUME 2)

PART 2: RETURNABLE DOCUMENTS AND SCHEDULES

Schedule of Returnables

THE CONTRACT (VOLUME 3)

PART 3: AGREEMENT AND CONTRACT DATA