

REQUEST FOR INFORMATION

RFI NUMBER:	JW RFI 001/2025 AS	CLOSING DATE:	06 August 2025
DESCRIPTION:	Appointment of a services provider to conduct organisational review aligned to the turn-around strategy 2024 for period of 24 months.		
ISSUE DATE	31 July 2025		

ENQUIRIES MAY BE DIRECTED TO:			
Bidding procedure enquiries <u>must</u> be sent to		Technical enquiries must be directed to	
CONTACT PERSON	Amanda Mnisi	CONTACT PERSON	Lumkile Gxabagxaba
TELEPHONE NUMBER	011 688 1763	TELEPHONE NUMBER	011 688 1520
E-MAIL ADDRESS (Submissions must be made to this address)	amanda.mnisi@jwater.co.za	E-MAIL ADDRESS	lumkile.gxabagxaba@jwater.co.za

SUPPLIER INFORMATION			
NAME OF BIDDER			
STREET ADDRESS			
TELEPHONE NUMBER	CODE		NUMBER
CELLPHONE NUMBER			
E-MAIL ADDRESS			
VAT REGISTRATION NUMBER			
CENTRAL SUPPLIER DATABASE No:			
MANUFACTURER OR THIRD PARTY			

Directors:

Ms Dineo Majavu (Chairperson), Mr Ntshavheni Mukwevho (Managing Director and Executive Director),
Mr Kgaugelo Mahlaba (Chief Financial Officer and Executive Director), Mr Sipho Mthembu, Ms Zandile Meeleso, Mr Pholoso Matjele,
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Mr Kefiloe Mokoena

Ms Kethabile Mabe (Company Secretary),
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1. PURPOSE OF THE REQUEST FOR INFORMATION

The RFI response proposals is enquired to assist the organisation with business decision making purposes for an upcoming twenty-four (24) months Request for Tender with regards to budget, cost effectiveness, risk assessment, specific goals to include in the tender, award and allocation strategy to incorporate, firm or non-firm prices, pricing schedule and special conditions of tender.

2. BACKGROUND

Johannesburg Water invites service providers to respond to a Request for Information for **Appointment of a service provider to conduct organisational review aligned to the turn-around strategy 2024 for period of 24 months.**

This RFI is strictly to solicit market related information from potential bidder(s) for the **Appointment of a services provider to conduct organisational review aligned to the turn-around strategy 2024 for period of 24 months.**

This RFI does not constitute; an offer; or any impression none so ever to do business with Johannesburg Water.

3. SCOPE OF WORK AND SPECIFICATIONS

3.1. REQUIREMENTS

The project aims to **facilitate a comprehensive organizational design and review** to ensure Johannesburg Water is adequately structured and capacitated to implement its Turnaround Strategy 2024. This includes:

- **Appointment of a Service Provider:** A qualified service provider will lead the organization-wide review of the current operating model and structure to strengthen management and technical capabilities.
- **Expected Outcome:** A realigned Johannesburg Water operating model, organizational structure, and departmental-level operating models, tailored to the needs and current maturity of each department.
- **Change Management Integration:** Change management will support the process by embedding the new structure and practices into business operations and integrate change to the broader turnaround efforts

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- **Process Alignment and Redesign:** The service provider will identify and develop key business and functional processes aligned with the new structure.
- **Internal Facilitation and Oversight:** Departmental-level changes will be facilitated internally, led by Services in collaboration with Executive Management.
- **Collaboration with Universities:** The project may include partnerships with institutions of higher learning, subject to alignment with governance and Supply Chain Management advisor

5.1 Scope of work:

The Organisational Review and Design process is a critical enabler in the implementation of our turnaround strategy 2024. Organisational Design represents the full sequence of work that aligns an organisation's vision, mission, values, strategic objectives, systems, structures, people, processes, culture, and performance measures to deliver the desired results within its operating environment.

This exercise will ensure Johannesburg Water is structurally and operationally equipped to recover from performance challenges and deliver sustainable improvements. The review will take into account current and emerging demands on the organisation, ensuring alignment with its strategic objectives. It is not merely a restructuring exercise, but a targeted effort to enhance organisational performance, improve service delivery, and build institutional capability that supports the turnaround strategy.

The methodology and approach to this process will focus on:

- Aligning structure and roles with strategic priorities.
- Assessing organisational capacity, systems, and processes for service effectiveness.
- Identifying gaps and inefficiencies.
- Supporting change readiness and improved performance culture.
- Enabling future-fit capabilities in response to external and internal operating challenges.

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The approach and methodology to this process will focus on the following:

1. Project Planning and Initiation

This involves defining the project scope and objectives, as well as identifying key stakeholders and resources. This lays the groundwork for a successful project by establishing a clear vision, objectives, and a plan for execution. The specific includes,

- Develop a project roadmap/ plan
- Strategic Change management plan
- Establish key project committees and protocols

Deliverables: Project Plan with key deliverables and milestones

Strategic Change Management plan (supporting the Organisational review and design process and integrating change to broader turnaround efforts).

2. Assessment and Diagnosis of the Current State

This entails diagnosing the opportunity to change, understanding the current business drivers and company performance. This analysis will ensure that there is deep understanding of the construct of the current operating model and structure, the Organisational structure at various levels and how processes, policies and practices align to the achievement of the strategy. The specifics will include,

- **Operating Model and Organisational Structure:** Assessing Organisational hierarchy, reporting lines, departmental structures, and alignment to the business model and the enablement of the turnaround strategy.
- **Skills & Competence:** Reviewing job roles, clarity in responsibilities, authorisations, span of control, competence required and overlap or gaps in duties.
- **Policies, Processes, Procedures & Controls:** Evaluating key business processes to identify bottlenecks, redundancies, or outdated practices.
- **ICT Systems, Data & Resources:** Assessing the allocation and utilisation of resources, including people, technology, and physical assets.
- **Culture & Communication:** Understanding the Organisational culture, internal communication channels, and how they impact collaboration and morale.

Deliverables: As Is Analysis Report.

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3. Design the Organisational Model and Structure

Informed by the As Is analysis and the strategic focus, an ideal OD model will be adopted to drive the process. This is where the Organisational model and structure at various levels will be developed. The specifics here include,

- Evaluate levels of work (strategic, operational, transactional).
- Assess spans of control (reporting lines) and Human capital capabilities
- Assess delegations and decision-making processes.
- Develop Organisational structure.
- Conduct benchmarks with similar organisations to inform the proposed structure

Deliverables: Organisational Design Report (To-be Report)
Proposed Functional Structure and Organisational Structure
Business case for the proposed structure and costing

4. Process and Policy Review (Three Levels)

Informed by the As Is analysis, develop detailed process maps, analysis and improvement will be conducted in collaboration with key stakeholders. This will entail,

- Identify inefficiencies and improvement areas in key processes to support recovery and sustainable growth.
- Identify bottlenecks, redundancies, and inefficiencies, leading to increased productivity and cost saving.
- **Strategic:**(Level One) Aligning core business functions with strategic goals.
- **Tactical:**(Level Two) Understanding operational workings of processes.
- **Operational:**(Level Three) Reviewing specific tasks and activities.
 - Specific tasks and activities at this level will be reviewed internally by line managers and the respective process owners. The appointed service provider will facilitate knowledge transfer and provide capacity-building support through targeted training interventions.
- Conduct benchmarks with similar organisations to inform the proposed processes.

Deliverables: Business Process Maps aligned to value chain and strategy
Business Process Map Report

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4. Staffing and Costing

Once the ideal Organisational structure has been developed, it is critical that the structure be costed. This is critical as it will inform the budget resources required to implement the new structure as well as how placement into the new structure will be facilitated. Included in this stage will be the development and grading of roles for alignment.

- Detailed cost-benefit analysis for the proposed Organisational structure
- New Job descriptions developed in accordance with the new Organisational structure are subject to a grading process to determine appropriate levels and remuneration.
- Develop a consultation and placement strategies

Deliverables: Costing of the proposed Organisational Structure and placement strategy.

5. Monitoring and Implementation

This stage enables the continuous evaluation of the project success and assessment of whether project outcomes are being achieved. It also involves the implementation of the project outcomes and enrolling of all stakeholders to support the implementation. Specific. Presentation of the project outcomes at various phases to various internal stakeholders

- Monitoring of the implementation of the new Organisational structure.

Deliverables: Project and Change management plan aligned to TS24 and Transition plan/migration plan

6. Overall Final Deliverables

- A comprehensive report detailing analysis, findings, and recommendations on:
 - Organisational structure and operating model
 - Departmental and functional structures
 - Key processes and job roles
 - Support for turnaround strategy
- Recommendations submitted to Executive Committee and the Board for approval.

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7. PRICE SCHEDULE

Pricing Schedule for 2 years			
	Description	Percentage (%) Administration charge	Total amount
YEAR 1	Organizational Review		
YEAR 2	Organizational Design Aligned to the Turnaround strategy		
TOTAL PROFESSIONAL FEES EXCLUDING VAT		—	
VAT AT 15%		-	
TOTAL PROFESSIONAL INCLUDING VAT		—	

5. SPECIFIC GOALS

INFORMATION FOR SPECIFIC GOALS ANALYSIS	
BUSINESS OWNED BY 51% OR MORE -BLACK PEOPLE	
1. Percentage (%) of Black Ownership	
2. Is Black Ownership 51% or more? (Yes or No)	
BUSINESS OWNED BY 51% OR MORE – BLACK YOUTH	
1. Percentage (%) of Ownership by Black Youth	
2. Is the percentage of Black Youth Ownership 51 % or more? (Yes or No)	
BUSINESS OWNED BY 51% OR MORE-WOMEN	
1. Percentage (%) of Ownership by People who are Women	
2. Is the percentage of People who are Women 51 % or more? (Yes or No)	
BUSINESSES LOCATED WITHIN THE BOUNDARIES OF A REGION IN COJ, COJ MUNICIPALITY OR IN GAUTENG PROVINCE	
1. Is your business located in the Gauteng Province? (Yes or No)	
2. Is your business located in the COJ Municipality? (Yes or No)	

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a world class African city



City of Johannesburg

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3. Is your business located within the region of the COJ? (Yes or No)	
BUSINESS OWNED BY 51% OR MORE - BLACK PEOPLE WHO ARE MILITARY VETERANS	
1. Percentage (%) of Ownership by Black People Who Are Military Veterans	
2. Is the percentage of Ownership by Black People Who Are Military Veterans 51% or more? (Yes or No)	
BUSINESS OWNED BY 51% OR MORE-BLACK PEOPLE WITH DISABILITIES	
1. Percentage (%) of Ownership by Black People With Disabilities	
2. Is the percentage of Ownership by Black People with Disabilities 51% or more? (Yes or No)	
SMME (AN EME OR QSE) OWNED BY 51% OR MORE - BLACK PEOPLE	
1. What is the Enterprise Type? EME – turnover is less than R10m QSE – Turnover between R10m and R50m Generic – Turnover is R50M or more	
JOINT VENTURE (JV), CONSORTIUM OR EQUIVALENT	
1. What is the percentage (%) of ownership for each party?	
SUBCONTRACTING WITH COMPANIES AT LEAST 51% OWNED BY HISTORICALLY DISADVANTAGED INDIVIDUAL (HDI) GROUPS MENTIONED ABOVE	
1. What is the percentage (%) that will be sub-contracted to companies that are at least 51% owned by Historically Disadvantaged Individual (HDI) groups mentioned above?	

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