

**APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT ORGANISATIONAL REVIEW
ALIGNED TO THE TURN AROUND STRATEGY 2024 FOR PERIOD OF 24 MONTHS.**

TENDER BRIEFING - MINUTES

<u>CONTRACT NUMBER:</u>	JW CHR 001/25
<u>CONTRACT TITLE:</u>	APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT ORGANISATIONAL REVIEW ALIGNED TO THE TURN AROUND STRATEGY 2024 FOR PERIOD OF 24 MONTHS.
<u>DEPARTMENT:</u>	SUPPLY CHAIN MANAGEMENT
<u>DATE OF MEETING:</u>	12 DECEMBER 2025
<u>TIME OF MEETING:</u>	13:00
<u>VENUE FOR MEETING:</u>	65 NTEMI PILISO STREET NEWTOWN
<u>CLOSING DATE:</u>	13 FEBRUARY 2026
<u>CLOSING TIME:</u>	10:30AM

1. WELCOME

Ms Gcina Ndela welcomed everyone who attended the meeting and introduced JW personnel.

NAME & SURNAME	EMAIL ADDRESS	DEPARTMENT
Gcina Ndela	gcina.ndela@jwater.co.za	Supply Chain
Lumkile Gxabagxaba	lumkile.gxabagxaba@jwater.co.za	Operations

2. CONTACT PERSONS

Ms Thandi Langa

Email: thandi.langa@jwater.co.za

Telephone number: 011 688 1979

Ms. Gcina Ndela

Email: gcina.ndela@jwater.co.za

Telephonenumber: 011 688-1796

3. SCM – ADMIN AND BID DOCUMENTATION PRESENTATION BY Ms Gcina Ndela

- Ms Gcina Ndela indicated that this is an open tender and the meeting is **COMPULSORY**, therefore bidders who did not attend the meeting will **NOT** be considered for this tender. Bidders must ensure that they sign the attendance register.

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- Tender documents are available in PDF format at no cost on Johannesburg Water website (www.johannesburgwater.co.za) and on eTenders.gov.za as of 5 December 2025.
- Tender documents need to be bound and contain all pages. Tenderers therefore, need to ensure that the tender document is submitted in its entirety with no pages or parts missing. The order of the documents must be as set out as on the Web page and all pages arranged correctly.
- The tender document must be filled in using black ink only, any other colour pen or pencil is prohibited.
- Tender documents may be completed electronically without altering or tampering of any of the text (terms, conditions, specifications etc.) in the tender documents.
- Any mistakes must be struck-off and corrected with a single black ink line and signed (authenticated) by the tenderer. Tenderers were also advised to sign (authenticate) each alteration where there are any to avoid being disqualified.
- The use of correction fluid (Tippex) to correct mistakes is not allowed and if used the tender will be disqualified.
- The tender document must be completed in full, and all the forms must be fully completed and signed accordingly. Tenderers must not leave any blank spaces upon completion of the tender document.
- Tenderers must refer to the checklist on page 5 to 7 of the tender document for guidance.
- Make sure that your pricing schedule is fully completed and signed.
- Each bid must be submitted in a separate, properly sealed envelope/ package on which the Name, email address and telephone number of the tenderer must be indicated. The Tender number and Description must be clearly written on the envelope/ package.
- Tender documents submitted via courier services will be accepted provided that the bidder instructs such courier company or its representative to deposit the tender document in the tender box provided. Under no circumstances should tender documents

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be handed to an employee of JW. JW will not be held liable for any documents that are not in the tender box at the time of closing.

- Tender documents may not be submitted via the South African Post Office as only tender documents received in the Tender box at the time of closing will be considered.
- Tenderers must make sure that they read and understand the requirements of the tender. Should tenderers need any clarity, they are encouraged to email the contact **Gcina Ndela and Thandi Langa** (contact details are on the cover page of the tender document).
- Tenderers are required to submit a hard copy document and an electronic copy on a USB flash drive, however tenderers who did not submit the USB will not be disqualified. Electronic submissions of tenders are **NOT** allowed.
- Tenderers must be registered on Central Supplier Database (CSD) and provide their registration MAAA**** number on the cover page of the tender document. Tenderers must ensure that they are always tax compliant on CSD.
- The 80 / 20 points scoring system will be applicable to this tender. 80 points will be allocated to Price and the remaining 20 points will be for specific goals.

SPECIFIC GOALS POINTS ALLOCATION

- 10 points for SMME (An EME or QSE) owned by 51% or more - Black People
- 5 points for business owned by 51% or more women.
- 5 points for Businesses owned by 51% or more Black People with Disabilities
- Attention must be brought to the documentation the tenderers must submit in order for JW to verify points claimed. If the tenderer has claimed more points, then the verification document supports, JW will adjust the points claimed when calculating the preference points in line with verification documents submitted.
- Tenderers tendering as JV must submit a JV BBBEE certificate.
- In bids where consortia / joint ventures / sub-contractors are involved; each party must submit a separate TCS certificate / pin / CSD number.

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- Tenders will be valid for 90 days after the closing date or any other duration agreed to by the tenderer and JW prior to tender validity expiring.
- Co-bidding is prohibited. (Tenderer being a member / owner / shareholder in more than one consortium / entity for the same project). Please read MBD 9 Certificate of Independence prior to signing the declaration.
- Tenderers are encouraged to truthfully declare all other company interests they may have, with specific reference to Question 3.14, of which if not fully completed, might lead to disqualification. Tenderers are encouraged to utilise the CIPC bizportal (www.bizportal.gov.za) , free registration to check the companies for which a director is a director for. This can be done by inserting an ID number for the director tendering and the portal will show all companies, whether active or not.
- No bids will be considered from persons in the service of the state.
- Tenderers must recheck on the JW website page for any communication send to tenderers as there might be a problem with the emails send to the tenderers. This communication might include addendums to tender for extension of closing dates, changes in the tender specification, changes in pricing schedules, or any other matter affecting the tender in question, and which might have an impact on how tenderers respond.
- Tenders will be opened in public soon after the closing time and recording of received documents but not later than 11:00 at the tender office located at Turbine Hall, 65 Ntemi Piliso Street, Newtown, 2001, ground floor. Tenderers' names and total prices, where practical will be read out.
- Tenderers are encouraged to note the closing date and time of the tender; late tenders will not be accepted. The closing date for this tender is 13 February 2026 at 10:30.
- All bids are to be deposited in the tender box allocated on the ground floor at No.65 Ntemi Piliso street Turbine Hall, Newtown.

SUPPORTING DOCUMENTS

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1. SARS one-time TAX PIN
2. Where business and/or director premises are owned, a municipal rates and taxes statement of account must be submitted (not older than three (03) months and NOT IN ARREARS for more than 90days). If in arrears an acknowledgement of debt agreement must be entered into with municipality concerned and submitted with the tender.
3. Where business and/or director premises are leased/ hired/ rented, a valid lease agreement should be submitted duly signed and indicating the address at which the business is situated and where the director resides. The lease should be valid and active at time of tender submission and closing.
4. 3-year financial statements (audited where applicable) , especially in instances where the tendered value is estimated to exceed R10million including VAT.
5. Joint Venture / Consortium Agreement signed by all parties.
6. Valid BBBEE Certificate issued by a SANAS accredited verification agency or copy thereof or a valid (EME/QSE) sworn affidavit/ or CIPC EME affidavit
7. A completed and signed Invitation to Bid form MBD 1
8. A completed and signed Pricing Schedule – Firm Prices (Purchases) MBD 3.1
9. A completed and signed Declaration of Interest form MBD 4
10. A completed and signed Preference Points (Specific Goals) Claim Form MBD 6.1
11. A completed and signed Local Production and Content – if applicable MBD 6.2
12. A completed and signed Declaration of Bidder's Past Supply Chain Management
 - a. Practices MBD 8
13. A completed and signed Certificate of Independent Bid Determination (MBD 9)

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Mr Lumkile Gxabagxaba**4. SCOPE OF WORK****The service provider will be required to:****Organisational Design**

Organisational Design is the whole sequence of work that aligns vision/mission, values/operating principles, strategies, objectives, tactics, systems, structure, people, processes, culture, and performance measures to deliver the required results in the operating context. Conducting an organisational review and design is a critical step when implementing a turnaround strategy, as it ensures that the organisation is structurally and operationally equipped to recover from decline and achieve sustainable performance improvements.

The approach to organisational review and design will consider current and emerging demands on the company and be aligned with its strategic objectives. The goal is not just to redesign structure for its own sake but to enhance performance and support the company's turnaround strategy. 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 and a change management plan
- Establish key project committees and protocols

Deliverables: Project Plan with key deliverables and milestones and Change Management Plan.

1. 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.

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- **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

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Deliverables: As Is Analysis Report.

1. 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 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.

Deliverables: Organisational Design Report (To-be Report) Proposed Functional Structure and Organisational Structure

1. Process Review (Three Levels)

Informed by the As Is analysis, a detailed process mapping, 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
- **Strategic:** (Level One) Aligning core business functions with strategic goals.
- **Tactical:** (Level Two) Understanding operational workings of processes.
- **Operational** (Level Three):
 - 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.
 - Identify bottlenecks, redundancies, and inefficiencies, leading to increased productivity and cost savings

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

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1. Staffing and Costing

Once the ideal organisational structure has been developed, it is critical that the structure be costed. This is into the new structure will be facilitated. Included in this stage will be the development and grading of roles for alignment.

- Develop a business case for the new structure and costing
- Determine appropriate staff establishment and associated costs.
- Review and grade Job Descriptions to support the costing.
- Develop consultation and placement strategies

5.1 Submission of Qualifications and CVs for Key Personnel

The bidder is required to submit detailed Curriculum Vitae (CVs) and certified qualifications for the key personnel proposed for this project. The team must, at minimum, include the following roles and qualifications:

PROJECT LEAD:

Minimum Qualification Requirements: Master's degree in business administration /industrial psychology (NQF 9) **or higher, OR**
Postgraduate Degree/Honors (NQF 8)

2.Organisational Specialist

- **Minimum Qualification Requirements:** Qualification in Industrial Psychology, Human Resources, or an equivalent international qualification (**equivalency must be verified by the South African Qualifications Authority SAQA**).
- Minimum NQF level:•Postgraduate Degree (NQF 8) **or higher, OR**
- Bachelor's degree (NQF 7)

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3.Submission of Qualifications and CV s for key Personnel will be requested 10 days post the award (kick-off meeting)

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. Specifics are,

- Monitoring of the implementation of the new organisational structure.

Deliverables: Project and Change management implementation plan (Aligned to Turnaround Strategy 2024) and Transition plan/ migration plan

1 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 framework for turnaround strategy

Recommendations submitted to Executive and the Board for approval.

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5. EVALUATION CRITERIA

STAGE 1: MANDATORY EVALUATION	STAGE 2: ADMINISTRATIVE EVALUATION	STAGE 3: FUNCTIONAL EVALUATION	STAGE 4: PREFERENCE EVALUATION
Tenderer to submit all mandatory requirements under this Stage. These are criterion scored as 'pass/fail' or 'yes/no' during the evaluation process. A "fail" or "no" will lead to the tenderer being disqualified and may not be considered for further evaluation or award.	These are the applicable Municipal Bidding Documents (MBD) that the tenderer's duly authorized representative must fully complete and sign and provide administrative documents such as director's and company's municipal statement or valid lease agreements which must be valid and submitted before tender award. Should the MBD authority to sign and other administrative documents not be submitted or be incomplete, the tenderer will be given three (3) days to submit or complete them after receiving a request in writing from JW, should the tenderer not comply with requirement, the tenderer may be disqualified, and may will be considered for award.	Tenderers are required to achieve a minimum qualifying score as stated in the tender document to proceed to next stage. Tenderers are required to submit the required documentary evidence which will clearly enable the bid evaluation committee to evaluate as per criteria requirements. Tenderers are encouraged to complete the provided forms in full and not to write "See attached or Refer to another part of the tender submission" where information is provided.	The tender will be evaluated on the 80/20 preference points system according to the award strategy. The Specific Goals for the tender will be stated in MBD 6.1. In MBD 6.1, the tenderer must indicate how many points they are claiming for each Specific Goal and must submit all the required supporting documentation for the points to be verified and awarded by JW. The BEC will evaluate the submitted supporting documentation and confirm Specific Goal points claimed by the tenderer. Specific goals to be allocated by the BEC will depend on verification documentation submitted. Only tenderers that have completed and signed MBD6.1 and submitted applicable verification documents will be allocated Specific Goal points claimed for preferencing

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CLOSURE

Should bidders need any clarity, all queries are to be submitted 7 days before the closing date.

Ms Gcina Ndela thanked all who attended the briefing, and the meeting was adjourned.

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