

Terms of Reference: Change Management

1. Purpose

The purpose of the terms of reference is to request proposals from experienced service providers to compile and implement a change management framework or solution for the purpose of driving change within the ARC-VIMP Campus following the amalgamation process of VOP and IC into VIMP.

2. Background

The ARC has an approved Financial Sustainability and Turnaround Plan driven by four pillars. In line with Pillar 4, the ARC-Council approved the establishment of a new business unit namely ARC-Vegetables, Industrial and Medicinal plants (ARC-VIMP), which is the amalgamation of two campuses ARC Vegetable and Ornamental plants (ARC-VOP) and ARC-Industrial Crops (ARC-IC). The ARC-VIMP campus has offices in Roodeplaat, Rustenburg and Loskop.

This amalgamation was driven by the necessity to make financial adjustments, reduce costs, create increased efficiencies and increase profitability of the ARC, as well as the need to change the business model for managing the two campuses. The objectives were to achieve growth, maintain economic stability and financial sustainability of the ARC, whilst becoming more globally competitive with increased access to the newest technologies.

The ARC-VIMP has a new Research, Development and Commercialization strategy, changed business and management models which included new areas for research, development and innovation for future growth and financial sustainability. This created the need for expanding expertise and capacity in areas of growth and a reorganization of its current research teams to align with the new structure, business and management models.

The changes were driven to ensure optimal utilization and reorganization of human resources to create coherent and effective R&D and support teams that are capable of delivering 21st-century R&D products and technologies in response to the challenges of the sector, as well as the fourth industrial revolution.

Key elements included the development and strengthening of specialist research teams (innovation clusters) within the R&D that allows the maximization of the benefits of cumulative knowledge, mentorship, improved business intelligence, foster new thinking, achieve more growth through integrated and high-performing teams (bringing together talent and/or increase the talent base), with improved collaboration whilst benefitting from each other's experience and knowledge for harnessing the potential for impact and increasing operational efficiency.

Increased focus on financial sustainability and commercialization of value chains and the industrialization of value chains to create value and financial sustainability were key new areas of emphasis.

Create an even stronger focus on capacity development through internships and professional development programs, creating opportunities for visiting scientists and ARC scientists visiting other innovation laboratories for increased learning and development, with a focus on advancing and accelerating gender equity.

Methodology and principles applied for reorganization and development of the new structure for ARC-VIMP

The reorganization of human resources and a new structure for the new entity was aligned with the newly defined research strategy/agenda and the business and management models for the newly defined research campus.

The following principles were applied:

- The approved management model for VIMP included a major swift from a discipline-based approach (previous divisions included Plant Breeding, Crop Science and Crop Protection), to a new commodity-based approach (new divisions includes Medicinal Plants and Industrial Crops; Roots, Tubers and Bulbous Crops; Leguminous, Leafy and Fruit Vegetables and Farmer support, Training and Commercialization). The changes in the management model resulted in a major change in team compositions and interactions. During the process of implementation, three of the four divisional managers are new appointees.
- The development of this structure took cognizance of the new research strategy/agenda based on future research needs, new trends, and priorities in the sectors, new government priorities, maximizing the ability to capitalize on the opportunities for growth (based on existing and future priorities), as well as consolidation and optimization of functions and human resources with the focus on alignment with the ARC long-term strategy and Vision 2050.

- The reorganization and new structure focused on the HR needs for future growth and sustainability and the structure was designed to ensure delivery on the new strategy for growth and financial sustainability.
- The reorganization/new structure included creating new positions for new areas of growth, new research focus areas, increased quality research and increased ability to write good proposals for funding, etc.). It also included a reduction in headcount in some areas based on priorities (through consolidation of functions, terminating overlapping functions and identifying redundant functions).
- The establishment of new positions was also required and appropriate to ensure future human resource use efficiencies, management and enabling ability to leverage future growth opportunities specifically in areas where there are gaps in skills and expertise. All positions within both campuses were evaluated to identify redundancies and gaps on both sides. The purpose was to create higher-performing teams with the ability to attract more funding and therefore it was necessary to eliminate positions that are not needed, as well as to create new higher-level positions, where it was identified as necessary for future growth.
- In this regard, this process followed after the R&D and Commercialization strategy was concluded and the new structure is based on the future needs for the new business unit to fully optimize the potential it has to become a sustainable part of a sustainable ARC and therefore contribute to a more sustainable ARC.
- The new structure will enhance the ARC research delivery system and will ensure that it effectively and efficiently contributes to the long-term sustainability of the ARC.
- Employees migrated and/or employed into the ARC-VIMP structure will be able to make the best use of their time, have a sense of purpose and buy into the new campus and its objectives/mandate within the ARC. It will enhance and lead to streamlined processes and create more value where all employees have the opportunity to work within their strengths and strengthen others and be strengthened by others. Core employees can now be dedicated to their core job responsibilities and support staff to keep to their support functions, however, in an integrating and supporting manner, that will ensure both research and research support functions are delivered effectively and efficiently in support of each other.

It is against this backdrop that the organization wants to appoint a service provider to implement the change management framework which is a result of the amalgamation process to ensure employees comprehend the new operating model and a smooth transition for all employees.

3. Scope of service

ARC-VIMP seeks to acquire the services of a Change Management service provider. ARC-VIMP invites proposals from interested and qualified Change Management service providers with experience in the interpretation of business strategy, change

management, internal communication, internal/stakeholder engagement implementation and rollout. Preference will be given to suppliers providing a broad range of services. The scope includes:

3.1 Diagnose and design the change management framework/ plan with the management team based on the Research, Development and Commercialization strategy.

3.2 Drive the implementation of the change management framework/plan following the strategic changes that the organization has gone through. This should include 03 road shows (Roodeplaat, Rustenburg and Loskop) and brand activation.

3.3 Compile response report and themes from stakeholders and propose action plans.

3.4 Training of Change Agents.

Bidders must note that majority of the employees are lower-level and will require interpretation.

4. Minimum requirements

The following requirements are crucial to the above scope of service:

4.1 B Com Marketing and B Organizational Behaviour

4.2 5 years' experience in developing and implementing Change Management Plans

4.3 5 years' experience in brand activation and events management

4.4 5 years' experience in Content Generation

4.5 2 Examples and reference of the work done previously.

4.6 High-level proposal of an ARC-VIMP Change Management Strategy.

5. Special conditions

5.1 The following Special Conditions of Contract shall supplement the General Conditions of Contract. Whenever there is a conflict, the provisions herein shall prevail over those in the General Conditions of Contract and SLA entered.

5.2 This bid and all contracts emanating therefrom will be subject to the General Conditions of Contract (GCC). The Special Conditions are supplementary to that of the General Conditions of Contract. Where, however, the Special Conditions of Contract conflict with the General Conditions of Contract, the Special Conditions of the Contract prevail.

5.3 The methodology criteria of the functionality assessment must outline the approach and plan of the proposer and is critical to convince the BID evaluation team on the appreciation of the work required. It will also form part of the basis for service-level agreement content and/or related negotiations.

5.4 No service will be rendered without an official order.

5.5 Payment will be based on services delivered satisfactorily.

6. Confidentiality

6.1 These ToRs requested by ARC-VIMP contain proprietary and confidential information that is provided to the interested Service Provider, for exclusive use in evaluating and preparing your response.

6.2 If at any time your company decides not to respond to the ToR, please destroy any copies of the document and confirm your non-participation either in writing or by email.

6.3 This document should not be disclosed or distributed to any third party.

7. Evaluation

The evaluation is based on the technical criteria (Functionality). Only Service Providers who achieve a minimum score of 70 % will be evaluated further, in the next stage. The criteria is set out in the table below:

Evaluation area	Evaluation criteria	Weighting %
Methodology, knowledge and experience of the subject matter	<p>Methodology and knowledge to design the change management framework/ plan and events management. The applicants must submit the proposal based on the scope of work.</p> <ul style="list-style-type: none">• Bidders are required to indicate in a comprehensive and coherent manner the deliverables in respect of the scope of services and how such deliverables will be achieved.• In terms of knowledge of the subject matter, bidders must indicate the duration of the company's	35

	<p>existence and record of acumen as well as infrastructure to undertake the scope of work.</p> <p>Points allocation:</p> <p>50 points – excellent (covers all elements above)</p> <p>40 points – very good (covers majority of elements above)</p> <p>30 points – good (covers some elements above)</p> <p>20 points and below – not acceptable (elements above insufficient or non-submission)</p>	
Experience, qualification and skills of leading or professional assigned personnel in relation to the scope of work	<p>In respect of each staff member assigned to the scope of work, Bidders are required to indicate the following:</p> <ul style="list-style-type: none"> • General qualifications • Adequacy of specific field • Knowledge and expertise in the field <p>In support of the above, Bidders must submit CVs of each staff member including the Project Leader, which provides each member's experience in similar projects</p>	30
Client references	Please provide five (05) written reference letters from organisations where related services were provided. Ensure to include the organisation name,	15

	<p>address and contact details. The reference letters must be on an official letterhead.</p> <p>Points allocation:</p> <p>15 points – Five references on letterhead</p> <p>10 points – Four or three references on letterhead</p> <p>5 points – two or one reference on letterhead</p> <p>0 points – no references</p>	
Project management and method of reporting	Experience in planning and managing change management campaigns	20
Total		100

Administrative Function

- The service provider will be required to attend status meetings/progress update meetings in order to report on work done.
- Possess the necessary skills and resources to be able to provide the services required.