

**REQUEST FOR QUOTATION**

**CHANGE MANAGEMENT SERVICES FOR PRASA’S DIGITAL TRANSFORMATION JOURNEY FOR A PERIOD OF12 MONTHS**

1. **INTRODUCTION**

The purpose of RFQ is to select a qualified service provider to deliver Change Management services for a duration of 12 months. This RFQ encompasses the creation and/or refinement of essential components that will fortify PRASA’s change management posture and readiness, delivering at a minimum:

* Change Readiness Assessment
* Change Management Strategy
* Change Management Governance Framework
* Change Management Procedures/Guidelines and Tools
* Establishment of the Change Management Structures and Forums including Terms of Reference (ToR)
* Stakeholder Mapping and Engagement Plan
* Integrated Change Management Implementation Plan and Roadmap
* Change Management Measurement Matrix and Reinforcement Plan
* Change Risk Assessment Plan

As PRASA implements its strategic objectives to provide safe, reliable, consistent, affordable, quality commuter rail, long-haul passenger rail, and long-haul intercity bus services; a sound and robust change management strategy addressing its internal (employees) and external stakeholders (commuters/passengers, shareholders etc.) is critical.

1. **BACKGROUND**

PRASA’s Digital Transformation Journey is a strategic effort to modernise and elevate its operations through advanced digital technologies. The initiative focuses on improving service delivery, enhancing operational efficiency, and providing a more seamless and user-friendly experience for passengers.

This transformation journey is reshaping how PRASA operates and engages its commuters, from back-office systems like the SAP Enterprise Resource Planning (ERP) offering; core rail system for train operations and ticketing; and communication channels such as the Mobile APPS, Internet, USSD, and WhatsApp platforms. These initiatives are designed to create a roadmap that will enable PRASA to evolve into a digitally empowered organization.

Internally, PRASA is taking a holistic approach focusing on technology, people, and processes. As this transformation progresses, Change Management has become a critical and indispensable component of the journey. A robust change management strategy and governance framework is therefore essential to ensure successful integration and adoption of all these digital initiatives.

PRASA has an urgent requirement to appoint a suitably qualified service provider for the provision of Change management services providing at least two dedicated resources at a change management and specialist level respectively. The resources will be required to support PRASA from a change management perspective, to deliver key projects in various domains, including but not limited to:

* Core Rail Solutions
* Ticketing Solutions
* Passenger Information Systems
* Rail Physical Security solutions
* SAP solutions
* Data management, Integration and analytics

The Change Management services are required for a period of 12 months.

1. **SCOPE OF WORK AND MINIMUM REQUIREMENT**

Bidders are requested to submit CVs of three (3) resources – Project Manager, Change Lead Consultant and Change Management Specialist/Consultant, to demonstrate skills set outlines in the table below. The resource must be available for assignment to PRASA upon award.

###### Change Management Services

|  |  |
| --- | --- |
| **Key Performance Areas** | **Deliverables/Core Responsibilities**  |
| **Change Impact Assessment** **Stakeholder Identification and Analysis****Communication Strategy and Plan****Training and Development****Change Leadership and Advocacy****Employee and Customer Engagement****Performance Measurement and Feedback****Risk Management and Mitigation****Post-Implementation Support and Sustainability** | **Objective:** To identify and evaluate how digital migration will affect various aspects of the organization, including people (employees and passengers), processes, and systems. **Activities**:* Assess the impact of digital migration on different departments (e.g., operations, customer service, maintenance, and IT).
* Identify roles that undergo significant change and require additional support or new skills.
* Determine potential barriers to success, including technological, cultural, and procedural challenges.
* Develop and incorporate change management strategies to ensure effective change management implementation across all projects/initiatives

**Objectives**: To ensure key stakeholders are involved in the transformation process and their needs are addressed.**Activities**:* Identify all key stakeholders (internal and external), including executives, management, frontline staff, customers, shareholders etc.
* Develop tailored communication and engagement strategies for each stakeholder group.
* Establish an ongoing feedback loop to assess stakeholder concerns and adapt plans accordingly.

**Objectives**: To communicate the purpose, benefits, and progress of digital migration to ensure stakeholder alignment and minimize resistance.**Activities**:* Create a comprehensive communication plan detailing the project goals, milestones, and expected outcomes.
* Develop clear, consistent, and transparent messaging for all levels of the organization.
* Use multiple communication channels (emails, town halls, meetings, newsletters, etc.) to keep stakeholders informed.
* Address frequently asked questions and concerns to mitigate resistance and confusion.

**Objectives**: To capacitate employees with the skills and knowledge necessary to adopt new technologies and processes.**Activities**:* Design a tailored training program for different employee groups (e.g., conduct training for train operators, customer service staff, IT teams, and back-office workers).
* Conduct hands-on workshops, e-learning courses, and simulation exercises to prepare staff for real-world scenarios.
* Offer refresher courses and ongoing support to ensure proficiency as new systems and processes evolve.
* Provide training on change management techniques to managers and team leads to help them lead by example during the transition.

**Objectives**: To drive digital migration by cultivating support from leadership and building change champions across the organization.**Activities**:* Identify change leaders and influencers within the organization who can advocate for the digital transformation.
* Establish the Organisational, Departmental and Regional Change management structures/forums to enable change initiatives.
* Provide leadership training to executives and managers to anchor and embed change across the organisation.
* Empower change champions to communicate the benefits of the transformation and support peers in adapting to new systems.
* Establish a network of internal change agents who can offer peer support and answer questions during the transition.

**Objectives**: To foster engagement with both employees and customers to ensure smooth adoption of new digital services.**Activities**:* Conduct employee surveys, focus groups, or town halls to gather input and identify concerns related to migration.
* Organize customer-facing communication to inform passengers of new digital services, such as mobile apps, online booking systems, or automated ticketing kiosks.
* Provide opportunities for passengers to share their feedback and experiences with new digital tools to improve service delivery

**Objectives**: Track the progress of digital migration and assess the effectiveness of change management activities.**Activities**:* Define success in metrics (e.g., employee adoption rates, customer satisfaction, operational efficiency).
* Regularly monitor the impact of digital tools on business performance and employee productivity.
* Use surveys, interviews, and feedback tools to gather input from employees and customers regarding their experience with migration.
* Adjust strategies based on feedback and performance results to continually refine the change management approach.

**Objectives**: Identify potential risks associated with digital migration and proactively address them.**Activities**:* Assess risks related to technology, employee resistance, service disruption, and customer experience.
* Develop a risk management plan to address potential challenges and provide contingency plans.
* Monitor risks continuously and adjust change management strategies to mitigate negative outcomes.

**Objectives**: Ensure long-term adoption and the sustainability of digital transformation.**Activities**:* Provide ongoing support mechanisms to employees to sustain change.
* Set up helpdesks, technical support, and resource centers to assist employees and customers after implementation.
* Foster a culture of continuous improvement by soliciting regular feedback and making necessary adjustments to the digital systems.
* Encourage employee involvement in future iterations and updates of the digital systems to ensure the transformation remains relevant and effective.
 |
| **(MINIMUM REQUIREMENT)** | * 8+ years of experience in managing a large-scale/organisational change on digital transformation.
* Experience in the development and execution of Change Management Strategy, Framework, Processes, Guidelines and Tools
* Experience in managing multiple stakeholders, from employees to passengers, ensuring the transition is smooth across all touchpoints.
* Certified Project Managers: Change Manager and Change Management Specialist
* Developing comprehensive training plan for staff and passengers, to adapt to new systems and post-migration support to ensure smooth operation.
* Management of cultural and organisational shifts requires the implementation of new technologies.
* Development of a communication strategy to engage employees and stakeholders
* Familiarity with data privacy laws (e.g., POPIA) as they apply to digital systems.
* Progress tracking and impact measurement
* Proven track record in public transport projects, supported by positive client testimonials and case studies.
 |
| **Must-have Skills and experience** |
| **(MINIMUM REQUIREMENT)** | * Minimum requirement for the dedicated resources –
* Degree in HRM/ICT/Business Management/ Project Management/or related field/
* Project Management Professional Certification (e.g. PMP, PRINCE2, PMBOK)
* Professional registration/Certification on Change Management - (PROSCI, APMG)
* Experience – See below for all resources

**Project Manager:** **Role Purpose**To oversee end to end project delivery: the successful planning, execution, monitoring, and closure of the project, ensuring alignment with organizational goals, timelines, and budget constraints.**Key Responsibilities** * D**evelop and maintain the project plan and schedule**: Develop a comprehensive digital migration project roadmap, assign tasks, manage resources, and estimate timelines using project management tools, monitor progress, and ensure schedule alignment with business priorities and operational constraints.
* **Manage project scope, risks, and issues:** defining scope, managing change, conducting risk assessments, developing mitigation strategies, maintaining an issue log, prioritizing roadblocks, and communicating risks to stakeholders.
* **Coordinate with internal and external stakeholders:** Facilitate communication and collaboration among technical teams, business units, service providers, and regulatory authorities, ensuring stakeholder alignment, serving as point of contact for third-party vendors, and aligning cross-functional efforts.
* **Ensure deliverables meet quality standards and project objectives:** Define acceptance criteria, overseeing testing, validation, and handover processes for digital infrastructure, tracking performance metrics, conducting post-implementation reviews/assessment, and ensuring documentation and knowledge transfer.

**Change Lead Consultant:****Role Purpose**To drive the overall change management strategy, align change initiatives with the ICT roadmap and objectives, and manage stakeholder engagement throughout the transformation lifecycle.**Key Responsibilities** * **Develop and Implement Change Management Frameworks:** Design and execute structured change management strategies, roadmaps, and governance structures aligned with project delivery and organizational objectives.
* **Facilitate Strategic Alignment Between ICT Initiatives and Business Needs**: Ensure technology-driven change initiatives are closely aligned with business priorities, stakeholder expectations, and enterprise readiness.
* **Lead Change Impact Assessments and Stakeholder Analysis:** Conduct detailed assessments to evaluate the effects of digital migration on various department, roles, teams, and processes; identify key stakeholders and tailor engagement strategies to drive buy-in and active participation.
* **Drive Stakeholder Engagement and Communication:** Engage senior Leadership in change advocacy, drive employee awareness through workshops, briefings, feedback loops, and surveys and adjust strategies based on employee engagement and readiness. Develop and deploy targeted communications and engagement strategies that build trust, foster alignment, and promote advocacy across diverse stakeholder groups.
* **Deliver Training and Build Change Capability:** Create learning interventions and collaborate with L&D teams to close capability gaps, boost confidence, and enable effective adoption of change**.**
* **Empower Leaders and Change Agents:** Coach leaders and internal champions to model change, foster accountability, and embed ownership within teams.

**Change Management Specialist/Consultant:****Role Purpose**To support the Change Lead in executing change interventions, communication plans, training activities, and resistance management across impacted stakeholder groups.**Key Responsibilities** * **Change Planning & Execution:** Support the development and implementation of structured change management strategies and plans that align with project and organizational goals.
* **Stakeholder Analysis & Engagement:** Identify key stakeholders and tailor engagement strategies to ensure alignment, buy-in, and sustained participation throughout the change journey.
* **Conduct change readiness assessments and prepare reports:** Assess organisational readiness for digital migration, identify barriers, analyse findings for change strategies and develop comprehensive readiness assessment reports for effective change leadership. Analyze how changes affect people, processes, and systems and provide actionable insights to mitigate risks and resistance.
* **Develop training and communication materials**: Develop training materials, communication content, and messaging for users during migration, ensuring clarity, consistency and accessibility across all platforms. Create and deploy targeted communication and training materials in collaboration with L&D teams to close capability gaps and support readiness.
* **Employee Support & Adoption Monitoring**: Provide hands-on support to employees, teams and departments during rollout; provide training, onboarding and support; monitor adoption progress, gather feedback, and escalate insights to change leadership for enhancement.
* Monitor Adoption and provide feedback to change leadership: Monitor user engagement, system utilisation and training effectiveness, identify adoption gps and providing ongoing updates and recommendations for continuous improvement.
 |
| **Minimum Qualifications** |

* Bidders will be required to provide PRASA with suitably qualified resources within 14 days of receiving a request from PRASA. The resources MUST meet PRASA’s minimum requirements.
* The service provider will be required to provide change management services for a period of 12 months and or renewal for a minimum of a month and maximum of 6 months depending on the project(s) that they will be managing or assigned to.
* PRASA reserves the right to request **change/replacement of a service provider and or resources** if they do not tomeet the performance level required by PRASA. Such a change/replacement MUST be affected within 14 days.
* PRASA reserves the right to assess the skill level of resources that are being proposed for contracting on **Change Management environment**.
1. **SUPPLIERS** **BRIEFING**

There will be no supplier briefing session.

1. **EVALUATION AND SCORING METHODOLOGY**

The evaluation of the Bids by the evaluation committees will be conducted at various levels.

The following levels will be applied in the evaluation:

| **LEVEL** | **DESCRIPTION** |
| --- | --- |
| Verify completeness | The Bid is checked for completeness and whether all required documentation, certificates; verify completeness warranties and other Bid requirements and formalities have been complied with. Incomplete Bids will be disqualified. |
| Verify compliance | The Bids are checked to verify that the essential RFP requirements have been met. Non-compliant Bids will be disqualified. |
| Detailed Evaluation of Technical  | Detailed analysis of Bids to determine whether the Bidder is capable of delivering the Project in terms of business and technical requirements. **The minimum threshold for technical evaluation is [70%], any bidder who fails to meet the minimum requirement will be disqualified and not proceed with the evaluation of Price and Specific Goals.** |
| Specific Goals | Evaluate Specific Goals |
| Price Evaluation | Bidders will be evaluated on price offered. |
| Scoring | Scoring of Bids using the Evaluation Criteria. |
| Recommendation | Report formulation and recommendation of Preferred and Reserved Bidders |
| Best and Final Offer |  PRASA may go into the Best and Final Offer process in the instance where no bid meets the requirements of the RFP and/or the Bids are to close in terms of points awarded. |
| Approval | Approval and notification of the final Bidder. |

|  |
| --- |
| **EVALUATION PROCESS** |
| **Stage 1A** - Mandatory Compliance | Substantive responsiveness (mandatory) |
| **Stage 1B** - Basic Compliance | Administrative Responsiveness |
| **Stage 1C** - Technical Compliance | Mandatory Technical Compliance |
| **Stage 2** |

|  |  |
| --- | --- |
| Technical/Functional Criteria | Testing of capacity – meet minimumthreshold of 70%. |
| **Stage 3****Preference Points** |
| Price | 80 |
| Specific Goals | 20 |
| **TOTAL** | **100** |

*Evaluation criteria for the selection of a potential bidder.*

###### STAGE *1 - Mandatory and Basic Compliance Requirements (Substantive and Administrative Responsiveness)*

###### Stage 1A - Mandatory Compliance Requirements (Substantive Responsiveness)

If a supplier / bidder does not submit the following documents the Proposal will be disqualified automatically:

|  |  |  |
| --- | --- | --- |
| **No.** | **Description of requirement** | **Compliant** |
| a) | Completion of ALL RFP documentation (includes ALL declarations, ALL Standard Bidding Documents (SBD) and Commissioner of Oathsignatures required) |  |
| b) | Copies of qualifications and related experience of requested key personnel as follows:**Project Manager*** Bachelor’s degree in information Systems, Business Administration, HRM or related field
* Professional Project Management certification (e.g., PMP, PRINCE2, PMBOK)
* Minimum of 5–8 years of ICT project management experience
* Proven experience managing medium to large-scale transformation projects
* 8+ years’ experience in managing a large scale/organisational ICT – related and/or people related change

**Change Lead Consultant*** Bachelor’s degree in information systems, Business Administration, HRM or related field
* Postgraduate qualification in Change Management or ICT Strategy (preferred)
* Certification in Change Management methodologies (e.g., Prosci, APMG Change Management)
* Minimum of 8–10 years of experience in leading large-scale change within ICT environments
* 8+ years’ experience in managing a large scale/organisational ICT – related and/or people related change

**Change Management Specialist/Consultant*** Bachelor’s degree in information systems, Business Administration, HRM or related field
* Certification in Change Management (e.g., Prosci, APMG)
* 3–5 years of experience in organizational change support or similar roles
* Strong facilitation, communication, and interpersonal skills
* 5+ years’ experience in leading a large scale/organisational ICT- related and/or people related change
 |  |

###### Stage 1B - Basic Compliance Requirements (Administrative Responsiveness)

If you do not submit the following basic compliance documents your bid may be disqualified and these documents must be made available within a specified period should an award be made: e.g 7 days

|  |  |  |
| --- | --- | --- |
| **No.** | **Description of requirement** | **Compliant** |
| a) | Signed Joint Venture, Consortium Agreement or PartneringAgreement *(whichever is applicable*) |  |
| b) | Original or certified B-BBEE certificate issued by SANAS (Certificatesissued by IRBA and Accounting Officers have been discontinued, |  |

|  |  |  |
| --- | --- | --- |
|  | However, valid certificates already issued before 1 January 2017 may be used until they phase out completely by December 2017) Bidder to include Affidavit for QSEs and EMEs.In cases of JVs or consortiums, a combined B-BBEE certificate in thename of the JV/Consortium must be submitted |  |
| c) | CSD supplier registration number *(should a bidder not registered on**CSD, the bidder will be afforded 14 days after the closing date to register accordingly)* |  |
| d) | A valid and Original Tax Clearance Certificate (valid as at the closingdate of this RFP) Or supply SARS Pin |  |
| e) | Company registration documents |  |
| f) | Copies of Directors’ ID documents |  |

###### Stage 1C – Mandatory Technical Compliance Requirements

If the bidder does not submit or meet the following technical mandatory compliance requirements, the bidder will be disqualified automatically.

|  |  |  |
| --- | --- | --- |
| **No.** | **Description of requirement** | **Compliant** |
| a) | The bidder must provide **3 verifiable references** for provision of Change Management Resource Provisioning, as per the attached template – Annexure C. References on clients’ letter head will be an added advantage. |  |
| b) | Bidders are required to **submit a consent letter / form signed by the resource whose CV is being submitted**. The consent letter must be dated not older than 60 days from the publication date of the RFQ. (sample consent letter provided – annexure B). **The CV will not be****considered if the signed consent letter is not submitted.** |  |

* 1. ***STAGE 2 - Technical / Functionality Requirements***

Qualifying bidders shall be evaluated on technicality / functionality after meeting all compliance requirements outlined above. The minimum threshold for the technical/functionality requirements is 70%. Bidders who score below the minimum requirement shall not be considered for further evaluation in **stage 3.**

|  |  |  |
| --- | --- | --- |
| **CRITERIA** | **WEIGHT** | **SCORES** |
| **1. Company experience in and expertise in organisational Change Management. (Please submit Appointment letters on the company’s letterhead.**  | 20 | Number of Change Management Projects completed * No Projects = 0
* 1 – 2 Projects = 1 points
* 3 – 4 Projects = 2 points
* 5 – 6 Projects = 3 points
* 7 - 8 Projects = 4 points
* 9 or Projects = 5 Points
 |
| **2. Project Manager** Bachelor’s degree in information systems, or Business Administration, or HRM or related field; Professional Project Management certification (e.g., PMP, PRINCE2, PMBOK); Minimum of 5–8 years of ICT project management experienceProven 8+ years’ experience in large-scale transformation projects.Please attached your CV with certified copies of qualifications and contactable referees including e-mail address. | 10 | Experience, skills, qualifications, and practical application: * No Experience = 0
* 1 – 2 years = 1 points
* 3 – 4 years = 2 points
* 5 – 6 years = 3 points
* 7-8 = years = 4 points
* 9 and more = 5 Points
 |
| **2. Professional Technical Staff Requirements** **Change Lead Consultant** Bachelor’s degree in information systems, or Business Administration, or HRM or related field.Postgraduate qualification in Change Management or ICT Strategy (preferred); Certification in Change Management methodologies (e.g., Prosci, APMG Change Management)Minimum of 8 + years of experience in leading large-scale change within ICT environments.Please attached your CV with certified copies of qualifications and contactable referees including e-mail address. | 10 | Experience, skills, qualifications, and practical application: * No Experience = 0
* 1 – 2 years = 1 points
* 3 – 4 years = 2 points
* 5 – 6 years = 3 points
* 7-8 = years = 4 points
* 9 and more = 5 Points
 |
| **Change Management Specialist/Consultant.**Bachelor’s degree in information systems, or Business Administration, or HRM or related field; Certification in Change Management (e.g., Prosci, APMG); 3–5 years of experience in organizational change support or similar rolesStrong facilitation, communication, and interpersonal skillsManagement (ACMP)Please attached your CV with certified copies of qualifications and contactable referees including e-mail address. | 10 | **Experience, skills, qualifications, and practical application:** * No Experience = 0
* 1 years = 1 points
* 2 years = 2 points
* 3 years = 3 points
* 4 years = 4 points
* 5 Years = 5 points
 |
| **3. Change Management Methodology** 3.1 Change Readiness Assessment3.2 Change Management Strategy3.3 Change Management Governance Framework3.4 Change Management Procedures/Guidelines and Tools3.5 Establishment of the Change Management Structures and Forums including Terms of Reference (ToR)3.6 Stakeholder Mapping and Engagement Plan3.7 Integrated Change Management Implementation Plan and Roadmap3.8 Change Management Measurement Matrix and Reinforcement Plan3.9 Change Risk Assessment Plan | 30 | **Methodology:*** No factors covered: 0
* Detailed technical approach and methodology with less than 1 of the factors: **1 points**
* Detailed technical approach and methodology with 2-3 of the factors: **2 points**
* Detailed technical approach and methodology with 4-5 of the factors: **3 points**
* Detailed technical approach and methodology with 6-7 of the factors: **4 points**
* Detailed technical approach and comprehensive methodology with all the factors: **5 points**

 \* *Comprehensive methodology*  |
| **4. Stakeholder Management and Communication Strategy.****Effective Stakeholder Engagement and Communication Strategy for Successful Change Adoption:** * Stakeholder Identification and Mapping
* Communication Strategy and Plan
* Resistance Management Plan
* Leadership Engagement and Executive Sponsorship
* Measurement and Evaluation
* Cultural Sensitivity and Alignment.
 | 20 | **Stakeholder Management and Communication Strategy.*** The strategy did not cover any of the aspects = **0**
* The strategy covers 1 aspect = **1 points**
* The strategy covers 2 aspects = **2 points**
* The strategy covers 3 aspects = **3 points**
* The strategy covers 4 aspects= 4 points
* The strategy covers all aspects outlined = **5 points**
 |

\*Minimum weighting of **70%.**

### Details of the scoring methodology presented above are outlined below:

(Points are allocated/calculated out of 5).

* 1. ***STAGE 3 - Pricing and Specific Goals***

The following formula, shall be used to allocate scores to the interested bidders: The maximum points for this tender are allocated as follows:

|  |  |
| --- | --- |
| **Details** | **Points** |
| Price | 80 |
| Specific Goals | 20 |
| Total Points for Price and Specific Goals | 100 |

#### FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES POINTS AWARDED FOR PRICE THE 80/20 PREFERENCE POINT SYSTEMS

A maximum of 80 points is allocated for price on the following basis:

80/20

PS = 80 (1−Pt−PminPmin)

Where

Ps = Points scored for price of tender under consideration Pt = Price of tender under consideration

Pmin = Price of lowest acceptable tender

#### POINTS AWARDED FOR SPECIFIC GOALS

In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender.

For the purposes of this tender the tenderer will be allocated points based on the goals stated in table 1 below as may be supported by proof/ documentation stated in the conditions of this tender:

#### Table 1: Specific goals for the tender and points claimed are indicated per the table below.

***Note to tenderers: The tenderer must indicate how they claim points for each preference point system.*)**

|  |  |  |  |
| --- | --- | --- | --- |
| **The specific goals allocated points in terms of this RFQ** | **Returnables** | **Number of points allocated (80/20 system) (To be completed by the****organ of state)** | **Number of points claimed (80/20 system) (To be completed by the****tenderer)** |
| Black Women Owned | Certified copy of IDDocuments of the Owners | 5 |  |
| Black Youth Owned | Certified copy of ID Documents of the Owners | 5 |  |
| Owned by Black People with Disability | Certified copy of ID Documents of the Owners and Doctor’s note confirming theDisability | 5 |  |
| EME or QSE 51%Black Owned | Audited Annual Financial/ B-BBEE Certificate / Affidavit | 5 |  |

#####

###### The bidder MUST provide Hourly Rate (Incl. Vat) per resource in the table above. The rate is to be fixed for the contract term up to 12 months.

|  |  |  |
| --- | --- | --- |
| **ITEM** | **DESCRIPTION** | **Hourly Rate (Incl. VAT)** |
| R | C |
| **1** | **Project Manager** |  |  |
| **2** | **Change Lead Consultant**  |  |  |
| **3** | **Change Management Specialist/Consultant.** |  |  |
|  |  |  |  |
|  | **Total for the 3 Resources** |  |  |
|  | **Average per Resource (divide the total by 3)** |  |  |

# ANNEXURE B – TEMPLATE FOR CONSENT LETTER

Dear Sir/Madam

Permission letter to submit my CV for (insert role) position

I …………….(full names), ID Number gives (bidder company name) the right to use my

Curriculum Vitae for submission at PRASA for RFQ for (insert role) RFQ (insert RFQ number).

Kind regards

(signature)

Mr/Ms xxxxxxxxxxxx

Date: xxxxxx

19

# ANNEXURE C – REFERENCES

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Company Name** | **Contract Name** | **Contract Value (R value)** | **Period and Duration (start date / end****date)** | **Contact Person** | **Contact Details (Telephone Number and****Email)** |
|  |  |  |  |  |  |
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|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

**NB: Attach reference letters on company’s letterhead (for the past 5-10 years)**

**safe and reliable**

**public passenger services and**

**products**

20