



INVITATION TO BID

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YOU ARE HEREBY INVITED TO BID FOR PROFESSIONAL SERVICES

ADVERT DATE: **07 APRIL 2025**

COMPULSORY BRIEFING MEETING: **11 APRIL 2025**

TIME: **10H00 – 11H00**

VENUE: The Auditorium, Offices of the Johannesburg Development Agency, 3 Helen Joseph Street (Formerly President Street), The Bus Factory, Newtown, Johannesburg, 2000

CLOSING DATE: **15 MAY 2025**

CLOSING TIME: **12H00**

BID DESCRIPTION: **RFP: APPOINTMENT OF A SERVICE PROVIDER TO UNDERTAKE A BUSINESS PLAN FOR INTERGRATED PUBLIC TRANSPORT NETWORK FOR THE CITY OF JOHANNESBURG FOR THE EXTERNAL FUNDING STRATEGY FOR 36 MONTHS**

BID NUMBER: **JDADPF/ IPTN/04/2025**

BID DOCUMENTS MUST BE DEPOSITED IN THE BID BOX SITUATED AT:

Offices of the Johannesburg Development Agency, 3 Helen Joseph Street (Formerly President Street), The Bus Factory, Newtown, Johannesburg, 2000

Bidders should ensure that bids are delivered timeously to the correct address. If the bid is late, it will not be accepted for consideration.

NB: NO BIDS WILL BE CONSIDERED FROM PERSONS IN THE SERVICE OF THE STATE (see definition below)

¹ * MSCM Regulations: "in the service of the state" means to be –

- (a) a member of –
 - (i) any municipal council;
 - (ii) any provincial legislature; or
 - (iii) 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, national or provincial public entity or constitutional institution within the meaning of the Public Finance Management Act, 1999 (Act No.1 of 1999);
- (e) a member of the accounting authority of any national or provincial public entity; or
- (f) an employee of Parliament or a provincial legislature.

ANY ENQUIRIES REGARDING THE BIDDING PROCEDURE MAY BE DIRECTED TO:

Department: Procurement
Tel: 011 688 7851

Contact Person: Siyambonga Gcobo
E-mail: sgcobo@jda.org.za

ANY REQUIRIES REGARDING THE PROJECT MAY BE DIRECTED TO:

Department: Development Planning
Tel: 011 688 7851

Contact Person: Thembelihle Mogapi
E-mail: tmogapi@jda.org.za

PLEASE NOTE: TENDERS MUST BE SUBMITTED ON THE TENDER DOCUMENTATION ISSUED. TENDER DOCUMENTATION MUST NOT BE REPRODUCED OR REARRANGED. ANY ADDITIONAL INFORMATION MUST BE SUBMITTED AS A SEPARATE ATTACHMENT TO THE TENDER DOCUMENT FAILURE TO DO SO WILL RESULT IN YOUR BID BEING DISQUALIFIED.



OFFER

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

NAME OF BIDDER

BID DESCRIPTION

BID NUMBER

POSTAL ADDRESS

STREET ADDRESS

CONTACT PERSON

TELEPHONE NUMBER CODE NUMBER

CELLPHONE NUMBER

FACSIMILE NUMBER CODE NUMBER

E-MAIL ADDRESS

COMPANY REGISTRATION NUMBER

NATIONAL CENTRAL SUPPLIER DATABASE NUMBER

VAT REGISTRATION NUMBER

TAX VERIFICATION PIN NUMBER

SUB TOTAL BID PRICE excluding Value Added Tax

15 % VAT

TOTAL BID PRICE including Value Added Tax

TOTAL BID PRICE in words

.....

.....

.....

..... excluding Value Added Tax / including Value Added Tax

SIGNATURE OF BIDDER

CAPACITY UNDER WHICH THIS BID IS SIGNED

DATE



SUPPLIERS DATABASE REGISTRATION

National Treasury launched the National Central Supplier Database (NCSD) with effect from 1 September 2015.

This will enable prospective suppliers to register their companies on the following website www.csd.gov.za

Transitional Period (1 September 2015 to 30 June 2016)

1. During the transitional period suppliers are requested to register on the website where all their essential information such as Tax Clearance Certificates, VAT, Company Registration Numbers and CIPC business status will be verified.
2. When conducting business with the JDA, you will be requested to provide us with the following:
 - Supplier Number and;
 - Supplier Registration Security Code so we can print your real time information;
 - Banking details with bank Stamp and;
 - Certified BBBEE Certificate.

Once a supplier has registered on NCSD, it will no longer be a requirement to provide the JDA with an Original Tax Clearance Certificate or any other registration documents.

After Transitional Period 1 July 2016

Effective 1 July 2016, the JDA will only award business to suppliers who are registered on NCSD and suppliers will no longer be required to provide information as stipulated above.

For more information on registration, please:

Mr. Siyambonga Gcobo on 011 688 7811



To all Stake Holders

RE: The channels of reporting fraudulent and Corrupt Activities

The City of Johannesburg has a **zero-tolerance approach to Fraud, Theft, Corruption, Maladministration, and Collusion** by suppliers with employees.

To reinforce this commitment, more channels have been added to report any Fraudulent and Corrupt activities.

Instances of corporate fraud and misconduct remain a constant threat to service delivery. The City of Johannesburg took a resolution to adopt strategic interventions aimed at combatting fraud and corruption.

The City took a decision to centralize the reporting of fraudulent and corrupt activities through the establishment of an independent fraud hotline.

All people doing business with the Johannesburg Development Agency are encouraged to report any corrupt or illegal practice.

Employees are encouraged to report fraud, waste or other concerns suggestive of dishonest or illegal activities.

Anyone can report fraudulent and corrupt activities through one of the following channels:

- Toll free number: 0800-0025-87 (all official languages)
- Email Address: whistle@joburg.org.za
- Walk in: 48 Ameshhof Street, SAPPI Building, East Wing, 5th Floor
- Social Media Pages: Facebook (Group Forensic and investigation services GFIS) and Twitter (@cojgfs)
- Management Request and referrals: Various Departments and Entities



Let's join hands to take up the Fight against Fraud and Corruption in our society.

WE ENCOURAGE ALL PEOPLE DOING BUSINESS WITH US TO REPORT ANY CORRUPT OR ILLEGAL PRACTICE



JOHANNESBURG DEVELOPMENT AGENCY

ADVERT DATE: **07 APRIL 2025**

COMPULSORY BRIEFING: **11 APRIL 2025**

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April 2025



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- G : Schedule of completed projects
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COPY OF ADVERT

TENDERING PROCEDURES

Tender Notice and Invitation to Tender

BID DESCRIPTION: **RFP: APPOINTMENT OF A SERVICE PROVIDER TO UNDERTAKE A BUSINESS PLAN FOR INTEGRATED PUBLIC TRANSPORT NETWORK FOR THE CITY OF JOHANNESBURG FOR THE EXTERNAL FUNDING STRATEGY FOR 36 MONTHS**

BID NUMBER: **JDADPF/ IPTN/04/2025**

The JDA is requesting proposals from experienced service Providers to undertake a business plan for Integrated Public Transport Network for the City of Johannesburg for The External Funding Strategy for 36 Months.

Documents can be downloaded from the JDA website: www.jda.org.za and e-Tenders portal www.etenders.gov.za from the **07 April 2025** must only be submitted on the tender documents that are downloaded from the stipulated websites only. The retyping of the tender document is not permitted.

Queries relating to the issue of these documents and procurement related issued may be addressed to Mr. Siyambonga Gcobo on e-mail: sgcobo@jda.org.za

Technical queries or queries relating to the project may be addressed to Ms. Thembelihle Mogapi on e-mail: tmogapi@jda.org.za

A Compulsory Clarification Meeting with representatives of the Employer will take place physically at the premises of Johannesburg Development Agency, The Bus Factory, 3 Helen Joseph Street, Newtown **on the 08th April 2025 starting at 10H00 – 11H00.**

The closing time for receipt of tenders is 12:00pm on 13 May 2025. Telegraphic, telephonic, telex, facsimile, e-mail and late tenders will not be accepted.

Tenders must only be submitted on the tender documentation that is issued. The retyping of the tender document is not permitted.

Requirements for sealing, addressing, delivery, opening and assessment of tenders are stated in the Tender Data.

The JDA's selection of qualifying tenders will be at the JDA's sole discretion and will be final. The JDA does not bind itself to accept any particular tender and correspondence will be entered into with successful tenderer.

"WE ENCOURAGE ALL PEOPLE DOING BUSINESS WITH US TO REPORT ANY CORRUPT OR ILLEGAL PRACTICE, USING THE ANTI-FRAUD HOTLINE NUMBER: 0800 002 587".



1. INTRODUCTION

The Johannesburg Development Agency (JDA) is requesting proposals from service providers for the City of Johannesburg Integrated Public Transport Network Business Plan.

The appointment period envisaged is for three (3) years. However, the development of the business plan is expected to take a total of 12 months to complete.

The JDA will welcome all proposals which will cover the requirements as set out in this documentation.

Proposals for this appointment are invited by public tender.

2. Project Information

2.1 Project Background

The City of Johannesburg (CoJ) Integrated Public Transport Network (IPTN) is a transformative initiative aimed at improving public transportation services within the city. The IPTN seeks to create an efficient, sustainable, and integrated public transport system that serves all residents of Johannesburg, improving mobility, reducing congestion, and promoting environmental sustainability. The CoJ developed an IPTN and the most recent being the 2020 Review and reprioritisation IPTN. The IPTN was conceptualised as a long-term initiative, with implementation milestones that reflect its progressive evolution:

i. 2005-2010: Planning Phase

- The CoJ began formulating the IPTN framework, conducting extensive research to address urban mobility challenges and reduce reliance on private vehicles.
- This phase saw the development of a comprehensive Integrated Transport Plan (ITP), which outlined the city's objectives for public transport accessibility and sustainability.

ii. 2010-2020: Conceptualisation, Stakeholder Engagement and Pilot Implementation

- Detailed feasibility studies were conducted, and national, provincial, and private stakeholders were engaged to refine the IPTN's vision.
- Key transport corridors and network components were mapped, laying the foundation for an integrated and multi-modal system.
- The IPTN's pilot phase focused on the progressive deployment of the Bus Rapid Transit (BRT) system, starting with Phase 1A in 2009 and Phase 1B in 2013.
- Infrastructure such as dedicated bus lanes, transport hubs, and real-time passenger information systems was introduced to enhance service delivery.

- The Sustainability Study (2013) evaluated the feasibility of the BRT system and recommended extending routes beyond the initial focus areas of Sandton, Alexandra, and the CBD.

iii. 2020-2025: Expansion and Refinement

- With positive results from the pilot phase, the CoJ began expanding the IPTN to include additional routes, integrating more sustainable modes of transport such as light rail, minibus taxis, and cycling lanes.
- The CoJ introduced the Strategic Integrated Public Transport Framework (SITPF) to guide transport planning and delivery.
- The city identified 12 primary corridors, collectively referred to as the Strategic Integrated Public Transport Network Plan (SIPTN), designed as the backbone of the system to ensure efficient and cost-effective mobility.
- The Louis Botha corridor (Phase 1C(a)) was designated a "corridor of freedom," aligning with Johannesburg's Spatial Development Framework (SDF) to promote densification, mixed-use land development, and equitable access to housing and services.
- Integration of non-motorized transport (NMT) and minibus taxis was prioritised to address unique local challenges.
- The CoJ focused on improving operational efficiency, ensuring accessibility for all demographics, and incorporating smart transport technologies like real-time tracking and payment systems.

iv. 2025 and Beyond: Full-Scale Integration and Funding Strategy

- As the IPTN continues to expand, CoJ is now seeking to secure external funding beyond National Department of Transport (NDoT) funding to support ongoing and future projects.
- The CoJ seeks to secure funding from external sources, including private investors and development finance institutions (DFIs), to support the ongoing expansion and refinement of the network.
- This phase includes the development of a comprehensive business plan aimed at attracting external financing from private investors, development DFIs and international development partners. Given the nature of private sector participation in public infrastructure projects, investment opportunities will primarily be structured through Public-Private Partnerships (PPPs) in accordance with National Regulatory Frameworks.

- The business plan will explore viable PPP models, risk-sharing mechanisms, and potential revenue streams to ensure financial sustainability while aligning with the city's long-term transport objectives.
- The focus is on financial sustainability, innovative public-private partnerships, and alignment with the city's long-term transport goals of expanding the reach of the transport network and enhancing the overall quality of service delivery.

The IPTN identified the following goals which must be investigated in more depth per corridor, with the focus on developing a business case that speaks to the needs of each corridor. These strategic goals are aligned with the City of Johannesburg's urban development and transport policies.

2.1.1 IPTN Goals:

- Safeguard Long-Term Ecological Sustainability:** The IPTN aims to improve environmental sustainability by reducing energy consumption and greenhouse gas emissions. Implementing sustainable transport solutions will enhance ecological efficiency by up to 33%.
- Satisfy Basic Human Needs:** The transport system is designed to meet essential mobility requirements, ensuring accessibility to key services such as education, healthcare, and employment opportunities.
- Promote Inter-Generational Equity:** The IPTN supports South Africa's sustainable development goals by integrating cleaner energy sources, such as electric and gas-based vehicles, into the transport system to reduce reliance on fossil fuels.
- Promote Intra-Generational Equity:** The system prioritises affordability and accessibility, ensuring transport costs remain below 10% of household income. It also addresses the needs of economically vulnerable communities by integrating various transport modes and providing targeted subsidies.
- Operate Financially Viable Services:** The IPTN aims to achieve a high cost-recovery ratio (fare revenue vs. operating costs), targeting financial sustainability while minimising reliance on subsidies. Measures such as optimising dedicated lanes and improving operational efficiency will enhance cost recovery.

2.1.2 City of Johannesburg's urban development and transport policies

- Universal Access:** Ensure that all residents, regardless of income, geography, or physical ability, have access to affordable, safe, and reliable public transport.

- ii. **Seamless Modal Integration:** Create a fully integrated system where users can easily transfer between BRT, rail, minibus taxis, and non-motorised modes.
- iii. **Environmental Sustainability:** Reduce greenhouse gas emissions through the adoption of low-emission transport modes and encouragement of NMT.
- iv. **Economic Development:** Use the IPTN to unlock economic growth by improving connectivity between residential areas, job hubs, and educational facilities.
- v. **Equity in Mobility:** Address historical inequalities by prioritising underserved areas and ensuring affordable transport for low-income households.
- vi. **Safety and Reliability:** Improve road safety through better infrastructure design and promote reliable, punctual services with advanced scheduling and monitoring systems.
- vii. **Efficient Corridor Management:** Implement ICM principles to reduce travel times, enhance capacity, and optimise the use of transport infrastructure.

2.2 OBJECTIVE

While the IPTN has achieved significant milestones, future phases require substantial investment to sustain and expand its impact. This business case aims to develop a comprehensive funding strategy to support the IPTN's next phase, focusing on:

- Consolidating priority transport projects within the City that can be implemented over the next 10 to 15 years, while refining the implementation strategy to ensure efficient and sustainable rollout.
- Addressing the unique challenges and needs of each corridor to maximize the network's potential in transforming mobility, reduce congestion, and enhance connectivity for all Johannesburg residents.
- Aligning the IPTN's strategic goals with funding priorities to ensure long-term financial and operational viability, demonstrating how the network supports economic growth, environmental sustainability, and social equity.
- Securing external funding sources, such as private sector investments, development finance loans, and international grants

The business plan should appeal to both government and private sector investors by clearly demonstrating the benefits to the city, its citizens, and potential funders, ensuring long-term sustainability and strategic alignment with national and international transport and development goals.



Additionally, it should position Johannesburg as a competitive investment destination, emphasizing the city's unique advantages such as strong economic hubs, high commuter demand, and strategic urban development plans, making the IPTN an attractive opportunity for funders.

3. SCOPE OF WORK

The appointed service provider will be responsible for developing a comprehensive Integrated Public Transport Network (IPTN) Business Plan. The Business Plan must align with the existing IPTN 2020 framework and provide a detailed breakdown of its goals, making them relevant to each route while supporting the need for funding.

3.1 Focus Area

The Integrated Public Transport Network (IPTN) Business Plan should prioritise key regions within Johannesburg and target high-demand transport corridors and mobility hubs shown in **Error! Reference source not found..** The Business Plan should further address transport challenges through operation and maintenance. It should also provide passenger numbers, revenue, infrastructure requirements, capital costs, operational costs and business transition strategies. The focus areas should include:

- Soweto & CBD (Phase 1A & Phase 1B) – Enhancing connectivity within the Johannesburg South Western Townships and Central Business District by integrating bus rapid transit (BRT), minibus taxis, and non-motorized transport (NMT) to improve accessibility and reduce congestion. Bidders should note that this phase of the IPTN is operational. The City will provide the required information to the preferred bidder.
- Alexandra & CBD (Phase 1C(a)) – Enhancing connectivity within the Alexandra Township and Central Business District by integrating bus rapid transit (BRT), minibus taxis, and non-motorized transport (NMT) to improve accessibility and reduce congestion. This City is in a process of launching this service before end of 2025/26 Financial Year. The preferred bidder will have access to the report.
- Ivory Park & Sandton & Inner City CBD (Phase 1C(b)) – Further extension of the BRT network, focusing on improving service coverage and reliability in underserved areas while supporting urban densification strategies. A feasibility study was undertaken and completed by the City in 2024. The preferred bidder will have access to the report.
- Ivory Park Transport Master Plan (TMP) – Addressing transport needs in this high-density area by optimising minibus taxi operations, improving road infrastructure, and enhancing public transport accessibility to key employment hubs like Midrand and Sandton. The preferred bidder will have access to the report.



- Diepsloot Integrated Corridor Management (ICM) – Enhancing mobility in Diepsloot through improved transport infrastructure, better minibus taxi regulation, and integration with formal public transport networks. The City conducted and completed a feasibility in 2021. The preferred bidder will have access to the report.
- Diepsloot Transport Master Plan (TMP) – Addressing transport needs in this high-density area by optimising minibus taxi operations, improving road infrastructure, and enhancing public transport accessibility to key employment hubs like Fourways and Sandton. The preferred bidder will have access to the report.
- Randburg Transport Master Plan (TMP) – Focused on improving transport linkages between Randburg, Sandton, and the CBD, this plan aims to enhance public transport reliability, introduce traffic management solutions, and improve last-mile connectivity.
- Zandspruit Transport Master Plan (TMP) – Addressing transport infrastructure deficiencies in Zandspruit by developing better public transport facilities, improving road safety, and ensuring connectivity with major economic centres. The preferred bidder will have access to the report.
- Roodepoort & Inner City Integrated Corridor Management (ICM) – Enhancing mobility in Diepsloot through improved transport infrastructure, better minibus taxi regulation, and integration with formal public transport networks. The City conducted and completed a feasibility in 2023. The preferred bidder will have access to the report.
- Roodepoort Transport Master Plan (TMP) – Addressing transport challenges in the western region by improving public transport services, enhancing road networks, and promoting seamless integration with other transport modes. The preferred bidder will have access to the report.
- Orange Farm Integrated Corridor Management (ICM) – Aimed at improving mobility in one of Johannesburg's southernmost areas through better transport integration, road network enhancements, and increased modal efficiency. The preferred bidder will have access to the report.
- Region G Transport Master Plan (TMP) – Covering areas such as Lenasia and Ennerdale, this initiative aims to provide sustainable transport solutions, including expanded public transport services and road infrastructure upgrades. The preferred bidder will have access to the report.
- Johannesburg Inner City Transport Master Plan (TMP) – Addressing transport challenges in the Inner City by improving public transport services, enhancing road networks, and promoting seamless integration with other transport modes. The preferred bidder will have access to the report.

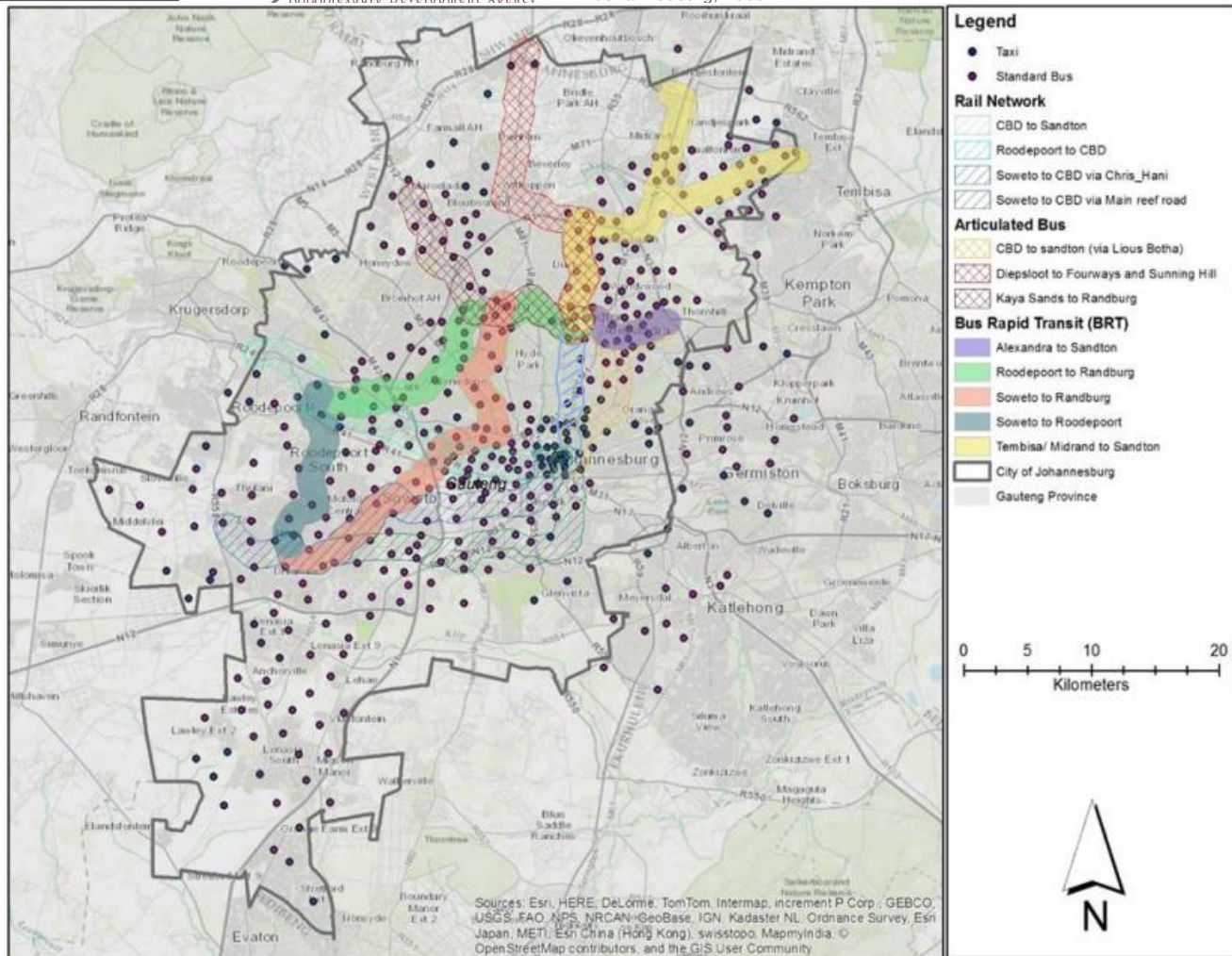


Figure 1: Key Transport Corridors and Regions

3.2 Methodology Process

The methodology should follow the process shown in [Figure 2](#).

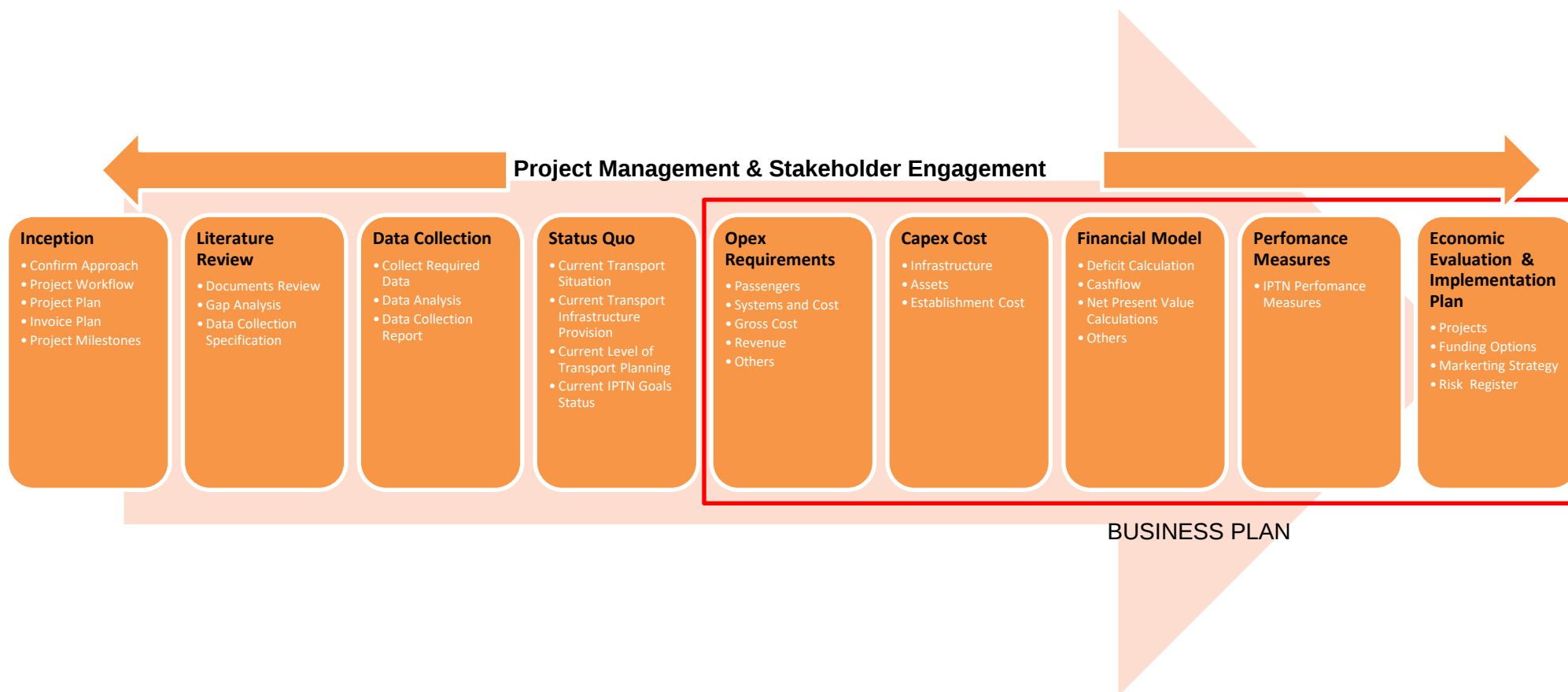


Figure 2: Methodology Process



3.2.1 Inception

The Service Provider will be required to present a feasible approach/methodology to undertake this project that is in line with the City's objectives. Details around the methodology, stakeholder engagement and other approaches should be included amongst other relevant topics. This project stage shall further outline detailed work plans, timelines, project deliverables, and risk and mitigation measures to prevent possible challenges that may be encountered during the project. The Service Provider is required to include the following:

- Project Workflow Diagram;
- Project Plan;
- Project Milestones;
- Project Risk Plan with mitigating measures; and
- Invoice Plan.

The successful bidder together with City's officials shall conduct site visits to be acquainted with the study area any existing facilities. Bidders are required to include and allow for a site visit in proposals. The site visit might include some form of transportation and bidders are encouraged to include options in their proposals that would encourage group travel.

3.2.2 Literature Review

The tasks covered in this sub-phase involve literature review of all existing documentation the study area. The successful bidder is required to study and review a range of existing spatial and transport planning related information to be collected or provided to clearly outline a detailed overview of transport provision in the study area. The outcomes of this task is two-fold, namely:

- Understand the approved IPTN with its associated phasing approach. This stage will also be used to understand the level of transport planning and provision in the City. The service provider must understand the development of the IPTN goals and provide a detailed explanation to support funding acquisition; and
- Gap identification to be used to develop a data collection specification.

The service provider must utilise findings of the reviews to develop a comprehensive data collection specification to be used to procure services of a service provider.

The specification should be based on the gaps found during the review and site visits. This specification must be detailed enough to ensure alignment with project objectives and will be accounted for, from a provisional sum. This must be done through consultation with the CoJ.

The service provider must oversee the data collection process to ensure accuracy, consistency, and relevance.

The key documents to be reviewed should include but not be limited to the following:

- i. Strategic Integrated Transport Plan Framework (SITPF) (2013, 2020 Review);
- ii. Integrated Public Transport Network (IPTN) 2020 Review;
- iii. Spatial Development Framework 2040;
- iv. Phase 1A & 1B Monthly Operational Reports (last 6 months);
- v. Feasibility Study for the BRT (IPTS) for the Ivory Park to Sandton and Johannesburg Inner City;
- vi. Ivory Park Transport Masterplan;
- vii. Diepsloot, Cosmo City to Fourways, Sunninghill, Bryanston, Randburg and Sandton Integrated Corridor Management Feasibility (ICM) Study;
- viii. Diepsloot Transport Masterplan;
- ix. Zandspruit Transport Masterplan;
- x. Roodepoort to Randburg, Sandton and Johannesburg Inner City Integrated Corridor Management (ICM) Feasibility Study;
- xi. Roodepoort Transport Masterplan;
- xii. Orange Farm to Johannesburg Inner City Integrated Corridor Management(ICM) Feasibility Study;
- xiii. Region G Transport Masterplan; and
- xiv. Johannesburg Inner City Transport Masterplan.

Furthermore, the successful bidder will be expected to review additional documents to understand the level of transport planning, provision etc. in the City of Johannesburg. The following documents should be reviewed:

- i. City's Integrated Development Plan (IDP);
- ii. Louis Botha Corridor of Freedom;
- iii. Joburg 2040 Growth and Development Strategy;
- iv. Non-Motorised Transport (NMT) Framework, (2009);
- v. Rea Vaya BRT Business and Sustainability Plan;

-
- vi. North-East Quadrant (NEQ) Integrated Public Transport Operational Plan;
 - vii. Gauteng Household Travel Survey, (2019);
 - viii. CoJ Household Travel Surveys (2014);
 - ix. COJ Land Use Scheme (2018);
 - x. City of Johannesburg Climate Goals Study;
 - xi. Transport Information Register (TIR), 2013;
 - xii. Non-Motorised Transport (NMT) Framework, 2009;
 - xiii. Relevant Provincial Roads Policies & Frameworks;
 - xiv. National Land Transport Act (NLTA, 2009 & Amendments);
 - xv. National Development Plan 2030 (NDP);
 - xvi. Gauteng Integrated Transport Master Plan (ITMP25);
 - xvii. Green Transport Strategy (2018-2050); and
 - xviii. International Best Practices for Public Transport Networks.

3.2.3 Data Collection

To facilitate efficient data collection, the service provider will issue a Request for Proposal (RFP) for a sub-consultant, based on the agreed data specification. The sub-consultant will conduct data collection within a predetermined timeframe, ensuring that the full project can still be completed within 12 months. It is expected that the process from the specification issue to submission of collected data should not take more than 6 weeks.

Dropbox link:

<https://www.dropbox.com/scl/fo/gp13kh53zo9e92z6gemr7/AFvFhX2UVOTE1Dbmt0Uq1CM?rlkey=594spndketsb3zkg9dn82rqc0&dl=0>

3.2.4 Status Quo

This phase should inform the City on the current state of public transport with a focus on IPTN. This should include information from the provided literature, site visits, provided monthly reports and data collection. The Status Quo analysis should include at least the following:

- Level and Status of Motorised and Non-Motorised Infrastructure provision along the IPTN implemented corridors. This should also include the level of investment in funds if possible. A question of infrastructure “fit for purpose” should be dealt with in this sub-section;
- Passenger numbers and Ridership Statistics;
- Revenue and Fare Structure;
- Systems and Costs;
- Backlogs;
- Level of Planning (Planned projects, feasibility studies etc.);
- Public transport operations description;
- Description of the mode share along the corridor;
- Description of the current journey times along the corridor and public transport routes;
- Potential Public Transport Facilities;
- Ecological Impact;
- Passenger Traits and Characteristic;
- Attraction Centres (OD Patterns);
- Funding sources and expenditure breakdown;
- Subsidy levels and financial sustainability of transport services;
- Existing transport policies and legislative requirements;
- Integration with national, provincial, and municipal transport strategies;
- Key stakeholders;
- Roles and responsibilities of Key Stakeholders;
- GIS mapping of the transportation system per mode including the infrastructure and facilities; and
- AFC, APTMS and ITS components.

The status quo assessment should also outline the strides made towards achieving the goals of the IPTN. It should clearly detail gaps between the target and achievement to date using mathematically acceptable methods. The successful bidder will be furnished with the City’s Visum strategic model for use in determining travel patterns in the City including public and private network outside the identified IPTN corridors.

The model information should be compared with information from available literature, data to be collected.

The status quo assessment should also evaluate the current connectivity of the transport system to key amenities, employment hubs, educational institutions, and healthcare facilities. This analysis should be conducted as a desktop exercise, utilising existing documents, previous transport studies, and Household Travel Surveys to measure accessibility levels within the network. The assessment should establish a clear understanding of baseline conditions, providing insight for the development of targeted interventions.

Furthermore, any sensitive information related to BRT operations will only be made available to the preferred bidder and must be used exclusively for this project. Bidders must be willing to sign non-disclosure agreements (NDAs) to ensure confidentiality.

3.2.5 Business Plan

A comprehensive business plan based on the status quo analysis. The business plan should consist of capital requirements, operational requirements and costs, revenue analysis and a detailed financial model.

a) Capital requirements

The successful bidder must detail all cost required up front to get the system going. This should not be limited to infrastructure but should also include aspects such as compensation funds, vehicle purchase costs, systems and other projections for the full IPTN system. Any backlogs determined from the existing system that requires capital should also be included here for completion.

b) Operational requirements

The successful bidder must detail all cost required to support operations. This should not be limited to human capital costs but should include systems, maintenance, passengers, revenue, fares and other projections. Any backlogs determined from the existing system that requires capital should also be included here for completion.

c) Revenue Analysis

The successful bidder will be required to perform revenue analysis of the system per corridor. The City has to understand the level of subsidy required or revenue deficit once all other sources of grants and revenue have been utilised.

Other useful indicators to assist in this should be developed at this stage.

Alternative funding sources or mechanism should be explored here to cover any short fall or assist reduce financial burden on government.

d) Financial Model

A detailed financial model that demonstrate the financial viability of the project has to be developed. The model has to provide projections for the short to medium term (10 years). This stage should also investigate current funding models, current contract performance or non performance, constraints and mitigation measures. It is also expected that bidders will develop and furnish the City process and mechanism to seek alternative funders.

To complete this aspect, the successful bidder will be required to perform a cost-benefit analysis exercise that will also investigate the return on investment, and potential financial structures (public-private partnerships, bonds, government funding, etc.).

e) Implementation Plan

This phase comprises of the following:

- Development of a comprehensive, clear, practical set of actions needed to be taken by the City in order to realise the desired transport needs;
- Develop a prioritisation criterion in collaboration with the client and key internal and external stakeholders;
- Phasing of prioritised actions taking into account government financial and budgeting processes; and
- Workshopping of this implementation plan, prioritising, allocation of roles and responsibilities and phasing with key stakeholders and expert advisory groups.

The deliverables of this phase is expected to be:

- Project identification which must include:
 - a. A consolidated list of proposed projects ;
 - b. The identification of catalytic and quick-win projects;
 - c. Prioritisation of projects for short, medium and long-term implementation; and
 - d. Estimated cost per project / project phase.
- Critical factors and risk assessment should be included as part of the implementation programme as well as project dependencies.

•

f) Economic Evaluation

High Level Economic impact assessments provide a quantitative method to estimate the economic benefits that a particular project or industry brings to the economy and surrounding communities where the specific project or industry is located. The successful bidder will be expected to conduct a high-level

economic impact assessment by producing a market study of the area. The purpose of the assessment is to estimate the changes in employment, income and levels of business activity that may result from the proposed project. The successful bidder will be expected to provide a synthesis of the detailed economic analysis of the study area. The economic analysis should include the following:

- An Economic Activity Analysis which looks at the level of direct and indirect economic activity (e.g. jobs, output, value-added and etc.) that a project will contribute to an economy. This can be undertaken using methods such as input-output analysis and computable general equilibrium modelling;
- A Cost benefit analysis (CBA) looks at the costs and benefits of the project, relative to a “without” project scenario, and identifies whether the projects would have net benefits to the local and wider economy;
- Fundamental concepts underlying the economics of transportation, such as demand for and supply of transport within the study area;
- Assess how the businesses will be affected directly by the project;
- High level profiling the existing businesses per corridor; and
- Assessing the risks associated with the project.

The successful bidder will be required to propose rigorous methodologies to assist with local economic growth, job creation, investment in the study area, and improved infrastructure provision.

3.2.6 Stakeholder Engagement

Identify and engage with key stakeholders such as potential investors, development partners, and financial institutions.

- Identify and engage with key stakeholders, including government departments, transport authorities, private investors, and community groups.
- Facilitate workshops and consultations to ensure stakeholder alignment with project goals.
- Assess and propose institutional arrangements that could positively influence the implementation of the IPTN, ICM, and Transport Master Plan.
- Identify key management structures for maintenance and operational sustainability.

Bidders should allow for a maximum of 20 stakeholder engagement meetings. The split between internal and external should be 50%-50%.

3.3 DELIVERABLES

The service provider must deliver a well-structured IPTN Business Plan that clearly outlines transport projects, funding needs, and implementation strategies; provides an attractive investment case for both government and private sector funders; ensures integration with other transport networks for a seamless mobility solution; aligns with policy, legal, and financial sustainability requirements; and presents risk mitigation and stakeholder engagement strategies to support long-term success. The business plan will produce the following key deliverables:

- i. **Inception Report** – Conducted as a desktop study. The report should identify the project objectives, methodology, milestones, risk management strategies, stakeholder engagement plan, invoicing schedule, and capacity-building initiatives for City officials.
- ii. **Literature and Gap Analysis Report** – Conducted in conjunction with a site visit. Bidders should provide a detailed review of documents to be provided. The review should identify gaps and use the information to inform both the survey plan and the status quo stage of the process.
- iii. **Data Collection Specification** – Develop a detailed data collection specification based on identified gaps, to be used in procuring a sub-consultant for data collection. Ensures alignment with project objectives and methodology. This must be priced separately in the costing table.
- iv. **Status Quo Assessment Report** – Transport network analysis and Utilisation using existing transport model to analyse network patterns, loading, and public transport passenger numbers. Providing insight on network capacity, demand distribution, and efficiency of transport corridors. Furthermore, evaluates the current connectivity of the transport system to key amenities, employment hubs, educational institutions, and healthcare facilities. Conducted as a desktop study, using existing documents, site visit and data collection information.
- v. **Comprehensive Draft Business Plan Document** – A structured document detailing the funding strategy, financial models and costs, capex and opex, legal and regulatory review, and implementation plan, economic study and others.
- vi. **Stakeholder Report** – A report identifying key stakeholders and outlining their roles in securing funding and supporting IPTN implementation. This report should outline the outcomes of engagements conducted and lessons learnt.
- vii. **Implementation Strategy** – A detailed action plan with timelines for executing the funding strategy, prioritizing projects, and ensuring effective roll-out.
- viii. **Workshops and Final Presentation** – Two stakeholder workshops focusing on financial model discussions and a final presentation summarizing key findings and recommendations.

-
- ix. **Capacity-Building Program** – A structured mentoring program for at least two City officials, including on-the-job training, technical workshops, professional development support, and progress reporting.
 - x. **Final Business Plan Submission** – A fully compiled and refined document integrating all key findings, strategies, and recommendations, ensuring alignment with CoJ transport policies and funding objectives.

3.4 TIMELINES

The development of the business plan is expected to take a total of 12 months to complete.

3.5 CAPACITY BUILDING

As part of the IPTN Business Plan development, the service provider must implement a structured Capacity Building Program to enhance the skills and expertise of City of Johannesburg (CoJ) officials, ensuring effective implementation and long-term sustainability of the IPTN. Key Objectives of Capacity Building:

- Strengthen technical knowledge and competencies in transport planning, financial modelling, and policy implementation.
- Equip CoJ officials with the necessary skills to manage, monitor, and sustain the IPTN beyond the project timeline.
- Facilitate knowledge transfer on best practices in integrated transport planning, funding mechanisms, and stakeholder engagement.
- Support professional development and registration for transport and infrastructure professionals.

3.5.1 Capacity Building Components:

- **On-the-Job Training:** Officials will participate in key project activities, such as data collection, policy analysis, and financial modelling. Hands-on experience in developing implementation strategies and funding applications.
- **Workshops and Training Sessions:** Regular technical workshops on transport modelling, integrated transport planning, and financial sustainability. Training on stakeholder engagement strategies and public-private partnership (PPP) development. Sessions on risk management and legal compliance for public transport projects.
- **Professional Development and Mentorship:** A structured mentorship program for at least two City officials to support their career growth in transport planning.

- **Progress Reporting and Evaluation:** Regular assessments to track capacity-building outcomes. Final evaluation to measure knowledge transfer effectiveness and long-term impact on the CoJ's transport planning capabilities.

3.6 PROJECT PLANNING AND MANAGEMENT

Proper planning and effective project management are critical to the success of this initiative. The appointed successful bidder must present a clear and structured approach to planning, managing, and monitoring the project from inception to closure. Regular progress reporting is essential, and the successful bidder will be required to report to the City of Johannesburg (CoJ) at least once a month, detailing key developments and milestones achieved. The project is expected to be completed within Twelve (12) months from the date of appointment.

4. ASSESSMENT CRITERIA

Submissions will be evaluated on the criteria to follow:

- Compliance
- Technical
- Price and specific BEE goals
- Risk Tolerance

4.1 Compliance

Bidders' will be disqualified:

- If any of its directors are listed on the register of defaulters,
- In the case of a bidder who during the last five years has failed to perform satisfactorily on previous contracts with the JDA or any other organ of state after written notice was given to that bidder that performance was unsatisfactory,
- Bidders who did not complete, in full, the tender offer page (i.e. priced, all registration numbers provided and signed);
- Bidders whose tender document has been completed in pencil,
- Bidders whose document has been faxed,
- Bidders whose tender document has been received after the closing time,
- Bidders whose tender document has not been deposited in the tender box at the time of closing,
- Bidders who fail to price as required i.e. as stipulated in item 4 herein,
- Bidders who failed to attend the compulsory tender briefing session,

- Bidders who have any directors that are in the employment of the state.
- No award will be made to any bidder who is not registered on the National Treasury Central Supplier Database (CSD),

The following conditions will apply:

- A valid Tax Pin from SARS must be submitted.
- An original and valid BBBEE status level verification certificate or a certified copy thereof must be submitted.
- An EME must submit a sworn affidavit confirming the following:
 - Annual Turnover Revenue of R10 million or less; and
 - Level of Black ownership
 - Any misrepresentation in terms of bullet point above constitutes a criminal offence as set out in the B-BBEE Act as amended.
- A copy of the bidder's current municipal account in the name of the bidder or alternatively in the names of the directors / partners of the bidding entity must be submitted.
- Price(s) quoted must be valid for at least thirty (30) days from date of your offer.
- Price(s) quoted must be firm and must be exclusive of VAT.

Provide information on the individuals who will be assigned to this project (NOT the entire company). The following must be addressed:

- Organogram
- role/s and responsibility/ies on this project
- relevant qualifications and attach proof hereof
- number of years of relevant experience in the industry **and** in the proposed role
- detailed CV's for each member of the team noting their specific relevant project experience **[project description, role and responsibilities, project value]**
- individual memberships to professional associations and attach proof hereof

A schedule of completed contracts of a similar nature to this project. The following details must be included on the schedule:

- Description of the project
- Service rendered
- Name of employer / client and their representative's contact details
- Cost of the works
- Fee obtained for services
- Date of completion
- Letter of reference on the client's letterhead or with the client's company stamp that confirms project scope of work, service rendered and project value.

TENDERERS ARE TO SUBMIT 2 COPIES OF THEIR PROPOSAL (1 ORIGINAL PLUS 1 COPY).

Note for consortium and joint ventures

- **EACH** party to a consortium and joint venture is to submit the requisite documents and / or information.
- An Agreement or Heads of Terms recording the arrangement between the parties to the consortium / joint venture is to be submitted.
- A lead consultant is to be appointed and noted in the submission.
- A trust, consortium or joint venture will qualify for points for their BBBEE status level as an unincorporated entity, provided that the entity submits their consolidated BBBEE scorecard as if they were a group structure and that such a consolidated BBBEE scorecard is prepared for every separate tender.

Failure to comply with these conditions may invalidate your offer.

4.2 Technical

4.2.1 PROJEC TEAM

To deliver the project successfully, the following team is recommended:

Table 1:Proposed Project Team

Role	Recommended Years of Experience	Qualification	Key Expertise
Project Lead	Degree in Transport Planning/Engineering PrEng / PrTech	10+	Project coordination, stakeholder management, financial planning
Transport / Traffic Engineer	Degree in Civil/Transport Engineering PrEng / PrTech	8+	Traffic analysis, infrastructure design, corridor planning
Business Analyst: Transport Economist	Degree in Economics	7+	Economic impact analysis, cost-benefit evaluation, funding strategies, Budgeting, financial modeling, financial risk assessment
GIS Specialist	Degree in GIS/Geography	5+	Spatial analysis, mapping, route optimization
Environmental Specialist	Degree in Environmental Science/Engineering	7+	Sustainability assessments, EIA, climate resilience
Community Engagement Specialist	Degree in Humanities or Social Sciences or Built Environment or Development Planning or Social Development)	5+ years	Stakeholder mapping, public participation facilitation, and communication strategies.
Legal Expert	LLB/LLM in Transport Law	9+	Regulatory compliance, contracts, policy alignment

Please attach a detailed CVs, Qualifications and valid proof of professional registration

4.2.2 FUNCTIONALITY CRITERIA

The evaluation of bids shall be based firstly on FUNCTIONALITY criteria in Total points are 100 and the minimum threshold of 75 points that is equivalent to 75% will be considered for the subsequent stages of the evaluation process. A bid that scores less than 75 points for FUNCTIONALITY shall be regarded as non-responsive and shall not be considered for further evaluation.

Table 2. Total points are 100 and the minimum threshold of 75 points that is equivalent to 75% will be considered for the subsequent stages of the evaluation process. A bid that scores less than 75 points for FUNCTIONALITY shall be regarded as non-responsive and shall not be considered for further evaluation.

Table 2: Functionality criteria

Criteria	Points	Maximum score
1. Experience and Capacity (Company)		20
a. Projects of a similar nature (Public Transport Business Plan). The focus is on the number of successfully completed projects that demonstrate expertise in Public Transport Business Plan development. FORM 1: Project related experience must be competed, please attach CVs		
0 projects	0	
1 project	10	
2+ projects	20	
2. Project Team Capacity		50
2.1. (a). Project Manager / Project Leader Evidence of working on similar projects in terms of scale and complexity, similar, successfully completed projects. FORM 2: Project related experience must be competed, please attach CVs		30
0 projects	0	
1 project	5	
2+ projects	10	
2.1. (b). Experience post qualification		
0 to 4 years	0	

Criteria	Points	Maximum score
5 to 9 years	5	
10 + years	10	
2.1. (c). Degree in Transport Planning/ Engineering (NQF 8+) PrEng / PrTech	10	
2.2. Traffic Engineer		10
2.2. (a). Experience post qualification		
0 to 2 years	0	
3 to 7 years	2	
8 + years	5	
2.2. (b). Degree in Transport Planning/ Engineering (NQF 7+) PrEng / PrTech	5	
2.3. Business Analyst / Transport Economist		10
2.3. (a). Experience post qualification		
0 to 2 years	0	
3 to 6 years	2	
7 + years	5	
2.3. (b). Degree in Economist (Business Analyst/Transport Economist) (NQF 7+)	5	
(3). Approach & Methodology, Implementation Strategy and Business Model		30
3.1. Status quo and gap analysis methodology: The bidder provides a well-structured and detailed approach, clearly outlining how the current transport system will be assessed, what data sources will be used, and how gaps will be identified and addressed. Clearly defining the status quo milestones and outcomes.	10	

Criteria	Points	Maximum score
3.2. Stakeholder Engagement Approach: The bidder clearly outlines the methodology for conducting stakeholder engagement, including the process, strategies, and techniques to be used.	5	
3.3. Project Management: The bidder clearly outlines the proposed project management approach, including the project schedule, project management framework, and risk assessment.	5	
3.4. Project Implementation: The bidder clearly outlines the process for identifying projects, including the methodology for selecting priority projects, defining project timelines, and establishing horizon years for implementation.	10	
Total		100

Bidders will be requested to attend interview should there be a need for clarity.

4.2.2.1 PROJECT RELATED EXPERIENCE

Transport Planning related projects are defined as projects involving a process of identifying the long-term goals of the entity (where it wants to be) and the broad steps (visioning, needs assessment, formulation of strategies) necessary to achieve these goals over a long-term horizon (how to get there), incorporating the concerns and future expectations of the major stakeholders.

- The Bidder shall insert the following table with full details of the completed transport-related projects. It is compulsory to complete all fields in the attached Forms 1 and 2 reference letters confirming the scope of work and the role in the project for each project listed as this information will be deemed to be material to the award of the Contract.

Failure to complete all fields (i.e. for each listed project) will lead to the bidder losing points during functional evaluation.



FORM 1: Project-related experience (Company experience)

Bidder's signature	No.	Project Name & Description (Bid-related projects)	Project Professional Fees (R)	Project Period: Start Date- Completion date (dd/mm/yyyy)	Total Project Duration (years, months, days) Total duration calculated under this column will be used for evaluation on the period for the relevant experience	Contactable reference as per the evidence attached confirming scope of work: Name, telephone and email	Alternative reference: Name, telephone and email
Sign Here:	1						
	2						
	3						
	4						
	5						

FORM 2: Project-related experience (Project Lead)

Bidder's signature	No.	Project Name & Description (Bid-related projects)	Project Professional Fees (R)	Project Period: Start Date- Completion date (dd/mm/yyyy)	Total Project Duration (years, months, days) Total duration calculated under this column will be used for evaluation on the period for the relevant experience	Contactable reference as per the evidence attached confirming scope of work: Name, telephone and email	Alternative reference: Name, telephone and email
Sign Here:	1						
	2						
	3						
	4						
	5						

FORM 2: Project-related experience (Transport Engineer)

Bidder's signature	No.	Project Name & Description (Bid-related projects)	Project Professional Fees (R)	Project Period: Start Date- Completion date (dd/mm/yyyy)	Total Project Duration (years, months, days) Total duration calculated under this column will be used for evaluation on the period for the relevant experience	Contactable reference as per the evidence attached confirming scope of work: Name, telephone and email	Alternative reference: Name, telephone and email
Sign Here:	1						
	2						
	3						
	4						
	5						



FORM 2: Project-related experience (Business Analyst / Transport Economist)

Bidder's signature	No.	Project Name & Description (Bid-related projects)	Project Professional Fees (R)	Project Period: Start Date- Completion date (dd/mm/yyyy)	Total Project Duration (years, months, days) Total duration calculated under this column will be used for evaluation on the period for the relevant experience	Contactable reference as per the evidence attached confirming scope of work: Name, telephone and email	Alternative reference: Name, telephone and email
Sign Here:	1						
	2						
	3						
	4						
	5						



4.3 Price and Empowerment

4.3. 1 PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2022

The 80/20 preference point system will apply to this tender and the lowest acceptable tender will be used to determine the applicable preference point system. The 80/20 price/preference points system will be applied to the evaluation of responsive tenders up to and including a Rand value of R50'000'000 (all applicable taxes included), whereby the order(s) will be placed with the tenderer(s) scoring the highest total number of adjudication points.

Preference points shall be based on the Specific Goal as per below:

Awards UP TO R50 mil (VAT Inclusive)

Table 3: Pricing and BBBEE preferential procurement criteria

The specific goals allocated points in terms of this RFQ	Number of points allocated (80/20 system) (To be completed by the organ of state)	Evidence
Business owned by 51% or more – Black People	5	Valid BBBEE certificate / Affidavit Sworn under oath' Company Registration Certification ' Certified copy of ID of
Business owned by 51% or more - Women	5	Valid BBBEE Certificate/ Affidavit Sworn under oath' CSD report
SMMEs (An EME or QSE)	5	Valid BBBEE Certificate/ Affidavit Sworn under oath' CSD report
Enterprises located within the City of Johannesburg Metropolitan	5	• CSD and proof of municipal account
Total Points	20	Failure to attach evidence will lead to scoring zero points

4.3.2 PRICING

4.3.2.1 Pricing Instructions

It is important to note the following:

- a) The table to follow must be completed and submitted together with the Offer Page. A price must be submitted for each item listed in the table.
- b) Failing to price as required will result in the tender being disqualified.
- c) For every tangible deliverable, two hard copies and one electronic copy must be issued, the cost of which must be included in the offer price.

d) Disbursements:

(i) Travelling disbursement

- Shall only cover reasonable motorised travelling (including Gautrain and public transport) within the boundaries of the City of Johannesburg.
- The approval shall be as per the approved project plan. CoJ will not be liable for travel costs for a service provider that has offices outside the boundaries of the City of Johannesburg.
- Claim for this item shall only be accepted by the client for the trips accumulated from JDA Newtown offices to site and back to JDA Newtown offices, proof of travelling reasons, travelled kilometres and logbook has been attached and meet all requirements and it is aligned to the approved project plan and in line with the AA rates.

(ii) Printing

- Printing and making copies can be claimed using the public work guide and align to the approved project plan.

Tenderers are to replicate the table below and submit as part of their detailed fee proposal and the total fee for the full scope of services must be carried to the “Offer” page. The detailed fee proposal must indicate the fee scales used and the method of calculation used to determine the fee including any discounts applied if applicable. Failure to (i) replicate the table and (ii) carry the total to the offer page will result in the tender being disqualified for non-compliance.

4.3.2.2 Pricing Schedules

The completed pricing schedule, included in this document, must accompany the proposal, along with a detailed cost breakdown for all project activities.

Table 4: Pricing Schedule

Item	Description	Type	Rate	Qty	Price Vat Exclusive
1	Project Inception and Management				
1.1	Project planning (Project Workflow Diagram, Project Plan), and preparation of the Inception Report, including capacity building plan.	Hours	R	160	R
1.2	Project Management, administration, client liaison, project meetings	Number	R	12	R
3	Status Quo Assessment (Preparing a Data Collection Specification, Procurement Process for Sub-Consultant, Data analysis (traffic, public transport, environmental, pedestrian, cycling, etc) and Status Quo Assessment Report)				
3.1	Literature Review	Hours	R	80	R
3.2	Data Collection Specification	Hours	R	160	R
3.3	Data Collection, Analysis and Supervision	Provisional Sum			R 600 000.00
3.4	Status Quo Assessment Report	Hours	R	80	R
4	Development and Stakeholder Engagement Stage (Sampling, Stakeholder Engagement Strategy and Communication Plan)				
4.1	Stakeholder Engagement (meetings @ 3hr at no venue hire)	Number	R	20	R
4.2	Workshops and Consultations (Sessions@ max 4hr at no venue hire)	Number	R	4	R
4.3	Stakeholder Engagement Strategy, Mapping and Communication Plan	Hours	R	80	R

Item	Description	Type	Rate	Qty	Price Vat Exclusive
4.4	Stakeholder Report	Hours	R	80	R
5	Implementation Strategy (Identification & Prioritization of Key Projects, Phased Rollout & Monitoring Framework, Detailed Plan Including Infrastructure Upgrades, Integration with Other Transport Modes and Business Model)				
5.1	Draft Implementation Plan and Strategy Report	Hours	R	160	R
5.2	Final Implementation Plan and Strategy Report	Hours	R	80	R
5.2	Draft Economic Evaluation Report	Hours	R	160	R
5.2	Final Economic Evaluation Report	Hours	R	80	R
6	Business Plan (Cost Estimation (CapEx & OpEx), Funding Model Development, Risk Analysis & Mitigation, Marketing, Business Model, Financial model, Operational model, Institutional model and Socio-economic model.				
6.1	Comprehensive Draft Business Plan	Hours	R	320	R
6.2	Comprehensive Final Business Plan	Hours	R	80	R
6.3	Draft Financial Model	Hours	R	320	R
6.4	Final Financial Model	Hours	R	80	R
7	Capacity Building				
7.1.	Financial Model Workshop (x2) and Final workshop on the full project (Sessions@ max 4hr at no venue hire)	Number	R	3	R
7.2	Professional Development and Mentorship	Hours	R	40	R
7.3	Capacity Building Report	Hours	R	160	R

Item	Description	Type	Rate	Qty	Price Vat Exclusive
8.	Disbursements				
8.1	Travelling AA Rates	km	R	10 000	R
8.2	Printing Public works rates (Document printed, copied, bound and packaged)	Number of Docum ents	A0 = A1 = A3 = A4 =	600	R
	Total excluding VAT			R	
	15% VAT			R	
	Total including VAT			R	
Signature		Date			

The Total Fee for ALL THREE (3) YEARS must be carried over to the “Offer” page. Failure to price as indicated above will lead to tenderers bids being disqualified.

4.4 Risk Tolerance

The JDA has adopted a Risk Tolerance Framework (RTF) which enjoins the JDA to consider its risk exposure to contractors / service providers in terms of the number of contracts awarded to a single contractor / service provider in a particular year.

In terms of the Risk Tolerance Framework, the JDA determines the risk exposure as excessive in instances where the value of the contracts is:

1. The greater of R 8million or four contracts / projects in the current financial year or
2. The greater of R12 million or six contracts / projects over two financial years (current year and previous financial year).

A risk analysis will also be undertaken on the tenderer having the highest ranking / number of points to ascertain if any of the following will not present any unacceptable commercial risk to the JDA in line with the JDA's risk tolerance framework;

- a) Unduly high or unduly low tendered rates, significant arithmetical errors and omissions in the tender offer;
- b) the tenderer has insufficient financial capability to perform the contract,
- c) total value and number of contracts awarded to a single contractor/service provider in a particular year.

A risk analysis shall be undertaken on the bidder with the highest number of points obtained, to determine whether the tenderer does not exceed the JDA's risk framework criteria as stated above. In other words, whether it falls within the ambit of the Risk Tolerance Framework as acceptable.

JDA reserves the right to award a contract to a bidder who has exceeded the threshold as stated above.

Bidders will be requested to attend interview should there be a need for clarity.

5. CLOSING DATE, TIME AND VENUE FOR SUBMISSIONS

The completed tender document shall be placed in a sealed envelope. The words:

“RFP: THE APPOINTMENT OF A SERVICE PROVIDER TO UNDERTAKE A BUSINESS PLAN FOR INTERGRATED PUBLIC TRANSPORT NETWORK FOR THE CITY OF JOHANNESBURG FOR THE EXTENTERNAL FUNDING STRATEGY”

must be written / typed clearly on the envelope.

The envelope must be deposited in the tender box at the **Johannesburg Development Agency, Ground Floor, The Bus Factory, 3 Helen Joseph Street, Newtown** only between the hours of 08H00 and 17H00.

The Tender closes at 12h00 on 15 MAY 2025.

Envelopes will be stamped on receipt. There will be a public opening of tenders.

NO LATE /NO EMAILED / TELEPHONIC / FAXED / POSTAL TENDERS WILL BE ACCEPTED OR CONSIDERED.

The Johannesburg Development Agency's selection of qualifying tenders shall be in the Johannesburg Development Agency's sole discretion and shall be final. The Johannesburg Development Agency does not bind itself to accept any particular tender and no correspondence will be entered into.

Unsuccessful bidders will have the opportunity to query the award or decision within fourteen (14) calendar days from the day of notification.

The tender offer validity period for this tender is 120 days.

Queries can be addressed in writing to:

Thembelihle Mogapi

E-mail: tmogapi@jda.org.za

ANNEXURE A : BUSINESS DECLARATION

Tender/RFP Number :

Tender/RFP Description :

Name of Company :

Contact Person :

Postal Address :
.....

Physical Address :
.....

Telephone Number :

Fax Number :

Cell Number :

E-mail Address :

Company/enterprise Income

Tax Reference Number :
(Insert personal income tax number if a one person business and personal income tax numbers of all partners if a partnership)

VAT Registration Number :

Company Registration Number :

1. Type of firm

- ☐ Partnership
- ☐ One person business/sole trader
- ☐ Close corporation
- ☐ Public company
- ☐ Private company

(Tick one box)

2. Principal business activities

.....

.....

.....

3. Total number of years company has been in business:

4. Detail all trade associations/professional bodies in which you have membership

.....

.....

.....

5. Did the firm exist under a previous name?

☐ Yes

☐ No

(Tick one box)

If yes, what was its previous name?

6. How many permanent staff members are employed by the firm:

Full Time :

Part Time :

7. In the case of a firm which renders services for different disciplines, how many permanent staff members are employed by the firm in the discipline for which you are tendering:

Full Time :

Part Time :

8. What is the enterprise's annual turnover for the last three years and what is the estimated turnover of current commitments from 1 July 2015 to 30 June 2016 (excl. VAT):

R Year.....

R Year.....

R Year.....

9. List all contracts which your company is engaged in and have not yet completed:

CONTRACT DESCRIPTION	LOCATION	COMPANY/ EMPLOYER	PROJECT VALUE	ESTIMATED FEES	EXPECTED COMPLETION (MONTH & YEAR)

10. Banking details

I/We hereby request and authorise you to pay any amounts which may accrue to me/us to the credit of my/our account with the mentioned bank.

I/We understand that the credit transfers hereby authorised will be processed by computer through a system known as the “ACB Electronic Fund Transfer Service” and

I/We also understand that no additional advice of payment will be provided by my/our bank, but details of each payment will be printed on my/our bank statement or any accompanying voucher.

This authority may be cancelled by me/us giving **30 days'** notice in writing.

BANK :
BRANCH :
BRANCH CODE :
ACCOUNT NUMBER :
ACCOUNT HOLDER :
TYPE OF ACCOUNT :
CONTACT PERSON :
CONTACT NUMBER :

The undersigned, who warrants that he/she is duly authorised to do so on behalf of the company, affirms that the information furnished in response to this request for proposal is true and correct:

SIGNATURE :
NAME IN FULL :
CAPACITY :
DULY AUTHORIZED TO SIGN ON BEHALF OF:
DATE :

COMPANY STAMP

ANNEXURE B: DECLARATION OF INTEREST

- 1. No bid will be accepted from persons in the service of the state*.
- 2. Any person, having a kinship with persons in the service of the state, including a blood relationship, may make an offer or offers in terms of this invitation to bid. In view of possible allegations of favouritism, should the resulting bid, or part thereof, be awarded to persons connected with or related to persons in service of the state, it is required that the bidder or their authorised representative declare their position in relation to the evaluating/adjudicating authority.
- 3. In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.
 - 3.1 Full Name:
 - 3.2 Identity Number:
 - 3.3 Position occupied in the company (director, trustees, shareholder**)
 - 3.4 Company Registration Number:
 - 3.5 Tax Reference Number:
 - 3.6 VAT Registration Number:
 - 3.7 The names of all directors / trustees / shareholders / members, their individual identity numbers and state employee numbers must be indicated in paragraph 4 below.
 - 3.8 Are you presently in the service of the state* YES / NO

If yes, furnish particulars

.....

.....
 - 3.9 Have you been in the service of the state for the past twelve months? YES / NO

If yes, furnish particulars

.....

.....

- 3.10 Do you, have any relationship (family, friend, other) with persons in the service of the state and who may be involved with the evaluation and or adjudication of this bid? **YES / NO**

If yes, furnish particulars

.....
.....

- 3.11 Are you, aware of any relationship (family, friend, other) between any other bidder and any persons in the service of the state who may be involved with the evaluation and or adjudication of this bid? **YES / NO**

If yes, furnish particulars

.....
.....

- 3.12 Are any of the company's directors, trustees, managers, principle shareholders or stakeholders in service of the state? **YES / NO**

If yes, furnish particulars

.....
.....

- 3.13 Are any spouse, child or parent of the company's directors, trustees, managers, principle shareholders or stakeholders in service of the state? **YES / NO**

If yes, furnish particulars

.....
.....

- 3.14 Do you or any of the directors, trustees, managers, principle shareholders or stakeholders of this company have any interest in any other related companies or businesses whether or not they are bidding for this contract? **YES / NO**

If yes, furnish particulars

.....
.....

4. Full details of directors / trustees / members / shareholders.

FULL NAME	IDENTITY NUMBER	STATE EMPLOYEE NUMBER

CERTIFICATION

I, THE UNDERSIGNED (FULL NAME)

CERTIFY THAT THE INFORMATION FURNISHED ON THIS DECLARATION FORM IS TRUE AND CORRECT.

I ACCEPT THAT, IN ADDITION TO CANCELLATION OF A CONTRACT, ACTION MAY BE TAKEN AGAINST ME SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....
Signature

.....
Position

.....
Name of Bidder

.....
Date

- * MSCM Regulations: "in the service of the state" means to be –
- (a) a member of –
 - (i) any municipal council;
 - (ii) any provincial legislature; or
 - (iii) 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, national or provincial public entity or constitutional institution within the meaning of the Public Finance Management Act, 1999 (Act No.1 of 1999);
 - (e) a member of the accounting authority of any national or provincial public entity; or
 - (f) an employee of Parliament or a provincial legislature.

** "Stakeholder" means a person who owns shares in the company and is actively involved in the management of the company or business and exercises control over the company.

ANNEXURE C : DECLARATION OF BIDDER'S PAST SUPPLY CHAIN MANAGEMENT PRACTICES

- 1 This Municipal Bidding Document must form part of all bids invited.
- 2 It serves as a declaration to be used by municipalities and municipal entities in ensuring that when goods and services are being procured, all reasonable steps are taken to combat the abuse of the supply chain management system.
- 3 The bid of any bidder may be rejected if that bidder, or any of its directors have:
 - a. abused the municipality's / municipal entity's supply chain management system or committed any improper conduct in relation to such system;
 - b. been convicted for fraud or corruption during the past five years;
 - c. willfully neglected, reneged on or failed to comply with any government, municipal or other public sector contract during the past five years; or
 - d. been listed in the Register for Tender Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004).
- 4 In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.

Item	Question	Yes	No
4.1	Is the bidder or any of its directors listed on the National Treasury's database as a company or person prohibited from doing business with the public sector? (Companies or persons who are listed on this database were informed in writing of this restriction by the National Treasury after the <i>audi alteram partem</i> rule was applied).	Yes ☐	No ☐
4.1.1	If so, furnish particulars:		
4.2	Is the bidder or any of its directors listed on the Register for Tender Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004)? (To access this Register enter the National Treasury's website, www.treasury.gov.za, click on the icon "Register for Tender Defaulters" or submit your written request for a hard copy of the Register to facsimile number (012) 3265445).	Yes ☐	No ☐
4.2.1	If so, furnish particulars:		

Item	Question	Yes	No
4.3	Was the bidder or any of its directors convicted by a court of law (including a court of law outside the Republic of South Africa) for fraud or corruption during the past five years?	Yes ☐	No ☐
4.3.1	If so, furnish particulars:		
4.4	Does the bidder or any of its directors owe any municipal rates and taxes or municipal charges to the municipality / municipal entity, or to any other municipality / municipal entity, that is in arrears for more than three months?	Yes ☐	No ☐
4.4.1	If so, furnish particulars:		
4.5	Was any contract between the bidder and the municipality / municipal entity or any other organ of state terminated during the past five years on account of failure to perform on or comply with the contract?	Yes ☐	No ☐
4.7.1	If so, furnish particulars:		

CERTIFICATION

I, THE UNDERSIGNED (FULL NAME)

CERTIFY THAT THE INFORMATION FURNISHED ON THIS DECLARATION FORM IS TRUE AND CORRECT.

I ACCEPT THAT, IN ADDITION TO CANCELLATION OF A CONTRACT, ACTION MAY BE TAKEN AGAINST ME SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....
Signature

.....
Position

.....
Name of Bidder

.....
Date

ANNEXURE D : PARTICULARS OF CONTRACTS AWARDED BY AN ORGAN OF STATE* DURING THE LAST 5 YEARS**

(In the event of insufficient space, kindly attach documentation)

CLIENT	ACCOUNT MANAGER	NATURE OF WORK	VALUE OF WORK	YEAR COMPLETED

ANNEXURE D: PARTICULARS OF CONTRACTS AWARDED NOT BY AN ORGAN OF STATE* DURING THE LAST 5 YEARS cont.**

CLIENT	ACCOUNT MANAGER	NATURE OF WORK	VALUE OF WORK	YEAR COMPLETED

RFP: INTERGRATED PUBLIC TRANSPORT NETWORK FOR 36 MONTHS

CLIENT	ACCOUNT MANAGER	NATURE OF WORK	VALUE OF WORK	YEAR COMPLETED

*** Organ of State means-

- ◆ a) a national or provincial department;
- ◆ b) a municipality;
- ◆ c) a constitutional institution defined in the Public Finance Management Act, 1999 (Act No. 1 of 1999);
- ◆ d) Parliament;
- ◆ e) a provincial legislature;
- ◆ f) any other institution or category of institutions included in the definition of "organ of state" in section 239 of the Constitution and recognised by the [Minister](#) by notice in the *Government Gazette* as an institution or category of institutions to which [this Act](#) applies

.....
 Signature
(of person authorised to sign on behalf of the organisation)

.....
 Position

.....
 Name of Bidder

.....
 Date

RFP: INTERGRATED PUBLIC TRANSPORT NETWORK FOR 36 MONTHS

ANNEXURE E : CERTIFICATE OF INDEPENDENT BID DETERMINATION

I, the undersigned, in submitting the accompanying bid:

For

RFP: THE APPOINTMENT OF A SERVICE PROVIDER TO UNDERTAKE A BUSINESS PLAN FOR INTERGRATED PUBLIC TRANSPORT NETWORK FOR THE CITY OF JOHANNESBURG FOR THE EXTTERNAL FUNDING STRATEGY

in response to the invitation for the bid made by:

Johannesburg Development Agency

do hereby make the following statements that I certify to be true and complete in every respect:

I certify, on behalf of:

_____that:
(Name of Bidder)

1. I have read and I understand the contents of this Certificate;
2. I understand that the accompanying bid will be disqualified if this Certificate is found not to be true and complete in every respect;
3. I am authorized by the bidder to sign this Certificate, and to submit the accompanying bid, on behalf of the bidder;
4. Each person whose signature appears on the accompanying bid has been authorized by the bidder to determine the terms of, and to sign, the bid, on behalf of the bidder;
5. For the purposes of this Certificate and the accompanying bid, I understand that the word "competitor" shall include any individual or organization, other than the bidder, whether or not affiliated with the bidder, who:
 - (a) has been requested to submit a bid in response to this bid invitation;
 - (b) could potentially submit a bid in response to this bid invitation, based on their qualifications, abilities or experience; and
 - (c) provides the same goods and services as the bidder and/or is in the same line of business as the bidder
6. The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However communication between partners in a joint venture or consortium will not be construed as collusive bidding.
- 7.

RFP: INTERGRATED PUBLIC TRANSPORT NETWORK FOR 36 MONTHS

7. In particular, without limiting the generality of paragraph 6 above, there has been no consultation, communication, agreement or arrangement with any competitor regarding:
- (a) prices;
 - (b) geographical area where product or service will be rendered (market allocation);
 - (c) methods, factors or formulas used to calculate prices;
 - (d) the intention or decision to submit or not to submit a bid;
 - (e) the submission of a bid which does not meet the specifications and conditions of the bid; or
 - (f) bidding with the intention not to win the bid.
8. In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications and conditions or delivery particulars of the products or services to which this bid invitation relates.
9. The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
10. I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No. 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No. 12 of 2004 or any other applicable legislation.

.....
Signature

.....
Position

.....
Name of Bidder

.....
Date

RFP: INTERGRATED PUBLIC TRANSPORT NETWORK FOR 36 MONTHS

ANNEXURE F: DECLARATION ON STATE OF MUNICIPAL ACCOUNTS

- A Any bid will be rejected if:
Any municipal rates and taxes or municipal service charges owed by the bidder or any of the directors to the municipality or a municipal entity, or to any other municipality or municipal entity, are in arrears for more than three months.
- B Bid Information
- i. Name of bidder:
 - ii. Registration Number:
 - iii. Municipality where business is situated
 - iv. Municipal account number for rates:
 - v. Municipal account number for water and electricity:
 - vi. Names of all directors, their ID numbers and municipal account number.
1.
 2.
 3.
 4.
 5.
 6.
 7.
- C Documents to be attached.
- i. A copy of municipal account mentioned in B (iv) & (v) (Not older than 3 months)
 - ii. A copy of municipal accounts of all directors mentioned in B(vi) (Not older than 3 months)
 - iii. Proof of directors

I/We declare that the abovementioned information is true and correct and that the following documents are attached to this form:

.....

Signature

Date

RFP: INTERGRATED PUBLIC TRANSPORT NETWORK FOR 36 MONTHS

TRANSPORT NETWORK FOR 36 MONTHS

ANNEXURE G: SCHEDULE OF COMPLETED CONTRACTS

The tenderer shall list below a **maximum of 5 projects completed in the past 5 years of a similar nature and scale** to this project.

CLIENT Company name and contact person's name, tel, cell & e-mail address	PROJECT Name and description	SERVICE RENDERED	PROJECT VALUE	COMPLETION DATE

NOTE: Contactable references for the above listed projects must be provided. Said references **MUST** be on the client's letter head or on a document stamped and signed by client and must confirm the name of the project, description of the project, description of the service rendered, the value of the project, the completion date, and it must rate the service rendered.

.....
Signature

.....
Position

.....

.....

Name of Bidder

TRANSPORT NETWORK FOR 36 MONTHS

Date

ANNEXURE H : ORGANOGRAM

The tenderer shall list below the key personnel proposed for this project in the discipline and designation being tendered for.

DESIGNATION	NAME AND SURNAME	DETAILED CV

TRANSPORT NETWORK FOR 36 MONTHS

NOTE: Detailed Curriculum Vitae (CV's) of the above proposed candidates must be provided. Said CV's MUST indicate the name and description of the project, role played in the project, project value, and the start and end dates of the project.

.....
Signature

.....
Position

.....
Name of Bidder

.....
Date

Failure to comply with these conditions may invalidate your offer.

ANNEXTURE I – POPI ACT

Form B14: CONSENT AND ACKNOWLEDGMENTS IN TERMS OF THE PROTECTION OF PERSONAL INFORMATION ACT 2013 (POPI)

This section sets out how personal information will be collected, used and protected by Johannesburg Development Agency hereinafter referred to as “JDA”, as required by the Protection of Personal Information Act. The use of the words “the individual” for the purposes of this document shall be a reference to any individual (bidder) communicating with JDA and/or concluding any agreement, registration or application, with the inclusion of each of those individuals referred to or included in terms of such agreement, registration or application.

1. What is personal information?

The personal information that JDA requires relate to names and surnames, birth dates, identity numbers, passport numbers, demographic information, education information, occupation information, health information, addresses, memberships, personal and work email and contact details.

2. What is the purpose of the collection, use and disclosure (the processing) of personal information?

JDA is legally obligated to collect, use and disclose personal information for the purposes of:

- reporting initiatives to the City of Johannesburg Municipality;
 - reporting to National Treasury all contracts awarded;
 - obtaining information related to Tax Compliance information from SARS;
 - verifying information on the National Treasury database of defaulters;
 - evaluating and processing applications for registration on the database;
 - compiling statistics and other reports;
 - providing personalised communications;
 - complying with the law; and/or
 - for a purpose that is ancillary to the above and as may be directed by our POPI manual/Policy.
- Personal information will not be processed for a purpose other than what is identified (the purpose) above without obtaining consent beforehand.

3. How will JDA process personal information?

JDA will only collect personal information for the purpose as stated above and for such specific purpose. Information will be collected in the following manner:

- directly from the individual;
- from service providers who provided with services or goods to JDA;
- from JDA’s own records relating to previous supply of services or goods; and/or
- from a relevant public or equivalent entity.

4. To whom will personal information be disclosed?

JDA

The personal information may be disclosed to other relevant public or other entities on whose behalf we act as intermediaries, other third parties referred to above in relation to the purpose or who are sources of personal information, service providers such as professional bodies who operate across the borders of this country (transborder flow of information) where personal information must be sent in order to provide the information and/or services and/or benefits requested or applied for. In the event of another party/ies acquiring all of or a portion of JDA's mandate or functions, personal information will be disclosed to that party but they will equally be obliged as we are, to protect personal information in terms of this policy and the law.

5. Consent and Permission to process personal information:

I hereby agree with the policy and provide authorisation to JDA to process the personal information provided for the purpose stated:

- I understand that withholding of or failure to disclose personal information will result in JDA being unable to perform its functions and/or any services or benefits I may require from JDA.
- Where I shared personal information of individuals other than myself with JDA, I hereby provide consent on their behalf to the collection, use and disclosure of their personal information in terms of this personal information policy and I warrant that I am authorised to give this consent on their behalf.
- To this end, I indemnify and hold JDA not responsible in respect of any claims by any other person on whose behalf I have consented, against JDA should they claim that I was not so authorised.
- I understand that in terms of POPIA and other laws of the country, there are instances where my express consent is not necessary in order to permit the processing of personal information, which may be related to police investigations, litigation or when personal information is publicly available.
- I will not hold JDA responsible for any improper or unauthorised use of personal information that is beyond its reasonable control.

6. Rights regarding the processing of personal information:

- The individual may withdraw consent to the processing of personal information at any time, and should they wish to do so, must provide JDA with reasonable notice to this effect. Please note that withdrawal of consent is still subject to the terms and conditions of any contract that is in place. Should the withdrawal of consent result in the interference of legal obligations, then such withdrawal will only be effective if JDA agrees to same in writing. JDA specifically draws to the attention that the withdrawal of consent may result in it being unable to provide the requested information and/or services and/or financial or other benefits.
- In order to withdraw consent, please contact the JDA Information Officer/SCM
- A copy of the full JDA policy is available.
- Individuals are encouraged to ensure that where personal information has changed in any respect to notify JDA so that our records may be updated. JDA will largely rely on the individual to ensure that personal information is correct and accurate.

The individual has the right to access their personal information that JDA may have in its possession and are entitled to request the identity of which third parties have received and/or processed

JDA

personal information for the purpose. Please note however, that any request in this regard may be declined if:

- the information comes under legal privilege in the course of litigation,
- the disclosure of personal information in the form that it is processed may result in the disclosure of confidential or proprietary information,
- giving access may cause a third party to refuse to provide similar information to JDA,
- the information was collected in furtherance of an investigation or legal dispute, instituted or being contemplated,
- the information as it is disclosed may result in the disclosure of another person's information,
- the information contains an opinion about another person and that person has not consented, and/or
- the disclosure is prohibited by law.

7. Queries relating to breach of personal information:

- Please submit queries relating to the breach of personal information to the JDA's information officer and SCM in writing as soon as the breach is discovered.

Bidder Signature:	Date:
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