

21 October 2026

**CLARIFICATION NO: 1**

Dear Bidder,

**APPOINTMENT OF IT CHANGE MANAGEMENT SPECIALIST FOR A PERIOD OF SIX (6) MONTHS; RFQ NO: 108/2026/EWSS/CMS/RFQ**

During the RFQ clarification period, fourteen (14) questions were raised and responded to as follows:

| #  | CLARIFICATION                                                                                                                                   | TCTA'S RESPONSE                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Could you please let us know whether CVs should be submitted with the proposal? If so, would you kindly share the job profile or specification. | Please complete the personnel experience Form A included in the RFQ and submit the required qualification and Change Management certification evidence. The scope, deliverables and personnel requirements in the RFQ constitute the specification for this appointment.<br><br>Submission of a CV is not required. The service provider must provide details of relevant experience and previous IT project change management work under the 'Work Scope' section of Form A. |
| 2  | Is the specialist expected to support a single ICT initiative or multiple ICT projects concurrently?                                            | The requirement is for one IT Change Management Specialist to support multiple ICT projects concurrently. The three initiatives proposed for this support are Project Finance & Treasury, the Vetting Solution and the SAGE digital initiative.                                                                                                                                                                                                                               |
| .3 | What are the expected outcomes at the end of the six-month period?                                                                              | Expected outcomes include development and execution of change management plans; change impact and readiness assessments; stakeholder engagement; communication and training interventions; adoption monitoring; resistance management; progress reporting; and reinforcement and benefits realisation support, as described in the scope.                                                                                                                                     |
| 4  | Are there existing change management artefacts, frameworks, or templates that the appointed specialist must use?                                | Yes, there is an Organisational Change Management Framework that we utilise for projects.                                                                                                                                                                                                                                                                                                                                                                                     |
| 5  | Does TCTA currently have an organisational change management framework in place?                                                                | Yes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 6  | Will the specialist be responsible for strategy development only, or both strategy and execution?                                               | Both strategy development and execution are required. The specialist must develop and execute change management strategies and undertake stakeholder engagement, communication, readiness, adoption monitoring and post-                                                                                                                                                                                                                                                      |

| #  | CLARIFICATION                                                                                                                                            | TCTA'S RESPONSE                                                                                                                                                                                                                                           |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |                                                                                                                                                          | implementation change activities as described in the scope.                                                                                                                                                                                               |
| 7  | Is there an estimated/average number of hours per month we need to use when completing the pricing table provided on page 9 (for full 6 months period)?  | The estimated average is 170 working hours per month. Factoring that actual monthly hours may vary depending on public holidays and the number of days in each month.                                                                                     |
| 8  | Will overtime or after-hours support be required during go-live periods and will overtime be billable?                                                   | Not Applicable.                                                                                                                                                                                                                                           |
| 9  | How will the billing period work? Will TCTA accept forecasted timesheets for billing and payroll deadline purposes or will billing be done in arrears?   | Billing will be done in arrears. An invoice must be submitted after the work has been completed and will be paid within 30 days.                                                                                                                          |
| 10 | Is there a maximum number of billable hours allowable during the contract period?                                                                        | The total amount billed for hours worked must not exceed the contract value.                                                                                                                                                                              |
| 11 | What specific KPIs will be used to measure success for this engagement?                                                                                  | The scope requires the specialist to establish KPIs and dashboards covering system usage, adoption levels, training completion, user proficiency and resistance. It also requires benefits realisation tracking and change management progress reporting. |
| 12 | How soon after tender award would the selected incumbent's resource need to start?                                                                       | December 2026/As soon as contract is finalised.                                                                                                                                                                                                           |
| 13 | Will resource replacement be permitted should unforeseen circumstances arise and the person no longer be available for the engagement upon tender award? | Resource replacement will be permitted, provided the replacement has qualifications and experience equivalent to or higher than those of the original resource.                                                                                           |
| 14 | What is the possibility of an extension after the initial 6 months contract?                                                                             | The advertised appointment is for six (6) months. Any extension beyond the initial six (6) months is not guaranteed and will have to follow a formal contract variation process.                                                                          |

Yours faithfully

Signed by:TINA YVONNE MKHULISE MKHU  
Signed at:2026-10-21 13:37:06 +02:00  
Reason:Witnessing TINA YVONNE MKHULISE



**Tina Mkhulise**

**Supply Chain Acquisition Manager: Corporate**