

THE OPERATIONS AND MAINTENANCE OF QUAGGA AND PELINDABA TOLL PLAZAS ON THE N4 MAGALIES TOLL ROAD

**CONTRACT NRA 2024/1399
(N.004-112-2019/1R)**

TENDER CLARIFICATION BRIEFING

13 October 2025

SCM: SANRAL

PROJECT MANAGER: LAYTON LESEANE

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AGENDA

- Introduction
- Description of the Project
- SCM Presentation:
 - BOOK 1 PART T1: Tendering Procedures
 - BOOK 1 PART T2: Returnable Schedules
 - BOOK 2 PART C1: Contract Data
- Technical Presentation:
 - BOOK 3 PART C3: Scope of Work
- Questions
- Close

TENDER BRIEFING FOR CONTRACT SANRAL N.004-112-2019/1R

Introduction

- N4 Magalies Toll Road on N4
- Tender for 73.5 months Operations including Design Build
- 6-week Establishment
- Use Incumbent System Integrator-(12 to 18 Months)
- Nominated subcontractor for DBOM of Toll System (later)
- SANRAL Project Manager: **Layton Leseane**

Housekeeping

- Last day for questions: 15 Oct 2025
- Plaza visits: procurementwr2@sanral.co.za

Note: This presentation does not override the tender specification, it is for information purposes.

DESCRIPTION OF THE PROJECT

The declared N4 Magalies Toll Road, which forms part of the National Route 4 between Pretoria and Rustenburg, extends from West of Rebecca Street (km 10,0 section 11) to West of Pelindaba Interchange (km 11,5 section 12). The total distance is 31.2 km.

The sections of Quagga and Pelindaba Toll Plazas on the N4 Magalies Toll Road consist of approximately 22.2 km dual carriageway freeway and approximately 5 km single carriageway.

There are two (2) Toll Plazas along the N4 Magalies Toll Road, and the general details are summarised as follows:

Existing Toll Plaza	Control Centre	Location (Interchange)	Section of N4	Distance km	Number of Lanes*
Quagga Mainline	Quagga	N4	11	14.9	3/3
Pelindaba Mainline		N4	12	10.6	3/3

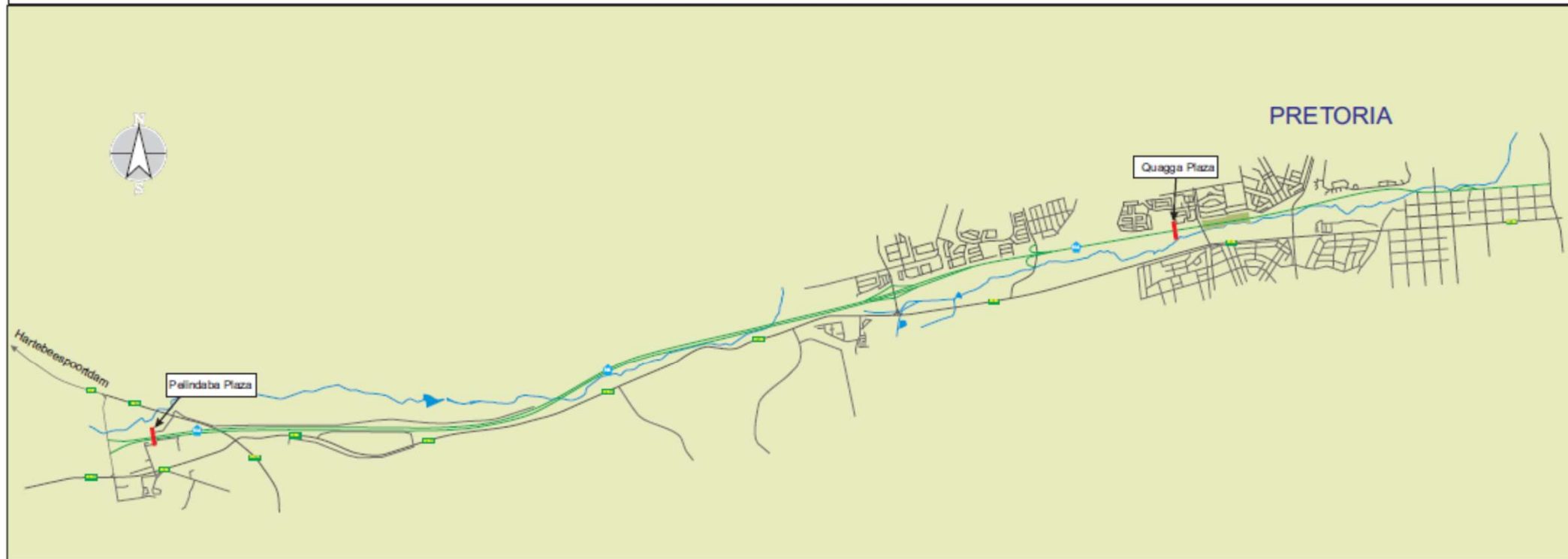
Note: * = x/y denotes per direction (Eastbound/Westbound)

LOCALITY PLAN

RFP NO. N004-112-2014/1

FOR

TOLL SYSTEM REPLACEMENT, OPERATIONS AND MAINTENANCE OF THE QUAGGA AND PELINDABA TOLL PLAZAS ON THE N4
MAGALIES TOLL ROAD

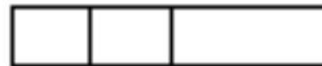


LOCALITY PLAN

QUAGGA PLAZA LANE LAYOUT

TO PRETORIA →

MIXED MANUAL / ETC - EWV / HV / LV → 3ME



MIXED MANUAL / ETC - HV / LV → 4ME



SECURITY BOOTH

MIXED MANUAL / ETC - HV / LV → 5ME

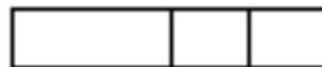
5MW

← HV/LV - MIXED MANUAL / ETC



6MW

← HV/LV - MIXED MANUAL / ETC



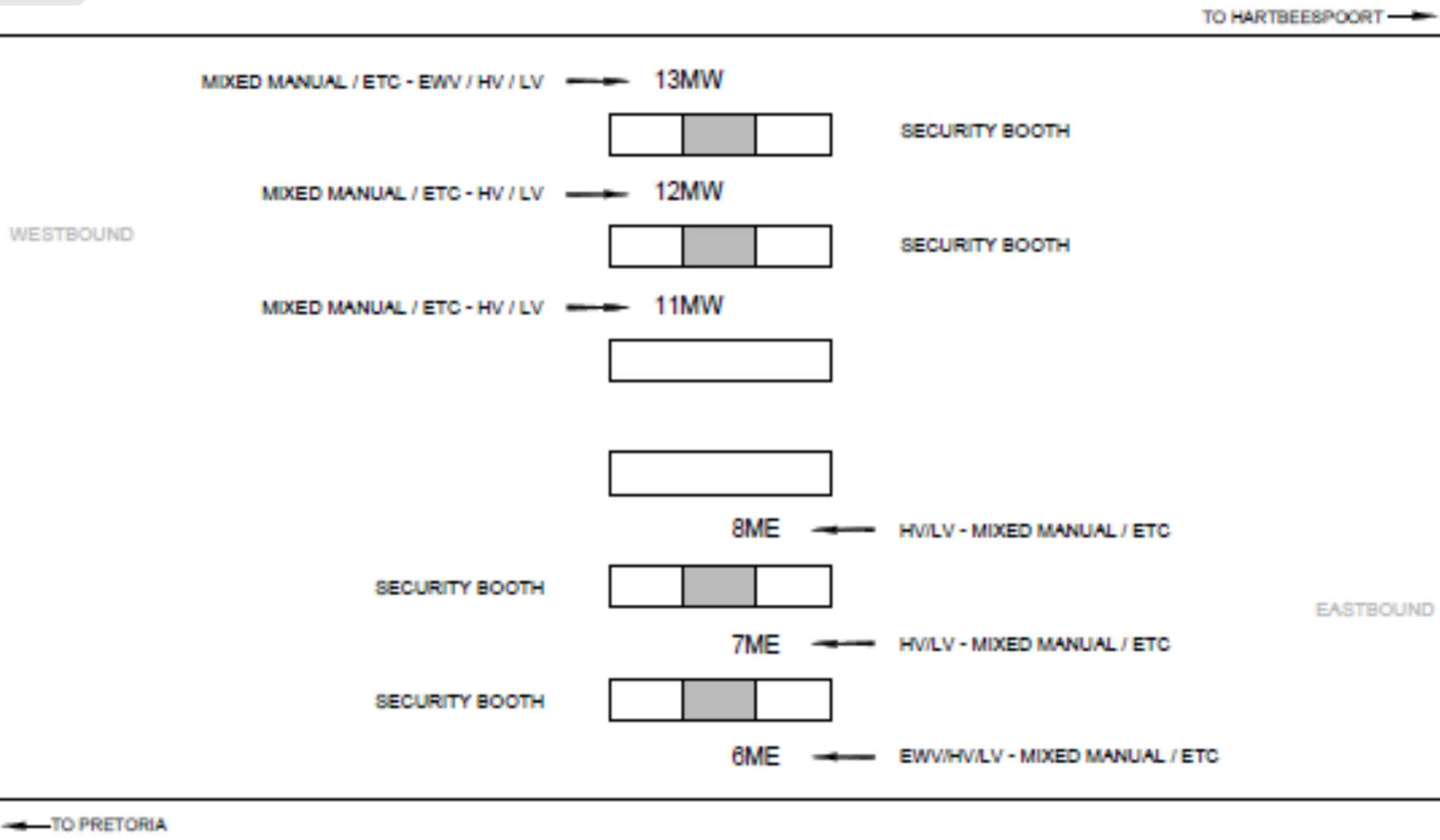
7MW

← EWV/HV/LV - MIXED MANUAL / ETC

WESTBOUND

← TO HARTBEESSPOORT

PELINDABA PLAZA LANE LAYOUT



PART T1, T2 & C1 PRESENTATION

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SCM PRESENTATION CONTENT

Book 1 Part T1: Tendering Procedures

- Tender Programme
- Tender Document Structure
- SANRAL's Preferential Procurement Strategy
- Conditions of Tender
- Evaluation Criteria
- T.1.2 Tender Data

Book 1 Part T2: Returnable Schedules

- Completing Returnable Schedules

Book 2 Part C1: Agreement and Contract Data

- Part C1: Contract Data

TENDER PROGRAMME

- Tender Advertised 7 October 2025 (Re-advertise)
- Tenderers meeting 13 October 2025 @ 12:00
- Last day for questions by Tenderers 15 October 2025 (Closing date minus 12 working days)
- Last day for Employer Addenda 17 October 2025 (Closing date minus 10 working days)
- Closing date **12h00 on 31 October 2025**
- Start of operations service period To be determined depending on the procurement process

TENDER VOLUMES

VOLUME 1	CONDITIONS OF CONTRACT
VOLUME 2	EMPLOYERS REQUIREMENTS: STANDARD SPECIFICATIONS
VOLUME 3	PROJECT DOCUMENT
VOLUME 4	PROJECT INFORMATION

VOLUME 3 DOCUMENTS

VOLUME 3	PROJECT DOCUMENT
BOOK 1 PART T1	TENDERING PROCEDURE
T1.1 T1.2	Tender notice and invitation to tender Tender data
BOOK 1 PART T2	RETURNABLE SCHEDULES
T2.1 T2.2	List of Returnable Schedules Returnable Schedules
BOOK 2 PART C1	AGREEMENT AND CONTRACT DATA
C1.1 C1.2 C1.3 C1.4	Form of Offer and Acceptance Contract Data Particular Conditions - Part B: Special Provisions Other Standard Forms
BOOK 3 PART C2	PRICING DATA
C2.1 C2.2	Pricing Instructions Schedule of Payments/Cost Matrix
BOOK 3 PART C3	SCOPE OF WORK
C3.1 C3.2 C3.3 C3.4 C3.5 C3.6	Project Description Particular Specifications for Operations and Maintenance Environmental Management Plan Stakeholder and Community Liaison and Targeted Labour and Targeted Enterprises Utilisation and Development (see Part D below) Requirements of the Occupational Health And Safety Act and Regulations Risk Assessment Plan
BOOK 3 PART C4	SITE INFORMATION
BOOK 3 PART D	STAKEHOLDER AND COMMUNITY LIAISON AND TARGETED LABOUR AND TARGETED ENTERPRISES UTILISATION AND DEVELOPMENT
BOOK 3 PART E	ANNEXURES TO CONTRACT DOCUMENT

PART T1 TENDERING PROCEDURE

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PROJECT DOCUMENTS

- Conditions of Tender: Annexure C of the CIDB Standard For Uniformity In Engineering And Construction Works Contracts
- Volume 1: Contract for Design, Build and Operate Projects (2008) published by Fédération Internationale des Ingénieurs-Conseils (FIDIC)

MANDATORY CRITERIA

Stage 1 Test for responsiveness as outlined by the clause C3.8.

Tenderer must pass all criteria for the tender to be eligible for further evaluation.

Stage 2 Mandatory Administration Criteria (C3.11)

1. Fully completed and signed Form of offer . **BBBEE level must be stated , all signatories and witnesses must sign.**
2. Tenderer is registered with the Central Supplier Database (CSD). **If JV, all members**
3. Tenderer has a Valid Letter of Good Standing issued in accordance with the Compensation for Occupational Injuries and Diseases Act (COIDA).
4. **Tenderer's Relevant Experience (Form B1.1 and B1.2)**
 - 1 (one) project for the operations and maintenance of a Toll or Information Technology (IT) or other technology project to the value of at least R 30 million or
 - 3 (three) similar or relevant projects, each to the value of at least R 10 million.

PREFERENTIAL PROCUREMENT

Specific goals	Criteria	10 points	
		Point allocation	Max points
B-BBEE level	B-BBEE Level 1	10.00	10
	B-BBEE Level 2	9.00	
	B-BBEE Level 3	6.00	
	B-BBEE Level 4	5.00	
	B-BBEE Level 5	4.00	
	B-BBEE Level 6	3.00	
	B-BBEE Level 7	2.00	
	B-BBEE Level 8	1.00	
	Non-compliant contributor	0.00	

PREFERENTIAL PROCUREMENT

B-BBEE certificate issued in accordance with:

- amended Construction Sector Codes or,
- amended Codes of Good Practice or,
- Information and Communication Technology Sector Codes or,
- the Financial Sector, or the Integrated Transport Sector Codes (refer to C3.11 in Part T1)
- Requirements for Tenderers B-BBEE Verification Certificate (Form A12 – SBD 6.1).

CONDITIONS OF TENDER

C.2.8	<p>Seek clarification</p> <p>Request clarifications at least 12 working days before the closing date.</p> <p>Date: 15 October 2025</p> <p>Time: 17h00</p>
C.2.16 C.2.16.1	<p>Tender offer validity</p> <p>The tender offer validity period is twelve (12) weeks.</p>
C.3.7	<p>Grounds for rejection and disqualification</p> <p>Determine whether there has been any effort by a Tenderer to influence the processing of tender offers and instantly disqualify a Tenderer (and his tender offer) if it is established that he engaged in corrupt or fraudulent practices.</p> <p>In the event of disqualification, the Employer may, at its sole discretion, claim damages from the Tenderer and impose a specified period during which tender offers will not be accepted from the offending Tenderer and, the Employer shall inform the National Treasury.</p>

CONDITIONS OF TENDER

Submitting a tender offer:

The Tenderer is required to submit all returnable schedules as printed copy and in .pdf format and Excel in the case of the Bill of Quantities (saved on a flash drive).

Only the following needs to be submitted:

a) Volume 3 – Scanned on a flash drive

The 1st file in pdf format which contains:

- **Scanned copy of Form of Offer (pdf) and printed hard copy of Form of Offer**
- **Scanned copies of all returnable schedules and attachments (pdf)**
- **Scanned copies of Pricing Schedule (pdf)**

A 2nd file in Excel format

- **Completed pricing schedule (scanned copy in .pdf and copy in Excel) and printed hard copy.**

b) Alternative offers will not be considered.

EVALUATION CRITERIA

- 1) 90/10 preference point system for acquisition of goods and services for Rand value above R50 million
 - Financial Maximum Score – 90 points.
 - $P_s = 90 \times (1 - (P_t - P_m / P_m))$
 - Preference Maximum Score – 10 points
 - Eligibility for B-BBEE points is subject to the conditions described in the Tender Data (clause C3.11)

EVALUATION CRITERIA

Technical Proposal:

Technical Scoring		Form	Max Score
1	Relevant Experience of the Tendering Entity	B1.1 & B1.2	50
2	Tendering Entity's QMS Credentials	D10	10
3	Key Personnel	B6.1, B6.2 & B6.3	40
	Total Score		100
	Score (Minimum = 75%)		75

PART T2

RETURNABLE SCHEDULES

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PART T2: RETURNABLE SCHEDULES

- Must be fully completed relevant returnable documents
- Failure may render such a tender offer non-responsive
- In the case of a Joint Venture (JV) or Consortium, additional returnable schedules to be completed and submitted by each member for a range of the returnable documents
- Form A12 – JV specific B-BBEE Certificate
- Part T2 Forms provided in MS Word format

PART T2: RETURNABLE SCHEDULES

- Make sure signatures are provided where required.
- All declarations must be true, correct and signed.
- C.1.1.1 Form of Offer– Make sure it is signed and offer matches with Pricing schedule Total.
- C1.5 Information provided by Tenderer – make sure it is complete
- Ensure Technical Proposal includes all criteria required
- C2.2 Pricing Schedule/Cost Matrix – Submit Excel Spreadsheet

PART C1

CONTRACT DATA

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PART C1: CONTRACT DATA

For the Main Contract (this Contract) the following shall apply:

- The **General Conditions** of Contract shall be the “Conditions of Contract for Design, Build and Operate Projects, First Edition 2008” published by the Fédération Internationale des Ingénieurs-Conseils (FIDIC)
- The Contract Data (Particular Conditions, Part A) as set out in the Main Contract Part C1, and which provisions take preference over the General Conditions and Special Provisions; and
- The Special Provisions (Particular Conditions, Part B) as set out in the Main Contract PART C1, and which provisions take preference over the General Conditions.
- A copy of the Main Contractor’s Tender Document will be available on SANRAL’s website to the NSC for purposes of context and a better understanding of the Works.

For the Incumbent System Integrator (ISI) the same typical conditions shall apply, but based on the existing N4 Magalies contract.

For the Nominated Sub-Contract (NSC) the same typical conditions shall apply, but it will be finalised later when NSC is appointed.

PART C1: CONTRACT DATA

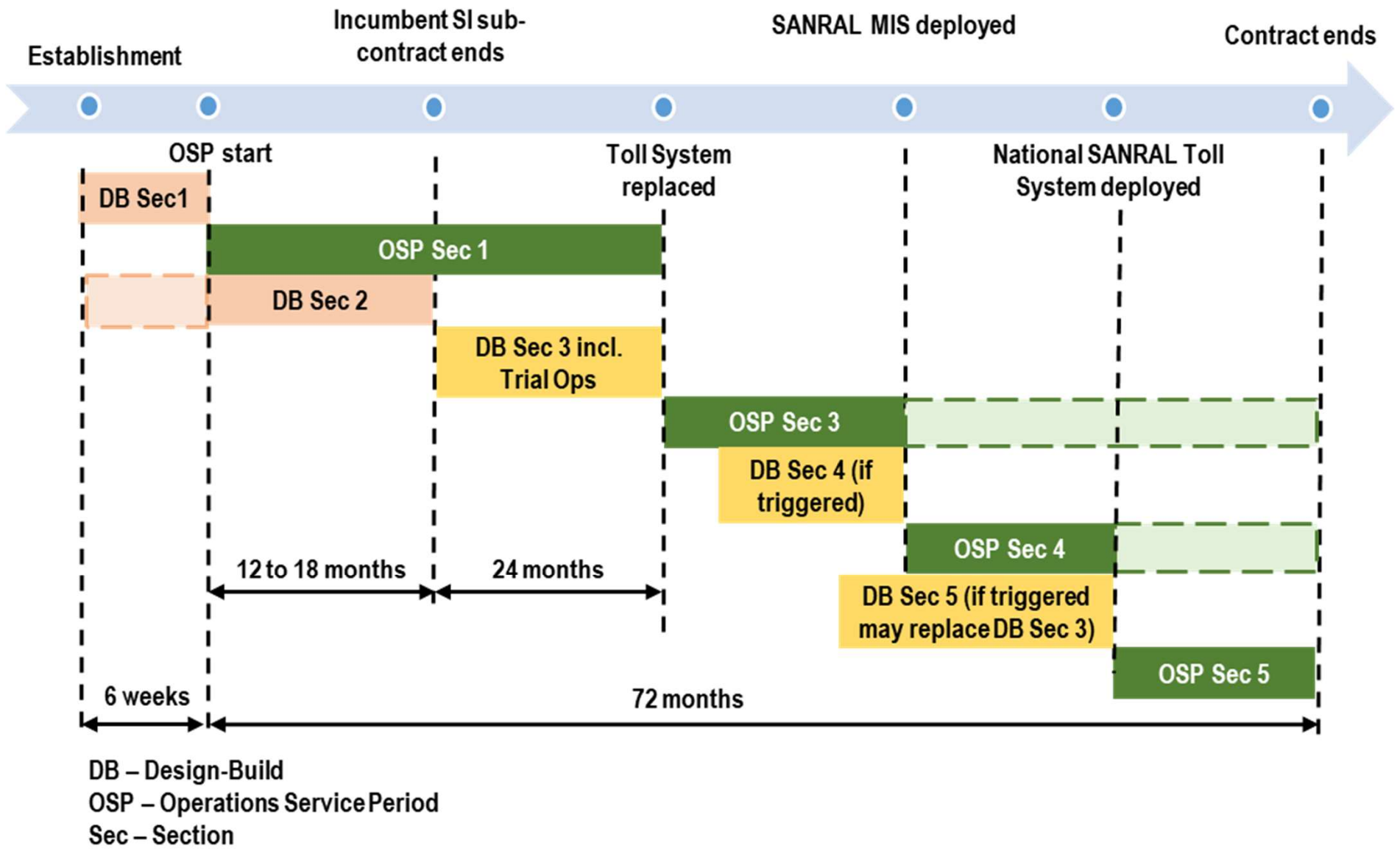
The terminology used for the contracts and the various roles

Contract Entity	Main Contract (MC) (CTROM Operations and Maintenance Contract)	Toll System Subcontract (NSC) Only starts when NSC is appointed for DB Section 3	How these should be interpreted in this contract
SANRAL	Employer	Principal Employer	Employer
Main Contractor (MC) (Operations and Maintenance Contract)	Contractor	Employer	Main Contractor
Toll System Subcontractor (NSC)	Incumbent System Integrator (ISI) or Nominated Subcontractor (NSC)	Contractor	Incumbent System Integrator (ISI) or Nominated Subcontractor (NSC)
Employer's Representative	Employer's Representative	Main Contractor's (MC) Representative	Employer's Representative
SANRAL MIS System Integrator			3rd Party- SANRAL MIS System Integrator (SI)
SANRAL Toll System Integrator			3rd Party- SANRAL Toll System Integrator

PART C1: CONTRACT DATA

- Design Build - Work divided into sections, some to be triggered by Employer - Appendix 1
- DB Section 2 – by Incumbent System Integrator (ISI)
- DB Section 3, 4 and/or 5 – by Nominated Subcontractor (NSC)
- 8.2: Time for completion – reference diagram and table Appendix 1
- 9.6: Delay damages – Appendix 1
- 14.3: No Retention

PART C1: CONTRACT DATA



PART C1: CONTRACT DATA

Section no	Design-Build Section definition	Section Start date	Time for completion (days)
Sub-Clause references		1.1.6, 8.1, 9.1	1.1.78, 8.2; 9.2
1	Establishment period.	Commencement Date	42 days
2	Keep existing compliance level plus System Obsolescence upgrades, Routine Maintenance upgrades, Performance Related upgrades, Software related upgrades and Emergency repairs or other upgrades, subject to the approval of the Employer.	Section 1 Commissioning	360 to 540 days
3	The supply of a complete Toll System, including additional items detailed in V3B1. (This section runs in parallel with OSP Section 1 and contains the following sub-sections 3.1 to 3.9)	Date stated in trigger Notice (to be corrected in Book 2)	720 days
4	The deployment of the SANRAL MIS interface. (If triggered item).	Date stated in trigger Notice	180 days
5	The deployment of the national SANRAL Toll System. (If triggered item)	Date stated in trigger Notice	240 days

PART C3: SCOPE OF WORK (TECHNICAL PRESENTATION)

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SCOPE OF WORK

- General:
 - Toll Plaza Operations (Collection and control of toll, Traffic management and Financial management)
 - Management of Incumbent System Integrator (ISI) & Nominated Subcontractor (NSC)
 - Continue with current toll system
 - Asset Management
 - Provision, installation and maintenance of Employer's Facilities and Permanent DB
 - Provide and maintain Contractor's Facilities and equipment
 - Participation in RIMS
 - Provision of route patrols and customer call centre services

SCOPE OF WORK

C3.1.2.1 Description of Roles and parties to this Contract

The Employer's procurement strategy includes tenders for three contracts:

1. Main Contractor for the Operations and Maintenance of Toll Plazas on the N4 Magalies Toll Road
2. Incumbent System Integrator contract to maintain and support the existing toll system and to conduct emergency repairs and replacements during the execution of Design-Build Section 2.

The subcontract between the Incumbent System Integrator and the Main Contractor will be based on the incumbent contract and the incumbent standard specifications for the Toll System but will use the FIDIC Conditions of Contract for Design, Build and Operate Projects.

Note that the Employer will provide a template for the contract between the Main Contactor and the Incumbent System Integrator.

SCOPE OF WORK

C3.1.2.1 Description of Roles and parties to this Contract

3. National Nominated Subcontractor or a Nominated Subcontractor procured by the Employer for the Toll System for Design-Build Sections 3, 4 and/or 5. This Nominated Subcontractor decision will be made later during the Operations Service Period for Section 1.

Once the Employer has identified and procured the National Nominated Subcontractor or Nominated Subcontractor; the Main Contractor will be instructed to appoint the Nominated Subcontractor. The Incumbent System Integrator (SI) will be subcontracted by the Main Contractor whilst the Nominated Subcontractor is being procured by SANRAL.

SCOPE OF WORK

- Toll Operations and Maintenance
- Collection and control of toll revenue
- Traffic management
 - Historic Traffic from AVC, MIS, TEL1 and TEL2 included in Part C16 to Part C19 of Volume 4.
 - Predicted Traffic for Duration of Contract – see Part F of Volume 4.
- Financial management
 - Historic Data – Part C20 of Volume 4.
- General maintenance of toll plaza assets

SCOPE OF WORK

- Financial management
 - Exempt users (SANDF, SAPS)-(Border Management Authority-in near future)
 - Local user discount
 - There is no local user discount.
 - Local public transport operator discount (none)
 - Frequent user discount
 - Frequent User Discounts are currently available at the Quagga and Pelindaba Mainline Toll Plazas and applicable to Toll Classes 1, 2, 3 and 4.
 - Migrate to Tags
 - *Future discounts for Motorcycles to be introduced*

SCOPE OF WORK

- Assets
- Employers Facility (fixed assets, equipment, documents)
 - Contractor responsible for day-to-day maintenance.
 - Contractor to repair these assets and cost to be recovered from the Employer on 3 quotations system.
- Permanent Design-Build Assets (plant assets, material, Contract documents)
 - Contractor to maintain, repair, replace, upgrade, provide or dispose of these assets.
 - Contractors' Facility and Equipment
- Contractor facilities and Contractor equipment
- Existing Asset Register listing all the assets were provided in Part C4 of Volume 4.

Asset category	
Employer's facilities	Employer's fixed assets
	Employer's equipment
	Employer's documents
Permanent design-build assets	Plant assets
	Materials
	Contractor documents
Contractor's facilities	
Contractor's equipment	

SCOPE OF WORK

Split of risk – Form D9

- **Form D9 defines a Risk Transfer Model, i.e. split of risk between Contractor, Incumbent System Integrator (ISI) and/or NSC**
 - MC responsible for Incumbent System Integrator / NSC management
 - ISI/NSC will maintain and upgrade, and ensure toll system optimal performance and KPI compliance
 - Data variance is handled by Payment Methodology (V2B7a), including AVC detection and classification issues
 - Responsibility to ensure optimal system performance both MC and NSC, focused on early detection
 - Health monitoring and statistical performance assessment
 - Configuration control ensure that NSC do not modify system (Changes reported by health monitoring system)
 - MC supply help desk, ERS and stock control
 - ISI/NSC supply spares, maintain and keep spares above minimal levels. Replenish at end of contract.
- **ISI/NSC carries main risk related to toll system aspects. Contractor carries a portion of risk, as Contractor remains responsible for overall management of ISI/NSC.**

SCOPE OF WORK

Toll system (Design Build Sections – V3B1: C1.2.3 APPENDIX 1 and Table 5-1: System upgrades)

1. Establishment Period (DB Sec 1) – 6 Weeks
 2. DB Section 2 by ISI – 12 to 18 Months
 3. Upgrade/ replacement of equipment (DB Sec 3) by NSC – 24 Months (start after DB Sec 2)
 4. Interface to the SANRAL MIS (DB Sec 4) by NSC – 6 Months
 5. SANRAL Toll System (DB Sec 5) by NSC – 8 Months
- End of contract upgrades

SCOPE OF WORK

Toll collection lane equipment

- Based on 2010 Standard Specifications with enhancements including:
 - TCH interface
 - Contactless bank card (EMV) processing (PCI compatible) readers. Proof before roll-out
 - ANPR: Pilot followed by deployment
 - VGS audit role:
 - Incident and missing/duplicate transaction
 - AVC count accuracy
 - Concession/Discount verification (ANPR/VLN discrepancies)
 - Health monitoring (Response by NSC, with or without MC reporting) and configuration control
 - PCI level 2 merchant implementation
- SANRAL MIS interface (Basic TCH type interface) and further enhancements
- SANRAL Toll System (Assessment, selection, pilot and roll-out) [SANRAL access to source code]

SCOPE OF WORK

TCH interface

- Move TCH Payment Gateway to OPS level at a plaza on the route (during Sec 2)
- Utilize National and GORT fibre networks where available

SCOPE OF WORK

Employer's MIS and Toll System

- Employers MIS Interface (DB Sec 4 if triggered) – 6 Months
- SANRAL Toll System procurement process (DB Sec 5 if triggered)
 - Assessment of NSC systems
 - System to be deployed and access to source code (for use or to own fully)
 - Test and evaluation phase (In parallel on selected routes)
 - Central NSC contract (Use tendered rates per route)
 - Development and test environment Pilot deployment (parallel deployment) at a site
 - Route roll-out and decommissioning of NSC system
- SANRAL Toll System NSC provide system and support (Procurement models)

SCOPE OF WORK

ITIS

- Submit data to ITIS
- Use ITIS data as part of payment tree

SCOPE OF WORK (SOW)

PROJECT SPECIFIC SOW CHARACTERISTICS (clause C3.1.13)

- Contractor's Quality and SHEQ Managers to perform requisite duties for the Incumbent System Integrator and for the Nominated Subcontractor
- Lowering of some of the Toll System requirements in the amendments to Volume 2 Book 4a - **refer to relevant part of the Project Document**
- Contractor shall operate the Pelindaba Toll Plaza from the Quagga Control Centre

SCOPE OF WORK

Electrical and Mechanical – key works

- UPS (tendered rates for replacement)
- Invertor type Air-conditioner (tendered rates for replacement)
- Energy meter (tendered rates to install new)
- Generator (tendered rates for routine service)
- Generator diesel bulk tank (tendered rates)
- Road area lighting (tendered rates for design)
- Earthing and lightning protection (survey and testing)
- Fibre optic cable upgrade (tendered rates for design)

SCOPE OF WORK

Customer service centre and Route patrol

- Route patrol
 - The Contractor shall patrol the N4 Magalies Toll Road at least 2 return trips every 8 hours
 - The Contractor is required to provide a minimum of one (1) vehicle that must cover the entire route. The Contractor should have contingency measures in place, in case this vehicle is temporarily unavailable (e.g. for service, or repairs)
 - Minimum equipment requirements
- Call centre
 - The Contractor may utilize the facilities at the existing Toll Plaza for this purpose.

SCOPE OF WORK

KPIs

- The Performance Measurements - Volume 2 Book 6a.
- Clause C3.2.6 from page C3-221 onwards for modifications.
- These modifications are in line with the consolidated KPI Model agreed on the National Performance Review Committee (NPRC).

SCOPE OF WORK

Payment methodology

- Fixed and Variable Cost Payment Mechanism will be used in this contract.
- Schedule of Payments/Cost Matrix consist of 3 schedules:
 - Schedule A – Operation Service Period (OPEX).
 - Schedule B – Design-Build Period (CAPEX).
 - Schedule D - Stakeholder And Community Liaison and Targeted Labour

SCOPE OF WORK

Payment methodology – traffic sources

- Actual Gross Income (AGI) to be paid to Employer every month.
- Traffic sources:
 - MIS
 - AVC
 - TEL1
 - TEL2
 - Historic traffic
- Decision tree Volume 2 Book 7a
- Historic traffic data provided in Volume 4

PROJECT PROGRAMME

- Effective date
 - Commencement date
 - Access to site for establishment (DB sec 1)
 - Provision of Performance Bond
 - Start of Operations Service Period (OSP)
 - Operation Service Period
 - Design-Build Section 2 period
 - Design-Build Section 3 period
- Date of Letter of Acceptance
 - Date of Commencement meeting
 - 6 weeks before start of OSP
 - 28 days after letter of acceptance
 - After DB Sec 1 commissioning
 - 6 years
 - 12 to 18 months
 - 2 years

PART D: STAKEHOLDER AND COMMUNITY LIAISON, AND TARGETED LABOUR AND TARGETED ENTERPRISES UTILISATION AND DEVELOPMENT

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PART D: STAKEHOLDER AND COMMUNITY LIAISON, AND TARGETED LABOUR AND TARGETED ENTERPRISES UTILISATION AND DEVELOPMENT

- Section D of the Specifications describes the structured engagement with project Stakeholders and affected Communities to the project. It also guides the selection and the enhanced utilisation and development of Targeted Labour and Targeted Enterprises.
- Contract Participation Goal (CPG) for **Targeted Enterprise - 30% of Contract Value**
- CPG for Targeted Labour - Minimum 10%
 - 30% by women
 - 30% by youth
- Specification in PART D of PART C3 (Section D)

PART D: STAKEHOLDER AND COMMUNITY LIAISON, AND TARGETED LABOUR AND TARGETED ENTERPRISES UTILISATION AND DEVELOPMENT

- This contract may not have a stand-alone Project Liaison Committee (PLC) as required in terms of Item D1004. For that purpose, it will be incorporated into Employer's established PLC for the N4 Magalies Toll Road.
- The Contractor is obliged to participate in the PLC activities related or having a direct bearing on this contract and fulfil the Contractor's responsibilities.
- Key players
 - Project Liaison Committee (PLC)
 - Stakeholders
 - Targeted Enterprise (TE) Operations Manager
 - Targeted Enterprise Procurement Coordinator (TEPC)
- Contract Participation Performance (CPP)
 - Incentives / Penalties



QUESTIONS?

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