

INTEGRATED MANAGEMENT SYSTEM

CONTRACTOR MANAGEMENT PROCEDURE

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SUMMARY VERSION CONTROL

VERSION NO.	NATURE OF AMENDMENT	PAGE NO.	DATE REVISED
1.0	New Document	All	01/12/2017
2.0	Version number of document changed	All	30/11/2018
2.0	Effective and Review date amended	All	30/11/2018
2.0	Added "All" on applicable section for TIMS referenced procedures, PSP & PPM	09	30/11/2018
2.0	Updated referenced standard Asset Management System ISO 55001: 2014 to 2015	All	30/11/2018
2.0	Added Note: This procedure should be read in conjunction with Transnet PPM and Contract Management Policy.	09	30/11/2018
2.0	Added Business Continuity Management Systems ISO 22301:2012 with applicable clauses	09	30/11/2018
2.0	Added document number TG/GFIN 5/1/2P and "All" for Contract Management Policy	09	30/11/2018
2.0	Updated Reference General Requirements for the Competence of Testing and Calibration Laboratories ISO 17025:2005 to ISO 17025:2018 as well as applicable clause	10	30/11/2018
2.0	Updated Occupational Health and Safety Management OHSAS 18001 : 2011 to ISO 45001 :2018 as well as applicable clauses	10	30/11/2018
2.0	Updated Reference standard Risk Management SANS 31000:2009 to ISO 31000:2018 Risk Management Guidelines as well as applicable causes	10	30/11/2018
2.0	Added Specification for Security Management Systems for the supply chain SANS 2800:2010 Clause 4.5.1,4.5.2&4.5.4	10	30/11/2018
2.0	Replace "Project" to "Contract"	all	30/11/2018
2.0	Amended Contract Execution Plan definition to read: As site, activity or contract specific documented plan in accordance with the client`s contract specification and requirements. A plan is submitted by the contractor to the Contract Manager for approval prior to mobilization on site.	12	30/11/2018
2.0	Addition on Contractor Management Team definition i.e. health and safety, security, quality, risk etc.	13	30/11/2018
2.0	Removed the definition of the Project	14	30/11/2018
2.0	Amended Contract Initiator definition to Contract Initiator to read as: A person or stakeholder that begins the contract. He/she is responsible for choosing a Contract Manager and authorizing that person. He/she is the person (outside the Contractor Management Team) who provides the funds for the contract.	14	30/11/2018
2.0	Amended Specification definition to read as: A detailed prescription of the contract requirements including IMS, to which equipment, construction, product or service has to comply with. This includes various models, drawings and documents. It should be noted that the specification may even comprise of a multitude of different elements.	14	30/11/2018



2.0	Added Abbreviation: PCI – Principal Controlled Insurance	14	30/11/2018
2.0	Updated Contractor Management Process Flow. 6.1 as follows: Moved "Identify and appoint contractor management team" from Planning Phase to Pre-contracting Phase Added "Pre-qualification and" to evaluation criteria Replaced "incident" to occurrence	16, 17	30/11/2018
2.0	For construction related contracts, the CM must appoint a Client's Health and Safety Agent where applicable.	17	30/11/2018
2.0	Sub-phases numbering amended	All	30/11/2018
2.0	Annexures numbering amended	All	30/11/2018
2.0	Amended the sentence to read as: The Contract Initiator must identify which discipline has a majority interest in the contract and appoint a Contract Manager (CM) from that discipline as per Annexure 8.1, TRN-IMS-GRP-TMP 014.1 – Contract Manager Appointment Letter.	17	30/11/2018
2.0	Amended sentence under Contract classification to read as: The CM must determine the Contract Classification Category of the contract based on the risk assessment conducted and contract classification methodology as per Annexure 8.2, Contract Classification Methodology-TRN-IMS-GRP-GDL-014.1.	17	30/11/2018
2.0	Amended Annexure 8.2 Contractor Specification Guidelines to: Annexure 8.3, Contractor Health and Safety Specification Guideline -TRN-IMS-GRP-GDL-014.3; Annexure 8.4, Contractor Environmental and Sustainability Specification Guideline – TRN-IMS-GRP-GDL-014.4; Annexure 8.5, Contractor Security Specification Guideline – TRN-IMS-GRP-GDL-014.5; Annexure 8.6, Contractor Quality Specification Guideline – TRN-IMS-GRP-GDL-014.6	18	30/11/2018
2.0	Amended sentence under Specification to read: The CM must develop a suitable, sufficiently documented and coherent contract specific specification for the intended work, based on the scope of work, contract classification and risk assessment.	18	30/11/2018
2.0	Removed all stakeholders and replaced with the Contractor Management Team.	18	30/11/2018
2.0	Contractor Specification Guidelines added the following:contract specification.		
2.0	Amended Evaluation Criteria to Pre-Qualification and Evaluation Criteria.	18	30/11/2018
2.0	Amended sentence under Pre-qualification and Evaluation Criteria	18	30/11/2018
2.0	Amended sentence to read as: Shortlisted bidders who submitted bids for high and medium risk profile contracts (i.e. contracts which have impact on railway safety) must be subjected to a pre-award assessment (Due diligence assessment) where deemed necessary, prior to the award of a contract	19	30/11/2018
2.0	Rephrase sentence under Pricing Schedule to read: The CM must ensure that pricing schedule requirements are included on the tender document and completed by the contractor as per Annexure 8.4, Pricing Schedule requirements - TRN-IMS-GRP-GDL 014.4.	19	30/11/2018



2.0	Added "and other relevant legislation are" in a sentence under 6.3.1 mandatory Agreement.	19	30/11/2018
2.0	Replace IMS with Contract Specific, Added training and replace induction with IMS to a sentence under Contract Induction and Training.	20	30/11/2018
2.0	Rephrase sentence under Contractor Induction and Training to read: The CM must request the Employee Profile Dossiers from the contractor before induction training and approves it. The Employee Profile Dossiers must include medicals, certified copies	20	30/11/2018
2.0	Added prior to work commencement on a sentence under Legal Permits and Authorisations	21	30/11/2018
2.0	Rephrase sentence under Progress meeting to read as: The CM must ensure that monthly performance review meetings are convened. The contract less than a month do not need to have monthly meeting, but contract performance and handover deliverance	23	30/11/2018
2.0	Amend sentence to read: The CM must ensure that minutes of the meetings are communicated and kept and communicated to the contract management team and contractor	24	30/11/2018
2.0	Replace "Incident" to "Occurrence"	24	30/11/2018
2.0	Amended records as follows: Pre-qualification and Evaluation Records Occurrence Records Progress Meetings Records Contractor Compliance File	26	30/11/2018
2.0	Added document numbers with Annexures names	27	30/11/2018

Note: Only the latest amendments and/or additions are reflected in italics in the body of the document.

DOCUMENTATION SIGN-OFF SHEET

I, the undersigned hereby approve this procedure.

ROLE	CAPACITY/ FUNCTION	SIGNATURE	DATE
Process Owner:	General Manager: Risk & Compliance		
Accepts document for adequacy and practicability. Comments:			
Approval Committee	Risk Management Team		
Approves document for use. Comments:			

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1. PURPOSE

The purpose of this core procedure is to provide guidance in the manner how Transnet SOC Ltd (hereafter referred to as "Transnet") must manage its contractors in accordance with applicable regulatory, national and international standards requirements and the contractual obligations, using practices that are fair, equitable, transparent, cost effective, safe and competitive. The procedure is outlined in the following phases:

- Pre-contracting Phase
- Planning Phase
- Delivery Phase
- Close-out Phase

Note: This procedure should be read in conjunction with Transnet PPM and Contract Management Policy.

2. APPLICABILITY

This procedure is applicable to Transnet.

3. REFERENCE DOCUMENTS

NAME	REFERENCE NUMBER	APPLICABLE SECTION
Asset Management System	ISO 55001: 2015	Clause 8.3
Business Continuity Management Procedure	TRN-IMS-GRP-PROC-016	All
Business Continuity Management Systems	ISO 22301: 2012	Clause 5.5, 6.6.4, 7.3, 7.2, 7.8.2, 8.5.8 & 8.7.3.
Competency, Awareness and Training Procedure	TRN-IMS-GRP-PROC-008	All
Compliance Obligations Procedure	TRN-IMS-GRP-005	All
Conformity Assessment	ISO 17020: 2012	Clause 6.1.2; 6.1.12; 6.1.13; 6.2.11; 6.3.1; 6.3.2; 6.3.3; 6.3.4; 7.1.6; 7.4.4
Continual Improvement Procedure	TRN-IMS-GRP-PROC-018	All
Contract Management Policy	TG/GFIN5/1/2P	All
Document, Data and Record Management Procedure	TRN-IMS-GRP-PROC-010	All
Energy Management System	ISO 50001: 2011	Clause 4.5.2; 4.5.7.
Environmental Management System	ISO 14001: 2015	Clause 7.2; 7.3; 7.4.2; 8.1; 8.2.

NAME	REFERENCE NUMBER	APPLICABLE SECTION
Food Safety Management System	SANS 10049: 2012	Clause 6.2.3; 7.4.8.3; 7.4.8.7; 7.5.5.1; 7.5.5.2; 8.3.1; 8.3.2; 8.3.3; 8.3.4; 8.3.5; 8.3.6; 8.3.7
<i>General Requirements for the Competence of Testing and Calibration Laboratories</i>	<i>ISO 17025:2018</i>	<i>Clause 4.2.4, 6.6.2, 6.6.3, 7.1 & 7.8.2.1</i>
Information Technology – Service Management System	ISO 20000-1:2011	Clause 4.2; 4.5.2; 5.2; 5.3; 6.6.1; 7.2.
Integrated Supply Chain Management (ISCM) documents		All
Integrated Assurance Procedure	TRN-IMS-GRP-015	All
<i>Occupational Health and Safety Management Systems</i>	<i>ISO 45001</i>	<i>Clause 5.4, 6.1.2.1, 7.4.1, 8.1.4.2, 8.1.4.3 & 8.2</i>
Occurrence and Non-Conformance Management Procedure	TRN-IMS-GRP-013	All
Operational Risk Management Procedure	TRN-IMS-GRP-004	All
Private Sector Participation (PSP) Management Practice Notices.		All
Quality Management Systems	ISO 9001:2015	Clause 7.1.1, 7.2, 7.3, 8.3.2, 8.4.1, 8.4.2, 8.4.3, 8.5.3, 9.1.3, 9.3.2
<i>Risk Management Guideline</i>	<i>ISO 31000: 2018</i>	<i>Clause 5.4.1 & 6.5.2</i>
Railway Safety Management	SANS 3000-1: 2016	Clause 4.2.4.4; 4.2.6.3; 4.4.1.5; 4.5.3.1; 4.5.4; 4.5.5; 4.9.1.1; 5.6.1; 5.6.4
Railway Safety Regulator Determination of Safety Management System and Safety Management Report		Clause 10.2.1
<i>Specification for Security Management Systems for the supply chain</i>	<i>SANS 2800:2010</i>	<i>Clause 4.5.1, 4.5.2 & 4.5.4</i>
Societal Security – Business Continuity Management System	ISO 22301: 2012	Clause 7.2; 7.3; 8.2.2; 8.2.3; 8.3.1; 8.3.2; 9.3
Transnet Procurement Procedure Manual (PPM).		All
Transnet Regulatory Universe		All

4. DEFINITIONS AND ABBREVIATIONS

4.1 DEFINITIONS

Client

Transnet SOC Ltd in this context

Commissioning

The process of assuring that all systems and components of a building or industrial plant or product are designed, installed, tested, operated, and maintained according to the operational requirements of the owner or final client.

Contract

An agreement with specific terms between two or more parties or entities based on mutual consent which has legal effects and involves transfer of consideration – usually financial or some other type of benefit.

Contract Initiator

A person or stakeholder that begins the *contract*. He/she is responsible for choosing a *Contract Manager* and authorizing that person. He/she is the person (outside the *Contractor Management Team*) who provides the funds for the *contract*.

Contract Manager

Transnet employee who is authorised to represent Transnet in terms of the contract and appointed to supervise and/or liaise with the contractor to ensure that the specifications of the contract are met (with special emphasis on technical specifications, inspection of quality, on health and safety, environment and quantity of work). A contract manager has the role of executing the plan to achieve the deliverables. This person receives all his authorisations from the *contract* initiator and the stakeholders.

Contract Owner

The person who requires a specific product, goods or services and who is responsible to provide the budget and approval.

Contractor

An employer (organisation) or a person who performs **ANY** work and has entered into a legal binding business agreement contract to supply a product or provide services to Transnet. This applies to the Suppliers, Vendors, and Consultants, Service providers or Contractors.

NB: A Contractor is an employer in his/her own right.

Contractor Execution Plan

A site, activity or *contract* specific documented plan in accordance with the client's *contract specification and* requirements. A plan is submitted by the *Contractor to Contract Manager* for approval prior to mobilization on site. The Contractor Execution Plan includes, inter alia: Health and Safety, Environmental, Energy, Quality, Delivery plans etc.

Contractor Compliance File

A file, or other record containing the information in writing required by Transnet.

NB: A file must be submitted for each discipline where applicable e.g. health and safety, environment file etc.

Contractor Management team

A team comprising all the role players who can add value to a particular contract. The individuals responsible for the specific *contract* delivery *i.e. health and safety, security, quality, risk etc.*

Defect list

A document prepared listing work not conforming to contract specifications that the contractor must complete prior to final payment. The work may include incomplete or incorrect installations or incidental damage to existing finishes, material, and structures.

End-User

Person or organisation that actually uses a product, service or good, as opposed to the person or organisation that authorises, orders, procures, or pays for it.

Handover

Transfer of any deliverable to responsible stakeholder.

Induction

The action or process of inducting someone to a post, organisation or task.

Mandatory Agreement

An agreement between the client and the contractor or the principal contractor and its sub-contractors for work to be performed and the contractor without derogating from his/her status in his/her own right as an employer or user.

Non-Conformance

Deviation from specifications, relevant work standards, practices, procedures, legal requirements or a failure a requirement. Non-compliance only relates to non-conformance to legal requirements.

Pricing schedule

A detailed list of requirements, items, materials, chargeable rates or the like. An activity schedule may also be utilised for contracts with a low classification.

Procurement event

Means the advertisement of a request for quotation, information or a request to the open market for the submission of bids.

Risk assessment

A risk assessment in this procedure means the process where all risks associated with the contract and its execution are identified, mitigated and managed.

Specification

A detailed prescription of the *contract* requirements *including IMS*, to which equipment, construction, product or service has to comply with. This includes various models, drawings and documents. It should be noted that the specification may even comprise of a multitude of different elements.

4.2 Abbreviations

CM	Contract Manager
CCRO	Chief Corporate Regulatory Officer
IMS	Integrated Management System
GCOO	Group Chief Operation Officer
PCI	<i>Principal Controlled Insurance</i>
PPM	Transnet Procurement Procedure Manual
SCMS	Supply Chain Management Services

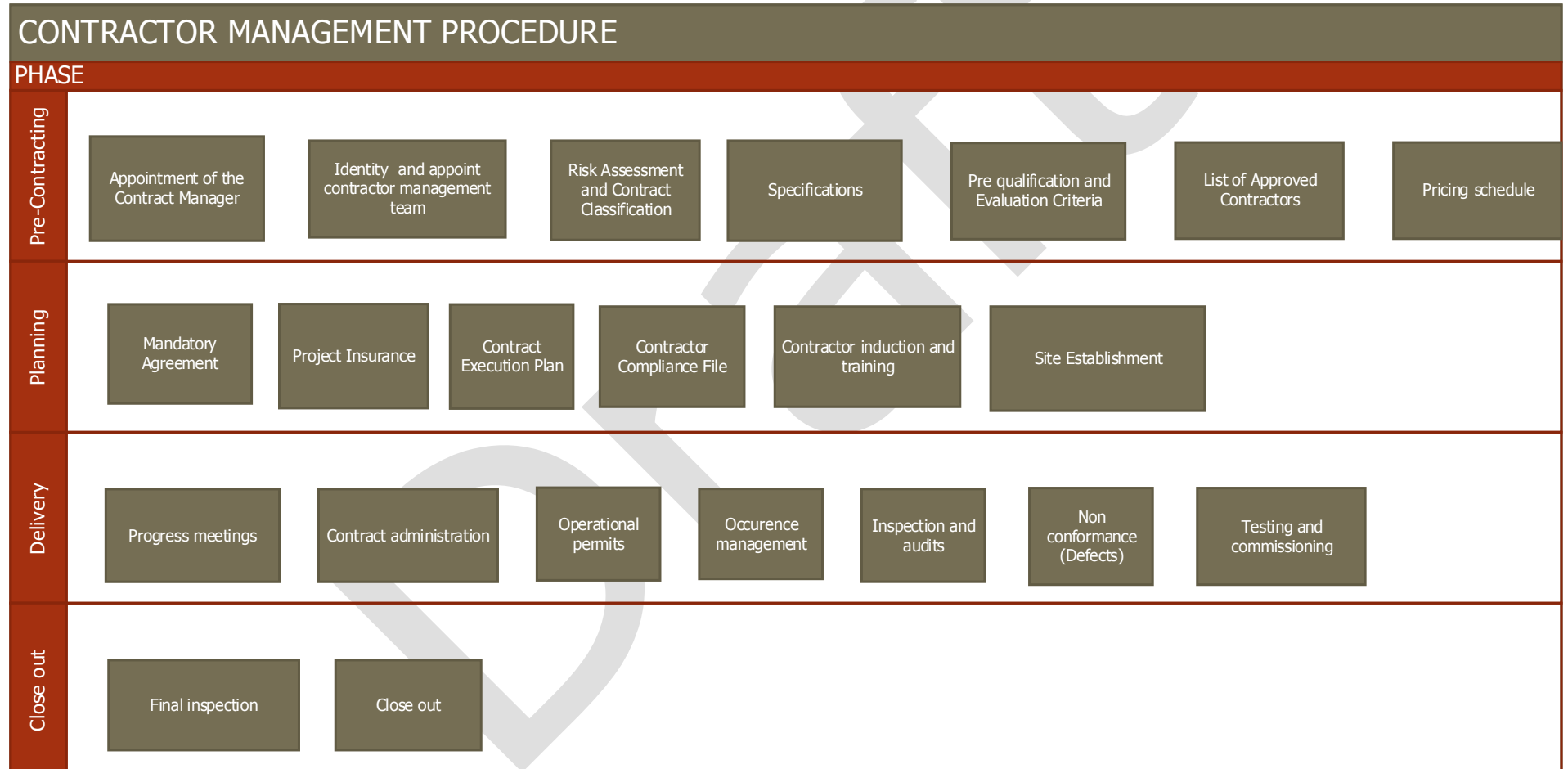
5. ACCOUNTABILITY, RESPONSIBILITY AND AUTHORITY

Top Management	<ul style="list-style-type: none">• Sets IMS strategic direction.
Group Chief Operating Officer	<ul style="list-style-type: none">• Drive IMS strategy within operating divisions as determined by the IMS Contractor Management procedure ; and• Ensures provision of adequate resources for compliance and effectiveness of IMS.
Chief Corporate and Regulatory Officer	<ul style="list-style-type: none">• Sets policy for the IMS;• Determine Scope for the IMS• Ensures Development, Implementation and Maintenance of the Contractor Management procedure and processes• Sets values and performance standards; and• Demonstrates and drives IMS leadership.
Group Chief Supply Chain Officer	<ul style="list-style-type: none">• Ensure alignment with Transnet Procurement, Contracts and Contractor Management processes.
Senior Management	<ul style="list-style-type: none">• Drive implementation of Contractor Management procedure;• Ensure availability of resources;• Ensure communication of Contractor Management directives to teams;• Communicate IMS performance on Contractor Management to the respective members of the Top Management Team.• Ensure resolution on issues identified through the IMS contractor management process.

Line Management	<ul style="list-style-type: none"> • Implement and maintain Contractor Management procedure.
Employees	<ul style="list-style-type: none"> • Adhere to Contractor Management processes and procedures; • Take accountability for assigned activities; and • Report any deviations.

6. PROCEDURE

6.1 CONTRACTOR MANAGEMENT PROCESS FLOW



6.2 PRE-CONTRACTING PHASE

6.2.1 Appointment of the Contract Manager

The *Contract* Initiator must identify the business needs and take into consideration the IMS requirements.

The *Contract* Initiator must identify which discipline has a majority interest in the contract and *appoint* a Contract Manager (CM) from that discipline as per **Annexure 8.1, TRN-IMS-GRP-TMP 014.1 – Contract Manager Appointment Letter**. In some cases, the *Contract* Initiator and Contract Manager may be the same person.

6.2.2 Identify and Appoint Contractor Management Team

The CM must identify, select and appoint the Contractor Management Team, comprising of various functions or disciplines.

The CM must convene a kick off meeting with the selected team to ensure that all parties are aware of their roles and responsibilities in the *planning*, implementation, execution, monitoring and finalisation of the contract.

The CM must ensure that the roles and responsibilities are clearly defined, understood and assigned correctly to the responsible person.

Note: For construction related Contracts contract, the CM must appoint a *Client's* Health and Safety Agent where applicable.

6.2.3 Risk Assessment and Contract Classification

Risk assessment

The CM must ensure that a *baseline* risk assessment process commences and is performed at Pre-Contracting Phase. The risk assessment procedure details the steps that must be taken to ensure that the risk assessment is performed according to the **Operational Risk Assessment Procedure-TRN-IMS-GRP-PROC-004**.

Contract Classification

The CM must determine the Contract Classification Category of the *contract* based on the risk assessment conducted and contract classification methodology as per **Annexure 8.2, Contract Classification Methodology-TRN-IMS-GRP-GDL-014.2**.

The contract classification will inform the steps that must be undertaken in compiling the specifications, contract and execution thereof.

6.2.4 Specifications

The CM must develop a suitable, sufficiently documented and coherent *contract* specific specification for the intended work, based on the *scope of work*, contract classification and risk assessment.

The appointed CM must be conversant with IMS requirements.

The CM must ensure that the *Contractor Management Team* are involved in the development of the specifications.

The CM must ensure that the Contractor Specification Guidelines are taken into consideration when compiling the specifications as per respective ***Annexure 8.3, Contractor Health and Safety Specification Guideline -TRN-IMS-GRP-GDL-014.3; Annexure 8.4, Contractor Environmental and Sustainability Specification Guideline – TRN-IMS-GRP-GDL-014.4; Annexure 8.5, Contractor Security Specification Guideline – TRN-IMS-GRP-GDL-014.5; Annexure 8.6, Contractor Quality Specification Guideline – TRN-IMS-GRP-GDL-014.6.***

The specification must be precisely determined and linked to the approved budget.

Once the technical specification/scope of work has been finalised, the end user department must sign off, specifically confirming that the Contractor Specification Guidelines have been integrated.

6.2.5 Pre-qualification and Evaluation Criteria

The CM must ensure that the *pre-qualification* and evaluation criteria includes IMS requirements which must be included in the tender documents.

The *pre-qualification and evaluation* criteria must be included as a returnable document in the tender document as per ***Annexure 8.7, Pre-Qualification and Evaluation Criteria-TRN-IMS-GRP-GDL 014.7***

Shortlisted bidders who submitted bids for high and medium risk *profile contracts* (*i.e. contracts* which have impact on railway safety) must be subjected to a pre-award assessment (Due diligence assessment) where deemed necessary, prior to the award of a contract.

6.2.6 List of Approved Contractors

Transnet utilises contractors registered with National Treasury.

Transnet also has an approved list of contractors/suppliers. Specific components and services are required by Transnet from time to time and therefore it may be applicable to source an approved list for certain commodities.

The Procurement Procedure for the approved list is detailed in the Procurement Procedure Manual ("PPM").

6.2.7 Pricing Schedule

*The CM must ensure that pricing schedule requirements are included on the tender document and completed by the contractor as per **Annexure 8.8, Pricing Schedule Requirements - TRN-IMS-GRP-GDL 014.8.***

6.3 PLANNING PHASE

6.3.1. Mandatory Agreement

The CM must ensure that the Mandatory Agreement in terms of section 37(2) of the Occupational Health and Safety Act (OHS Act) *and other relevant legislations* are included as part of the contract as detailed on **Annexure 8.9, Section 37(2) Mandatory Agreement-TRN-IMS-GRP-TMP 014.9.**

The Agreement must be completed and signed by the CM and the Contractor.

The Contractor must submit a written request to the CM for permission to sub-contract any work or services.

The CM must approve or decline a request by the contractor to sub-contract any work after reviewing the capabilities of the sub-contractor to comply with the IMS requirement.

The Contractor must enter into a Section 37(2) Agreement with their respective sub-contractors. The signed copy of the agreement must be kept on the Contractors Compliance File.

The signed Agreement must be scanned and loaded on the SAP CLM system.

The original Agreement must be securely filed and stored for safekeeping in line with the

Document, Data and Records Management Procedure-TRN-IMS-GRP-PROC 010.

6.3.2 Contract Insurance

The CM must ensure that the Contract is insured where applicable i.e. PCI insurance, the contractor must have a valid tax clearance certificate and letter of good standing.

6.3.3 Contractor Execution Plan

The Contractor must submit a detailed Contractor Execution Plan (CEP) to the CM for approval as per ***Annexure 8.10, Contractor Execution Plan Guideline - TRN-IMS-GRP-GDL 014.10.***

The CM must approve the CEP, after ensuring that the contractor has all the necessary resources to do the work safely, and the contractor has illustrated its understanding of the scope of work, including the IMS requirements.

6.3.4 Contractor Compliance File

The CM must ensure the Contractor Compliance File is reviewed and approved as per the ***Annexure 8.11, Contractor Compliance File Assessment Checklist - TRN-IMS-GRP-TMP 014.11.***

The CM must inform the contractor within five (5) working days after the submission of the file whether or not the Contractor Compliance File meets the requirements.

The Contractor must re-submit the Contractor Compliance File required changes to the CM for acceptance.

6.3.5 Contractor Induction and Training

The CM must ensure that the Contractor undergoes induction training prior to handing over the site to the Contractor as ***Annexure 8.12, Contractor Induction Requirements Guideline -TRN-IMS-GRP-GDL 014.12.***

The CM must arrange and coordinate *contract specific* induction awareness and *training*, including the *IMS* training program, and communicate the date, time and venue to the contractor.

The CM must request the Employee Profile Dossiers from the contractor before induction training *and approves it*. The Employee Profile Dossiers must include *medicals* and certified

copies (not older than three (3) months) of identity documents, competencies and qualifications etc. as per **Annexure 8.13, Employee Personal Profile Dossier-TRN-IMS-GRP-TMP 014.13.**

The Contractor must sign the induction attendance register on site as per **Annexure 8.14, Induction Attendance Register-TRN-IMS-GRP-TMP 014.14.** A copy of the attendance register must be stored in the Contractor Compliance File.

The Contractor must complete and sign all the required indemnities whereby Transnet is indemnified from any claims and /or losses as per **Annexure 8. 15, Induction Indemnity Form-TRN-IMS-GRP-TMP 014.15.**

The CM must issue a certificate to the contractor after successful completion of the induction training. The certificate must be signed by the CM on the date of completion and the certificate will remain valid for the site and duration of the *contract* and has to be renewed on an annual basis as per **Annexure 8.16, Induction Certificate-TRN-IMS-GRP-TMP 014.16.**

The CM and the Contractor must identify the contractor personnel who need additional training, based on the scope of work and the IMS requirements.

The Contractor must ensure that valid records of relevant training (copies of certificates) are kept in the Contractor Compliance File.

6.3.6 Site establishment

Site Readiness

The CM must ensure that the site is ready to be handed over to the contractor prior to commencement of work

The CM must provide access to site and all other site requirements as per contract, e.g. drawings of the location of underground service lines and services such as electricity, water, sewage, compressed air where applicable, etc.

Legal Permits and Authorisations

The CM must ensure relevant permits and authorisations are obtained from issuing authorities *prior to work commencement* as per **Annexure 8.17, List of Legal Permits and Authorisations-TRN-IMS-GRP-TMP 014.17.**

The CM must provide the appointed contractor with the applicable permits and authorisations prior to site access.

Pre-site handover inspection

The CM must ensure that a pre-site handover inspection is conducted as per **Annexure 8.18, Pre-Site Handover Inspection Checklist-TRN-IMS-GRP-TMP 014.18.**

The pre-site handover inspection must be conducted to check the condition of the site when it is handed over to the contractor.

The CM and contractor must co-sign the pre-site inspection handover checklist.

Site Access Certificate

The CM must issue the Site Access Certificate to the contractor, following the pre-site handover inspection as per **Annexure 8.19, Site Access Certificate-TRN-IMS-GRP-TMP 014.19.**

The CM must ensure that the contractor establishes the site after obtaining the site access certificate.

6.4 DELIVERY PHASE

6.4.1 Progress meetings

The CM *and the Contractor Management Team*, in consultation with the contractor, must hold regular performance review or progress meetings.

The CM must ensure that the progress meeting agenda includes IMS requirements such as health and safety, quality, energy, environment, security, sustainability etc. as per **Annexure 8.20, Progress Meeting Agenda Requirements -TRN-IMS-GRP-GDL 014.20.**

The CM must ensure that monthly performance review meetings are convened. *The contract less than a month do not need to have monthly meeting, but contract performance and handover deliverance*

The CM and the *Contractor* Management Team, together with the contractor, must be present and/or represented at the meeting.

The CM must ensure that minutes of the meetings are *communicated and* kept and

communicated to the contract management team and contractor.

6.4.2 Contract administration

The CM must ensure that the contract variations and amendments are approved by delegated person in line with the PPM.

The CM must ensure that all contractual amendments are securely filed.

6.4.3 Operational permits

The CM must ensure that the operational permits are issued to the contractor before any operational work requiring permits is performed as per **Annexure 8.21, Operational Safe Work Permit Application Form-TRN-IMS-GRP-TMP 014.21.**

6.4.4 Occurrence management

The CM must ensure that *occurrences* are reported immediately by the Contractor.

The CM must activate the *occurrence* response team for any *occurrence* on the contract as detailed on **Occurrence and Nonconformance Management Procedure, TRN-IMS-GRP-PROC-013.**

The CM must *ensure that* monthly *occurrence* statistics and/or reports *are compiled and submitted monthly to the contract initiator*, and relevant internal departments and authorities.

6.4.5 Inspections and audits

The CM must ensure that the contractor's performance is measured and monitored in terms of the contract. It is important that the performance measures selected provide clear evidence of the required contractual deliverables.

The quality assurance audit must be conducted to ensure that the work is performed in line with the applicable standards *and specifications*.

The CM must ensure that regular inspections are conducted to monitor the required quality and quantity as per the specifications.

The CM, in consultation with the contractor, must develop an audit schedule for the contractor.

The CM must ensure that periodical audits are conducted at specified intervals, including audits at the contractor's premises as detailed on **Integrated Assurance Procedure, TRN-**

IMS-GRP-PROC-015.

The *assurance* audits must be conducted as prescribed by the agreed audit protocol as per **Annexure 8.22, Contractor Assurance Protocol Requirements-TRN-IMS-GRP-TMP 014.22.**

The CM must ensure that the contractor implement corrective *and preventative* measures timeously, until the contract is completed.

The CM and the contractor must provide final sign off, which proves that the audit findings have been closed off.

6.4.6 Non-conformances

The CM must establish a team that is responsible for the management of non-conformances and defects.

The CM must carry out inspections for all product, equipment and facilities when the contractor advises that work has been completed.

The CM must ensure that the contractor's work has been completed in accordance with the contractual specifications and standards.

The CM must invite and ensure that the end-user participates in identifying the defects.

The CM must ensure that the master defects list is compiled and maintained.

The contractor management team responsible for non-conformances and defects, along with the contractor's team, must verify and sign off the corrected defects list before commissioning.

The CM must ensure that the contractor is issued with a breach notification for none or poor or defective delivery.

The CM must ensure that the breach by the contractor has been rectified. If the breach was not rectified, the CM must issue the contractor with a non-performance penalty.

The CM must ensure that a Non-Conformance Report (NCR) is completed for all deviations against the contract as detailed on **Occurrence and Nonconformance Management Procedure, TRN-IMS-GRP-PROC-013.**

The CM must review the contractor remedial actions in respect of the NCRs until these have

been resolved.

6.4.7 Testing and Commissioning

The CM must establish a testing and commissioning team that consists of at least the contract management team members, end-user and contractor's representatives.

The CM must develop a test and commissioning plan of the *contract* and communicate it to the contractor.

The testing and commissioning plan must include the schedule, with key milestones and activities for the overall *contract* execution.

The testing and commissioning team must verify that non-conformances or deficiencies or defects or errors have been corrected.

The CM must ensure that commissioning or energization notices are communicated to all relevant parties and applicable procedures are adhered to.

Note: Testing and commissioning must be planned, scheduled and executed with a Safety Mindset and as addressed on the Contractor Execution Management Plan.

6.5 CLOSE OUT PHASE

6.5.1 Final inspection

The CM must, at the end of the contract, conduct thorough inspections of the site with the contractor to ensure that the site is left in a clean, safe and environmentally acceptable condition for normal operations, prior to the contractor leaving the site.

The CM must ensure that the contractor has complied with all closeout requirements and deviations have been corrected and closed out;

The CM and the contractor must co-sign the Final Handover and Close-out Inspection Checklist as per **Annexure 8.23, Final Handover and Close-Out Inspection Checklist-TRN-IMS-GRP-TMP 014.23.**

The CM must ensure that the contractor hands over the complete Contractor Compliance File at the completion of the *contract* with all relevant documentation.

The CM must ensure that the contractor's documentation is kept as per the requirements of

Document, Data and Records Management Procedure, TRN-IMS-GRP-PROC 010.

6.5.2 Close out

The CM must arrange for the final payment and issue a completion certificate to the contractor, confirming the closeout requirements have been met.

The CM must establish a post-contract evaluation committee to review the contractor's performance statistics, based on occurrences, audit findings, corrective actions, etc.

The CM must ensure that performance statistics are analysed to determine trends, lessons learnt and prepare for the post-contract evaluation meeting.

The CM must hold a post-contract evaluation meeting and summarise the findings in a report and document future corrective actions which must be put in place.

The CM must communicate the findings and lessons learnt to the *contract* initiator.

The CM must ensure that the contract register is updated to reflect the closing of the *contract*.

The CM must arrange for the release of retention monies and performance bonds at the expiry of the specified period in terms of the contract.

7. RECORDS

Records are kept for a period of at least three years or as required by statutory and regulatory requirements.

- 7.1 Audit and Inspection Records
- 7.2 Contractual records
- 7.3 *Pre-qualification and* Evaluation Records
- 7.4 *Occurrence* Records
- 7.5 Induction Training Records
- 7.6 *Progress* Meetings Records
- 7.7 *Contractor Compliance File*

8. ANNEXURES

- 8.1 *TRN-IMS-GRP-TMP 014.1* CONTRACT MANAGER APPOINTMENT LETTER
- 8.2 *TRN-IMS-GRP-GDL 014.2* CONTRACT CLASSIFICATION METHODOLOGY
- 8.3 *TRN-IMS-GRP-GDL 014.3* CONTRACTOR HEALTH AND SAFETY SPECIFICATION GUIDELINE
- 8.4 *TRN-IMS-GRP-GDL 014.4* CONTRACTOR ENVIRONMENTAL AND SUSTAINABILITY SPECIFICATION GUIDELINE
- 8.5 *TRN-IMS-GRP-GDL 014.5* CONTRACTOR SECURITY SPECIFICATION GUIDELINE
- 8.6 *TRN-IMS-GRP-GDL 014.6* CONTRACTOR QUALITY SPECIFICATION GUIDELINE
- 8.7 *TRN-IMS-GRP-GDL 014.7* PRE-QUALIFICATION AND EVALUATION CRITERIA
- 8.8 *TRN-IMS-GRP-GDL 014.8* PRICING SCHEDULE REQUIREMENTS
- 8.9 *TRN-IMS-GRP-GDL 014.9* SECTION 37 MANDATORY AGREEMENT
- 8.10 *TRN-IMS-GRP-TMP 014.10* CONTRACTOR EXECUTION PLAN GUIDELINE
- 8.11 *TRN-IMS-GRP-TMP 014.11* CONTRACTOR COMPLIANCE FILE ASSESSMENT CHECKLIST
- 8.12 *TRN-IMS-GRP-GDL 014.12* CONTRACTOR INDUCTION REQUIREMENTS GUIDELINE
- 8.13 *TRN-IMS-GRP-TMP 014.13* EMPLOYEE PERSONAL PROFILE DOSSIER
- 8.14 *TRN-IMS-GRP-TMP 014.14* INDUCTION ATTENDANCE REGISTER
- 8.15 *TRN-IMS-GRP-TMP 014.15* INDUCTION INDEMNITY FORM
- 8.16 *TRN-IMS-GRP-TMP 014.16* INDUCTION CERTIFICATE
- 8.17 *TRN-IMS-GRP-TMP 014.17* LIST OF LEGAL PERMITS AND AUTHORISATIONS
- 8.18 *TRN-IMS-GRP-TMP 014.18* PRE-SITE HANDOVER INSPECTION CHECKLIST
- 8.19 *TRN-IMS-GRP-TMP 014.19* SITE ACCESS CERTIFICATE
- 8.20 *TRN-IMS-GRP-AG 014.20* PROGRESS MEETING AGENDA REQUIREMENTS
- 8.21 *TRN-IMS-GRP-TMP 014.21* OPERATIONAL SAFE WORK PERMIT APPLICATION FORM
- 8.22 *TRN-IMS-GRP-TMP 014.22* CONTRACTOR ASSURANCE PROTOCOL REQUIREMENTS
- 8.23 *TRN-IMS-GRP-TMP 014.23* FINAL HANDOVER AND CLOSE-OUT INSPECTION CHECKLIST