

**Minutes of the Non-Compulsory Clarification meeting – Tender 51C/2026/27:
PROVISION OF PEOPLE, MANAGEMENT, LEADERSHIP DEVELOPMENT,
ORGANISATIONAL DESIGN AND INNOVATION PROFESSIONAL SERVICES**

MEETING COMMENCED AT 10H10

Tenderers in attendance was asked to complete in the chat their names, the organizations they represent, and also an e-mail address where they can be contacted. It was confirmed that this will serve as a record of attendance.

The OE&I department project manager proceeded with summarising the key elements in the tender and touched on areas that service providers must take cognisance of.

A presentation was completed by the project manager to the service providers in attendance. The presentation highlighted:

1. Important information on the application process, closing date of the tender and tender box submission
2. Conditions of tender as stipulated in the tender document
3. The scope of work as set out in the tender
4. Services required with and explanation of Parts A – H
5. Important information on functionality scoring
6. Information to consider for tender submission - price
7. Information to consider for tender submission – ranking
8. Information to consider for tender submission – C.5 – C.7
9. Information to consider for tender submission – Annexures F.1 to F.20

Upon completion of the presentation, the opportunity was granted to the service providers present to ask questions.

Questions recorded and responses provided

Question 1: Assume Company A has the resources to tender for maybe parts A and H as an example. When, and they do, they fill in parts A as well as part H and the functional documents F.1 to 13. Will document F.1 to 13 be required per part or can the company in tendering for A&H submit the required document once?

Response to question 1: The documents marked F.1 to F.13 is supply chain related documents. One will not be required to complete these for every part. F.13 however is like a checklist, and each part will be listed to confirm that the tenderer did submit what was required for the City of Cape Town to assess functionality effectively. Annexures F.15 to F.20 is applicable to all parts and need to be completed for each part.

Question 2: If someone is bidding but the company is outside of Cape Town in a different province and you want to send through the tender documents, will the City of Cape Town accept a courier or must the tenderer itself or herself or himself drop it in the box and sign for it?

Response to question 2: If the tenderer is from outside of Cape Town, a courier organisation can be contracted to deliver the tender document in hard copy. The package must be clearly marked with the tender number and tender box clearly indicated. The courier can request a signature or acknowledgment of receipt from the City of Cape Town, if required. The tenderer must however remember to submit the tender document before 10 am on 9 October 2026.

Question 3: If a tenderer is only interested in responding to a particular part such as part A, or B, or C, is it a requirement to provide all 203 pages of the tender document plus annexures with the tender submission or would the tenderer just respond with the specific section relevant to the parts interested in?

Response to question 3: The tenderer can apply to only one part, say part A and complete all relevant documents applicable to part A including a company profile confirming experience, expertise, facilitation and resources. All other documents referenced in for instance the price schedule applicable to parts B to H will not be completed and will be marked not applicable. The tender document, as issued, must be returned in full with the submission of the tenderer in response to the tender. All relevant documents that are mentioned in the tender document as to be completed, must be submitted. This includes F.1 to F.13. If the tenderer is only responding to part A, the F15 to F20 is only completed for Part A.

Question 4: Is it a requirement to initial every page of the the tender document or only relevant areas, as indicated.

Response to question 4: It is a requirement to initial the document, where it's relevant and asked for.

Question 5: If a tenderer applies for a full part but only does some of what part B require or even only some of parts C and E as an example, but not the full response to the part. It is a partial response to some parts. Is the City looking for a tenderer to provide everything in the part the tenderer is responding to? Or must the tenderer join up with another tenderer in a joint venture with one tenderer covering a few areas in a part and the joint venture tenderer the other areas in a part?

Response to question 5: As per the tender, the City of Cape Town would require that if a tenderer respond to a part, the tenderer must respond in full for that part. The alternative can be a joint venture or partnership. This can be considered if a tenderer

believes that it cannot cover all areas in the part. The response of the tenderer can be in its own name for some parts and then a joint venture for other parts.

Question 6: How does the City of Cape Town define a large, complex organisation? Is there a workforce size threshold?

Response to question 6: The City of Cape Town is a multifaceted organisation. It contains, for instance, 12 directorates which is like 12 businesses within a business, with up to 60 departments that are varied in terms of what it's responsible for. They are very technical, there's uniformed staff, there's operational areas. And in typical municipal structures, you're dealing with anything from engineers to lawyers to town planners. When we say large complex, it's because the City of Cape Town have a workforce of over 30,000 staff members and complex because of it being a metro. Complexity also lies in how we are structured in terms of our services that we render. So, for instance in a large organisation like the City of Cape Town. An off the shelf product is not necessarily going to work here. You need to be able to consider what you have. You can take it off the shelf, but you've got to propose something that you need that looks at this organization, its size and what would be a best fit for the reality of the diversity of the organization. The workforce size threshold might vary because management development programs, as an example, is for the management cohort only. If a tenderer wants to benchmark against smaller organizations, it's not necessarily going to be effective. It needs to be the complexity and size and workforce that you will find in large companies.

Question 7: Does CCT have any in-house Change Managers? Do you manage projects from a central place? What is the standard use for PM? Is the mode of work in person, virtual or hybrid?

Response to question 7: The City of Cape Town do have a centre of excellence with the change management specialist, and the change group is housed within OD. And then we have a number of change staff in functional departments that's been appointed to support a department or departments with regards to their change management. So, it's not like we have a huge group of individuals that are the change managers, but we have HR business partners in place to take on the role and responsibility of the change manager and drive change initiatives within the different departments and directors of the city. And then we have those change agents and change champions that supports the work of change management. But we don't have a large complement of people titled change managers, for instance.

We do manage a lot of our projects from a central place. We have, for instance, a corporate portfolio, program, and project management department that look mainly at built environment and infrastructure related projects, but they do offer the project management expertise from there. And then we have project management offices in each department within or each directorate within the City of Cape Town, from where projects are coordinated. And therefore, so from a central place perspective, major

projects are managed at a specific central department, but all other projects that are not major and smaller in size will be managed on a devolved basis.

Is the mode of work in person, virtual or hybrid? It depends in terms of that question. In some directorates, because they are frontline customer facing, they work in office, in person 5 days a week. Some do work virtual because of the nature of the work they're involved in.

Question 8: The complexity and large nature of the organisation across the different parts. It mentions in one part it talks about 1000 as a large organisation, and then in another 3000 and then 6000 as well. Are those intended to be that way, that the different parts call for minimum different sizes of organizations?

Response to question 8: The City of Cape Town started off the tender content by generically across all parts talk about an organization that's 10,000 plus in size. But when you drill down into the kind of service that we are asking for, in some parts of the tender, one will eliminate organizations that have not had that kind of opportunity like larger companies, yet the product that they can offer us is what is truly some of the best opportunities that the city could ask for in terms of the market. Because of that specific part in our tender, you are also going to find that some of the service providers that have only worked with companies that has 3,000 staff or 5,000, and that would suffice.

It's also taking into context the type of assignment. As an example, though we may have 30,000 employees and when it comes to talent management, we're not necessarily going to do succession planning for all 30,000. We will do succession planning but with a smaller group of staff possibly impacted. The complexity must match that size whereas in an org design project, perhaps that would be done at a larger scale.

Question 9: In part C, the rates there or the pricing schedule, the rates for the venues are quoted per hour where everywhere else it's per day. Is it correct that it should be per hour for that venue fee?

Response to question 9: It is normally per day, unless there was a specific reason, you know, because what we found is that in instances where we utilize the service provider, it's normally for an event of two hours or three hours. It's not a case that the venue needs to be available for the full day. And the service provider then does not book the venue for the full day, but they book it for the number of hours. Sometimes these venues are, for instance, not like a big hall or an auditorium. So, we needed to offer flexibility to the service provider.

Question 10: In part F, there's talk about the assessments that the service provider should be able to provide. Is that only psychometric assessments, those developmental sort of assessments, or others as well?

Response to question 10: The exact type is not specified. We are open to understand what is available and what the service provider can offer. However, if it does require that resources must be registered or certified to administer the assessments, then that would be the case, and proof must be submitted of such registration or certification.

Question 11: What is the indicative number of employees within scope, broken down across the supervisory, the team, middle management and senior leadership?

Response to question 11: The provision of the exact number of staff would limit the scope of the requirements for this part as tenderers may respond based on size and not on complexity of the programme as described at a typical organisational level. The intent is more at what a typical supervisory level or a leadership programme should cover in terms of its content, irrespective of numbers. It is about a large organization. So if you create a supervisory program for a small company, it's not going to have the complexity of a large organization. But whether it's 4,000 or 20,000, it is the level of supervisory, it is the middle management and the senior leadership levels depicted in role son organisational structure and job descriptions.

Question 12: Is my understanding correct that if I have a very specific example or very specific reference rather, does each reference need to cover all three levels of leadership? Or would the City also look at different levels of leadership across the different examples. Must every piece of documented evidence include all three of the levels. Is that the correct way to interpret it?

Response to question 12: The City would like to see that a company can offer all three levels of leadership. If you, for instance, respond and you only offer us maybe one or two, you will be assessed, but only for those two, which may result in less points scored in the functionality.

Question 13: Must the innovation training be accredited in say for instance ISO standards?

Response to question 13: Thus far the City did receive ISO accreditation. Some of the training requires accreditation that's linked to that ISO. So, the standards will have been set but some of the training would not require necessarily ISO related accreditation, as long as it is an industry benchmark that's applicable to the innovation space.

Question 14: Are we permitted to include prior work completed for the City as a service provider as part of the credentials and experience example for functionality scoring?

Response to question 14: Yes, absolutely. If it's relevant to you and in support of your experience in response to the tender.

Question 15: This is a big tender document. What will be the format of response, and typically would you do either in a Word or a PowerPoint?

Response to question 15: Whatever format, Excel, Word, PowerPoint, as long as sufficient content is offered to assess your tender and your company's ability to do the work. A PowerPoint can be limiting, but a company profile in MSWord with all areas covered can work.

Question 16: The question relates back to part F on the assessments. What type of assessment would be needed? If a costing must be provided, what type of assessment should then be costed, or should it just be excluded for now? If anyone else also just including a specific personality questionnaire. There's quite a difference in the fees.

Response to question 16: All items in the price schedule must be responded to. The value of an assessment must be included. As stated previously, the tenderer can suggest an assessment. If a specific assessment needs to be priced in the price schedule, then this must be completed.

Question 17: On part D relating to the 360 types of assessment, in the document it is referenced to the output of the reports and the documents or whatever is then exported belongs to the City. And then in another section, it refers to that the full 360 system belongs to the City. Is it the property or the ownership of the City?

Response to question 17: It is more about the process that is undertaken to receive the information, analyse the information, report on that information. This part must be owned by the city to control the 360-degree assessment data but not the system being used on how you run the 360. It will remain housed on the site of the tenderer. When the City indicates the system, it's more about the full process that comes with it. So, if the tenderer has the questionnaire, then they have the responses, the interpretation, the report, the feedback, and we need to have access to all that so that we can manage that as a system / process for 360.

Question 18: The professional registration. In the tender document, the City cite and reference it for our professional council for psychometric assessments (HPCSA). Will professional registration be required for the rest of the parts?

Response to question 18: Where professional registration is referred to and asked for, other than the health professions council of SA for the industrial psychologists or organisational psychologists, then in those relevant areas, definitely yes.

MEETING ENDED AT 12H00