



ETHEKWINI MUNICIPALITY
OPERATIONS MANAGEMENT DEPARTMENT
CATALYTIC PROJECTS DIRECTORATE
CONTRACT No: 36791-1X

PROVISION OF PROFESSIONAL SERVICES FOR THE DEVELOPMENT OF THE FRAMEWORK AND BUSINESS PROCESSES FOR THE
IMPLEMENTATION OF CATALYTIC PROJECTS OVER 36 MONTHS
CONSOLIDATED RESPONSES TO TENDERERS ENQUIRIES – 10 SEPTEMBER 2026

DATE	CONTACT PERSON	TENDERER'S ENQUIRY	ETHEKWINI MUNICIPALITY 'S RESPONSE	ACTION
28 August 2026	Pregan Naicker KPN SMART PROJECTS	We refer to Section 5, Returnable Tender Document 3 ("Declaration of Municipal Fees") of the above tender document, which requires Bidders to declare that their municipal fees are fully paid and to provide the relevant municipal account numbers and supporting documentation. Our query is the following. The tenderer leases its business premises and is therefore a tenant and not the registered account holder with the Municipality. The municipal account for the property is held in the landlord's name.	Reference is made to MBD3, page 24, second bullet “• <i>Where the tenderer's Municipal Accounts are part of their lease agreement, then a copy of the agreement, or official letter to that effect is to be attached (to the back inside cover of this document).</i> “ A signed lease agreement will suffice, supported by the Landlords recent municipal account.	N/A

		Please confirm if the following will suffice to provide proof as required under Section 5: 1. A copy of tenderers signed lease agreement and 2. A copy of the landlord's most recent municipal account for the leased premises 3. Copy of tenderers rental invoice and a proof of the rental payment.		
28 August 2026	Lekeke Mangena iX engineers	Could you please confirm whether a company may participate in more than one bidding team, consortium or joint venture submission for the mentioned tender, provided that each submission is compliant with all applicable tender requirements?	Yes, provided the company complies with consortium or joint venture conditions, where applicable, in the tender document.	N/A
31 August 2026	Shamima Timol PwC	1. Would it be possible to issue responses to clarification questions at an earlier date to reduce the risk of proposal development efforts undertaken prior to 10 September becoming redundant? In addition, please confirm whether the closing date may be extended should any responses materially affect the scope of work, Bill of Quantities, or evaluation criteria?	All clarification questions received within the prescribed enquiry period (3/09/26) will be consolidated and responded to through an official clarification schedule issued to all prospective bidders in accordance with the principles of fairness, transparency, and equal treatment. Any amendment to the tender period or extension of the closing date will be considered by the Employer only where clarification responses materially affect the scope of work, pricing structure, deliverables, or tender evaluation requirements. Such amendments, if approved, will be	N/A

			communicated through an official addendum issued to all registered tenderers.	
		2. The approach paper is limited to six pages. Please confirm whether the programme, the risk management plan, the organogram, the staffing and time-commitment schedule and the team job descriptions may be submitted as annexures outside the 6-page limit and/or the 6-page limit be increased, given that in order to score maximum points the tenderer is to "include a detailed approach demonstrating understanding of the scope of works, programme and risk management plan"?	Please be advised that the approach paper/Methodology /Programme should not be longer than 6 pages , including project plan and programme.	N/A
		3.Please confirm whether a single individual may fulfil more than one of the key roles?	To ensure adequate capacity, technical oversight, accountability, and governance across all specialist workstreams, bidders are required to nominate dedicated resources for each key professional discipline identified in the tender documentation. Accordingly, the allocation of a single individual to multiple key leadership or specialist roles is not permitted. Each workstream must be led by a suitably qualified and experienced professional who satisfies the minimum competency and functionality requirements prescribed for that discipline.	N/A

		4. Section 7 refers to services being agreed and delivered at "work package" level. Please clarify what constitutes a work package and whether these work packages are contained within the deliverables listed in the Bill of Quantities?	Work package refers to grouping activities to be undertaken at different stages of the project, which are summed up under line items in the BOQ as deliverables, scope does give a detailed information on what will be required in order to achieve the milestone/ndeliverable	
		5. On pages 60 and 61, the table heading reads "Schedule 3: Situational Analysis". Please confirm if this is meant to read "Schedule 3: Development of the Framework"	The discrepancy is acknowledged.	An addendum has been issued to correct the schedule heading and align it with the Bill of Quantities
		6. Please confirm how many of the 30 projects must be covered by the situational analysis, business process audit, project pipeline review and the baseline indicators; and at what level of detail (programme or individual project)?	The projects are at various stages of the catalytic land development cycle. Assessments will primarily be undertaken at portfolio level, with project-level analysis conducted where necessary to support framework development and baseline assessments.	N/A
		7. Is the pilot limited to testing and validating the framework or does it extend to transaction, structuring or implementation support on a live project?	The pilot project will test and validate the framework utilizing a live project.	N/A

		8. Please clarify the intended purpose and ownership of the two software licenses provided for under BoQ item 5.3?	The provision for software licenses is intended to enable the recommendation and implementation of appropriate technology solutions that support the Directorate's operational, monitoring, reporting, governance, and project pipeline management requirements . Tenderers are encouraged to propose fit-for-purpose software applications that will enhance business process efficiency, project tracking, performance monitoring, stakeholder management, data management, and decision-support capabilities. Ownership, licensing arrangements, and transfer of user rights shall be defined during the implementation phase and must align with municipal ICT governance requirements.	N/A
		9. Are you able to provide a list and more detail around the status of existing partnering or development policy framework, current business process documentation, template MOUs, MOAs and services agreements, the project pipeline schedule, and the Development Charges, Rates and Incentives policies?	Certain agreements, including Memoranda of Agreement (MOAs), partnership agreements and commercially sensitive documentation, contain confidential information that cannot be disclosed during the tender stage. However, the background information provided within the tender documentation is considered sufficient to enable tenderers to understand the operating environment, institutional arrangements, and strategic objectives underpinning the assignment. The successful service provider may, subject to applicable confidentiality protocols and contractual requirements, be granted access to relevant documentation during project implementation.	N/A

		10. Clause 9(3) of the Conditions of Tender permits firm prices for each twelve-month period, while SCC 17 provides that prices are fixed for the duration of the contract. Please confirm whether CPI-linked escalation will be permitted, and on what basis?	Pricing shall remain fixed for the full contract period in accordance with Clause 9(2) read together with SCC17. Clause 9(3) is not applicable to this contract	N/A
		11. Please confirm whether the technical proposal and the priced offer are to be submitted in separate sealed envelopes or folders, or whether a single consolidated submission is required?	Single consolidated submission in one sealed envelope.	N/A
3 September 2026	Mmapitseng Mosweu PAMOJACAPITAL	1. Clarification Area Functionality – Tenderer Experience Tender Reference Section 3, SCT 14.3 – Functionality, pp. 14–15 Clarification Question Please confirm whether relevant experience of specialist subconsultants/subcontractors forming part of the proposed multidisciplinary will be considered under the “Experience of Tenderer” functionality criterion, or whether this criterion is limited to the lead tenderer.	Tenderer's experience scoring is based on the Lead tenderer or joint venture, provided both companies comply with joint venture conditions.	N/A

		2. Clarification Area Functionality – Key Personnel Tender Reference Section 3, SCT 14.3 – Functionality, pp. 14–18 Clarification Question Please confirm whether key personnel employed by specialist subconsultants/subcontractors (and not the lead partner) will receive full functionality points for relevant experience where such personnel are formally included and committed as part of the proposed project team.	Yes , provided there is an agreement/ supporting documents are provided	N/A
		3. Clarification Area Project Lead – Minimum Qualification / Professional Designation Tender Reference Section 3, SCT 14.3 – Functionality, pp. 17–18 Clarification Question The minimum qualification specified for the Project Lead is a master's degree in engineering, Property Development or Development Finance, together with relevant professional registration where applicable. Please clarify whether a SAICA-registered Chartered	The functionality assessment will be conducted strictly in accordance with the minimum qualification, professional registration (where applicable), and experience requirements stipulated within the tender documentation. Only qualifications expressly identified under the applicable functionality criterion will be considered responsive for evaluation purposes. Tenderers are therefore encouraged to ensure that nominated resources fully comply with the stated minimum requirements.	N/A

		Accountant [CA(SA)], or an equivalent professional qualification with relevant experience in development finance/project finance and catalytic projects, would be accepted as meeting the stated qualification requirement.		
		4. Clarification Area Project Lead – Employment / Subconsultant Status Tender Reference Section 3, SCT 14.3 – Functionality, pp. 16–18 Clarification Question Please confirm whether the nominated Project Lead may be employed by a specialist subconsultant forming part of the multidisciplinary team, or whether the Project Lead is required to be an employee/resource of the lead tendering entity.	Yes, provided there is an agreement/supporting documents.	N/A
		5. Clarification Area Commercial – Pricing and Escalation Tender Reference Section 2, Clause 9, p. 57-58; Section 6, SCC 17, p. 44;		

		Clarification Question Please clarify the applicable pricing/escalation provision. Clause 9 indicates that unit prices are to hold for the full contract period, while Clause 9(3) appears to allow bidders to submit firm prices for each 12-month period. SCC 17 also states that prices are fixed for the duration of the contract. Please confirm whether pricing is fixed for the full 36-month period or whether annual pricing may be submitted	Pricing shall remain fixed for the full contract period in accordance with Clause 9(2) read together with SCC17. Clause 9(3) is not applicable to this contract	N/A
		6.Clarification Area Commercial – Additional Work Packages / Changes in Scope Tender Reference Section 7.1.2, p. 5; Section 8, pp. 59–63 Clarification Question Please clarify the mechanism for instructing, approving, scoping and valuing additional work packages, additional studies or services that may be required but are not specifically covered by the priced deliverables.	Provision has been made under Schedule 5: Disbursements, item 5.5 PSP will have to get authorization in order to utilize funds allocated.	N/A

		7. Clarification Area Scope – Stakeholder Engagement, Pilot and Governance Activities Tender Reference Section 8, Schedules 2, 3 and 4 pp. 59–61 Clarification Question The Schedule of Activities quantifies certain activities, including four stakeholder consultation/feedback integration activities, one pilot application, one final client review workshop and one close-out meeting. Please confirm whether these quantities represent the total anticipated activities for the 36-month appointment, and whether additional stakeholder engagements, specialist meetings, steering committee/governance meetings or other engagements may be instructed during implementation; and if so, how will this additional scope be dealt with from a pricing perspective.	These activities are anticipated to take place over the contract duration depending on the stage of the project where required, Due to the nature of the project ,we do not anticipate more than the quantity provided.	N/A
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		8. Clarification Area Funding / 36-Month Appointment Clarification Question Please confirm whether funding has been secured/appropriated for the full 36-month appointment, or whether implementation and payment are subject to annual budget allocations.	Project is budgeted for its full duration.	N/A
		9. Clarification Area Contract Terms – Assumptions and Qualifications Clarification Question Please confirm whether bidders may state reasonable assumptions, dependencies and qualifications, provided that these do not materially alter the scope, risk allocation or contractual obligations.	Tenderers may include reasonable assumptions, dependencies, and qualifications within their technical proposals provided that such assumptions do not alter, limit, or contradict the scope of services, contractual obligations, risk allocation provisions, pricing basis, evaluation criteria, or any mandatory requirements contained in the tender documentation. The Employer reserves the right to assess the acceptability of such assumptions during the evaluation process.	N/A

		10. Clarification Area Preference Points – CPG / Black-Owned SMMEs Tender Reference Section 3, SCT 14.3 – Functionality / RDP-CPG preference provisions, p. 13 Clarification Question Please confirm whether the Contract Participation Goal (CPG) may be achieved through appropriately qualified specialist sub consulting team. Please also clarify whether any specific requirements apply regarding the nature or value of the work.	Contract Participation Goals may be achieved through qualifying subcontracting arrangements, subject to compliance with the requirements of the tender document and applicable contract conditions	N/A
		11. Clarification Area Environmental, Planning and Specialist Technical Services Clarification Question Please clarify whether environmental services, occupational health and safety services, land surveying, geotechnical investigations and other specialist technical studies are expected to form part of the PSP's multidisciplinary team and pricing, or whether these services will be separately procured by the Municipality as and when required.	Scope provided is more than sufficient for PSP to identify specialist studies that are required for the project and price accordingly at different stages of the project.	N/A

		12. Clarification Area Schedule 3 – Description / Title Tender Reference Section 8, Schedule 3, pp. 60–61; Section 8, Summary of Cost, p. 65 Clarification Question Please clarify whether Schedule 3 on pages 60 and 61 should be titled “DEVELOPMENT OF THE FRAMEWORK” rather than “SITUATIONAL ANALYSIS”. The Summary of Cost on page 65 identifies Schedule 3 as “DEVELOPMENT OF THE FRAMEWORK”, while pages 60 and 61 identify it as “SITUATIONAL ANALYSIS”. Please confirm the correct description/title for Schedule 3.	The discrepancy is acknowledged.	An addendum has been issued to correct the schedule heading and align it with the Bill of Quantities
		13. Clarification Area Previous Tender Process – Outcome Tender Reference Previous procurement process for the same scope Clarification Question Please clarify the outcome of the previous tender process for the same or substantially similar scope of services,	The tender was evaluated and concluded as a non-award due to SCM non-compliance.	N/A

		which was issued during the previous year, including whether the tender was awarded, cancelled, withdrawn or otherwise concluded.”		
03 September 2026	Lebogang Mogagabe CAPIC	1.Please clarify whether one resource may be deployed across two roles, provided that the individual meets the minimum requirements and evaluation criteria for both roles. For example, can the same candidate fulfil both the Development Economics Specialist and Project Finance Specialist roles if they meet the requirements for each position?	To ensure adequate capacity, technical oversight, accountability, and governance across all specialist workstreams, bidders are required to nominate dedicated resources for each key professional discipline identified in the tender documentation. Accordingly, the allocation of a single individual to multiple key specialist roles is not permitted. Each workstream must be led by a suitably qualified and experienced professional who satisfies the minimum competency and functionality requirements prescribed for that discipline.	N/A
		2.Please clarify the following requirement: “Each team must have at least one registered supporting member, where applicable, and support staff must be limited to four (4) members. Does this mean that each key resource or specialist may be supported by a maximum of four (4) support resources? For example, may the Project Finance Specialist have up to four supporting team members?	Each Stream can have a maximum of 4 support staff, one of them be registered where applicable , example, Infrastructure Specialist and Urban/Spatial Planner has to have a registered support staff.	N/A

03 September 2026	Skhonza Trevor Nxasana McIntosh Xaba and Associates	1. Minimum Qualification Equivalence for Project Lead (Section 3: Functionality, Page 17) Tender Provision: Under the Functionality Evaluation Criteria table (<i>Experience of Key Resources in executing work of a similar nature</i>), the minimum qualification for the Project Lead is specified as: <i>"Master's degree in engineering / Property Development / Development Finance"</i>. Clarification Sought: Kindly confirm whether an accredited Master of Business Administration (MBA), Master of Commerce (M.Com), or equivalent Master's degree with a focus on public infrastructure governance, economics, or strategic management will be recognized as a commensurate/equivalent qualification for the Project Lead role, particularly where supported by over 20 years of demonstrable project leadership experience in municipal and catalytic land developments.	The functionality assessment will be conducted strictly in accordance with the minimum qualification, professional registration (where applicable), and experience requirements stipulated within the tender documentation. Only qualifications expressly identified under the applicable functionality criterion will be considered responsive for evaluation purposes. Tenderers are therefore encouraged to ensure that nominated resources fully comply with the stated minimum requirements.	N/A
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		2. Legal Advisor Standing: Admitted Advocate vs. Admitted Attorney (Section 3: Functionality, Page 17) Tender Provision: Under the Functionality Evaluation Criteria table, the minimum qualification for the Legal Advisor is stated as: <i>"LLB or equivalent, Admitted Attorney, Municipal / Development Law / Conveyancer, & Contract Law"</i>. Clarification Sought: Kindly confirm that an Admitted Advocate of the High Court of South Africa (holding an active Legal Practice Council / High Court Bar practice number and an LLB/LLM) is deemed equal in standing to an Admitted Attorney and is fully eligible to achieve maximum functionality evaluation points for this discipline.	The functionality assessment will be conducted strictly in accordance with the minimum qualification, professional registration (where applicable), and experience requirements stipulated within the tender documentation. Only qualifications expressly identified under the applicable functionality criterion will be considered responsive for evaluation purposes. Tenderers are therefore encouraged to ensure that nominated resources fully comply with the stated minimum requirements.	N/A
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		3. Typographical Correction in Section 8: Bill of Quantities (Pages 60 & 61) Tender Provision: On pages 60 and 61 of the tender document, the schedule heading for Phase 3 deliverables (Items 3.1 through 3.12) is labelled as: "<i>SCHEDULE 3: SITUATIONAL ANALYSIS</i>". However, Schedule 2 (page 59) is already designated as "<i>SCHEDULE 2: SITUATIONAL ANALYSIS</i>", and the <i>Summary of Cost</i> table (page 63) lists Schedule 3 as "<i>DEVELOPMENT OF THE FRAMEWORK</i>". Clarification Sought: Please provide formal confirmation that the header on pages 60 and 61 is a typographical error and should read "SCHEDULE 3: DEVELOPMENT OF THE FRAMEWORK", ensuring seamless alignment between the schedule descriptions and the final <i>Summary of Cost</i> on page 63.	The discrepancy is acknowledged	An addendum has been issued to correct the schedule heading and align it with the Bill of Quantities
		4. Alignment of Subcontracting Demographics (ACC7 vs. Section 3: SCT 14.3 / MBD 6.1)		N/A

		Tender Provision: Additional Condition of Contract ACC7 mandates that <i>"The tenderer will be required to sub-contract a minimum of 10% of the contract value to 51% Black owned enterprise"</i>. Conversely, the Specific Goals table for the RDP Goal under SCT 14.3 (page 13) and Returnable Document MBD 6.1 allocates maximum preference points (5 points) only for a Contract Participation Goal (CPG) where subcontracting is ">20% and <25%" to Black-owned SMMEs. Clarification Sought: Kindly confirm that a bidder submitting a Contract Participation Goal (CPG) allocation plan committing between 20.0% and 24.9% of the contract value to a > 51% (or 100%) Black-owned SMME will simultaneously satisfy the mandatory ACC7 subcontracting threshold (minimum 10%) and qualify for the maximum 5.0 preference points under MBD 6.1.	Yes , that is correct.	
		5. Types of Pilot Project Assignment & Use of Provisional Sum (Section 7,		N/A

		Page 54 & Section 8, Page 60 & 62) Tender Provision: Chapter 12 and BOQ Item 3.9 require the <i>"Completion and evaluation of the pilot application"</i> to demonstrate practical execution on an active or new catalytic project. Furthermore, Schedule 5 (Disbursements, Item 5.5) provides a fixed Provisional Sum of R 250,000.00 for <i>"Miscellaneous/ Disbursements (Additional Studies)"</i>. Clarification Sought: Will the Municipality formally designate and grant access to the specific pilot catalytic project site (e.g., Point Waterfront, Cornubia, Bridge City, or Shongweni) during the Phase 1 Inception period, or is the service provider required to identify and propose candidate sites? Do we have an indication of the type of catalytic projects being prioritized, e.g. economic, industrial, tourism, mix-use, commercial? Please confirm that any site-specific specialist investigations required during the pilot phase (such as	The Municipality will identify and allocate a suitable pilot project during the inception phase. The pilot may be selected from various catalytic development typologies based on project readiness and strategic priorities The pilot project selected for framework testing and validation will be identified and allocated by the Municipality based on strategic priority, project readiness, and suitability for assessing the effectiveness of the proposed framework. The Municipality's catalytic project portfolio comprises a range of development typologies, including mixed-use, economic development, commercial, industrial, tourism, social infrastructure, and precinct development initiatives. However, the specific pilot project will be confirmed during the inception phase following project commencement.	
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		specialized economic data analytics, geotechnical, traffic impact, or environmental screening assessments) are to be funded from the R250,000.00 Provisional Sum under Item 5.5 upon prior written instruction from the Employer's Agent.	Tenderers should therefore price and structure their proposals to accommodate a flexible application of the framework across various catalytic land development cycle. Tenderers are to note that the pilot project is to test and verify the framework and the business processes only.	
		6. Team Composition & Support Staff Limitation (Section 3: Functionality, Page 14) Tender Provision: Under the Proposed Organogram & Staffing evaluation criteria, the document states: <i>"Each team must have at least one registered supporting member, where applicable, and support staff must be limited to four (4) members"</i>. Clarification Sought: Please clarify whether the cap of four (4) support staff applies to the entire multidisciplinary Project Management Team combined (i.e., maximum 4 secondary support personnel across the whole consortium), or whether it allows up to four (4) support staff per specialist workstream.	Each workstream is limited to a maximum of 4 support staff; one of them must be registered where applicable. For example, the Infrastructure Specialist and Urban/Spatial Planner must have a registered support staff member.	N/A

		7. Invoicing Mechanism: Fixed Deliverable Milestones vs. Hourly Rates (SCC 16.1 & Section 7, Page 55) Tender Provision: Section 8 sets out a fixed deliverable pricing schedule where the Unit of Measure for all professional outputs is "No" (lump sum per deliverable). However, Section 7 (page 55) and SCC 16.1 state that monthly progress reports accompanying invoices must detail the amount of time spent by each team member on a specific task and time costs incurred. Clarification Sought: Kindly confirm that contractual invoice payments are triggered by the formal acceptance and sign-off of the predetermined lump-sum milestone deliverables set out in Section 8, and that the monthly timesheets/hourly records serve strictly as supporting performance records rather than a variable time-and-materials billing model.	Yes, that is correct	N/A
		8. Dual Submission Protocols & ESP Portal Capacity (SCT 3(5), Page 10–11)		N/A

		Tender Provision: SCT 3(5) requires bidders to submit a physical hard copy into the Tender Box at 166 KE Masinga Road and an identical electronic submission via the eThekweni Municipality JDE System (ESP Module), with the hard copy taking precedence. Clarification Sought: What is the maximum file upload size limit per document on the ESP JDE system, and are standard indexed, searchable PDF documents accepted? In the event of unanticipated downtime or technical connectivity delays on the municipal ESP portal on the morning of Friday, 18 September 2026, please confirm that a timeously deposited hard-copy bid before 11:00 AM will preserve the validity of the tender offer.	The Municipality is not aware of any system-imposed file upload limitations that would ordinarily prevent the submission of tender documentation through the ESP/JDE electronic platform. Tenderers are nevertheless advised to upload submissions well in advance of the closing date to mitigate potential technical or connectivity challenges. Standard industry file formats, including indexed and searchable PDF documents, are acceptable provided that all submission requirements are met. Tenderers should further note that, in accordance with SCT 3(5)(2)(b), the hard-copy submission deposited in the official tender box shall constitute the authoritative submission and will take precedence during the evaluation process.	
03 September 2026	Shamima Timol PwC	1. Are any statutory planning applications or approvals required within the 36-month appointment period, or will the service provider's role be limited to providing strategic and technical planning advice?	The PSP will be limited to activities related to developing the framework and business processes as explicitly defined in the scope.	N/A

		2. Does the scope include preparing new precinct plans, layout plans or spatial development plans, or is the requirement limited to reviewing existing plans and contributing to the proposed framework?	The existing plans and documents, as outlined in the scope of works, will be reviewed and will form the basis of the.	N/A
		3. The tender states that: "The consultant is required to provide support in the process of obtaining framework approval from Council." Please clarify the extent of the service provider's role in this process. Our understanding is that the service provider will provide technical and advisory support while the Municipality manages the formal Council approval process.	PSP will be required to support the Directorate throughout the process of securing Council approval.	N/A
		4. Proposed Organogram & Staffing functionality sub-criteria refers. Please confirm whether the limitation of support staff to four members applies to the team as a whole or per workstream?	Each workstream is limited to a maximum of 4 support staff; one of them must be registered where applicable. For example, the Infrastructure Specialist and Urban/Spatial Planner must have a registered support staff member.	N/A
		5. SCT 3(1) states that the tender document comprises a cover page and 74 pages, while the document is paginated to 67 pages. Please confirm the definitive version and page count of the document to be printed, bound and returned.	The discrepancy is acknowledged	An addendum has been issued to correct the total number of pages from 74 to 67.