



Date: 09 October 2026

**Notice to Tenders: 3**

Tender Number: 51C/2026/27

Description: PROVISION OF PEOPLE, MANAGEMENT, LEADERSHIP DEVELOPMENT, ORGANISATIONAL DESIGN AND INNOVATION PROFESSIONAL SERVICES

Box Number: 201

Extended Closing date: 23 October 2026

**NOTICE TO TENDERERS NO: 3**

This notice to tenderers forms an integral part of the Contract and is an addendum, which must be recorded in Schedule 12: Record of Addenda to Tender Documents and bound within the 'Returnable Schedules'.

**Tenderer should take note of the following:**

Post the non-compulsory tender clarification session held on 14 September 2026, the City of Cape Town received a vast number of questions for clarification of the tender content. In responding to the questions directed at specific bidders, the City of Cape Town realised that the responses would pose an unfair advantage to these bidders. It was decided to publish this notice to ensure all interested bidders have access to the same responses in terms of the questions posed.

pp SCM Tenders & Contracts *NSMad*  
On behalf of Director: Supply Chain Management

Tenderers are to return a signed copy of this notice/addendum with the submission of their Tender. Failure to return a signed copy of the Addendum may result in the Tender being declared non-responsive.

**WRITTEN ACKNOWLEDGEMENT OF RECEIPT FOR NTT3-51C/2026/27**

At ..... on this ..... Day of ..... 2026.

Signature: .....

Name of Signatory: .....  
(in ink and capitals)

TENDERER: .....  
(Legal Name of tendering entity in ink and capitals)

## QUESTIONS AND ANSWERS

### General questions

Tender 51C/2026/27

| Question                                                                                                                                                                                                                                                                                                                    | Answers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| 1. Is there a preferred format for the technical proposal and supporting information, for example PDF, Word or PowerPoint? As the tender is being submitted physically, should the full technical response simply be printed, or is an electronic copy also required?                                                       | The full tender document as issued by the City of Cape Town must be returned and duly completed as per instructions and as a printed document. Any information asked for in support of examples, company profile, completed schedules, etc. must be submitted as printed documents. The bidder may use any format but must retain the layout of tables, schedules, and other documents as published as part of the tender document. An electronic copy will not be required.                                                                                                                                                                                                                                                                                                                                                                |
| 2. Is there a maximum page count for the overall tender response or for each individual Part? If there is, are CVs, supporting evidence and annexures excluded from the page count?                                                                                                                                         | There is no maximum page count for the overall tender response or for each individual part.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 3. If planning to tender for Parts A, B and C only, the Pricing Instructions indicate that bidders may tender for any Part(s) they are competent in, provided all items within the selected Parts are priced for Years 1, 2 and 3. Can one submit for Parts A, B and C only and mark the remaining Parts as not applicable? | You can submit for Parts A, B and C only and mark the remaining Parts as not applicable.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 4. It was noticed that the Pricing Instructions refer to nine Parts, A - I, while other sections refer to Parts A - H. What would be the correct number of Parts applicable to this tender?                                                                                                                                 | The correct number of parts applicable to this tender is eight. This will be Parts A – H. The reference to nine parts is an error.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 5. For Parts A, B and C, would CCT prefer each Part to be presented as a separate technical response with its own supporting evidence, or can these be combined into one proposal with clearly labelled sections?                                                                                                           | It is preferred that each part be presented as a separate technical response with its own supporting evidence and clearly labelled.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 6. It is understood that relevant experience from 2021 to present will be evaluated. Please clarify whether a programme that was originally designed before 2021, but continued to be delivered from 2021 onwards, can still be included as relevant experience?                                                            | Tender submissions, including the company profile, will be evaluated based on <b>completed or ongoing projects (during 2021 to present)</b> . The intent with the evaluation of relevant experience since 2021 relates to the evolution of work and related programmes in a future of work / new way of working era post the Covid pandemic. Many programmes designed in the past five years required a new way of thinking and application in so far as people management and people development is concerned. Should you have a programme designed before 2021, this can be included but we would assess applicability in the past five years in terms of experience. Indicate how this programme was amended / aligned to industry standards in the past five years and your experience in designing / re-designing and facilitating it. |

| Question                                                                                                                                                                                                                                                                                                                                                                  | Answers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| 7. Can supporting material such as sample learning journeys, programme outlines, agendas, reports, methodologies or other examples as annexures be included? If so, is there any limit on how much supporting evidence can be included?                                                                                                                                   | Bidders are welcome to submit supporting material such as sample learning journeys, programme outlines, agendas, reports, methodologies or other examples as annexures. This must however be clearly referenced to the relevant part/parts you are responding to and must be linked to the requirements for functionality scoring and as per schedule 13 of the tender document. There is no limit to how much supporting evidence should be included.                                                                                                                                                                                                    |
| 8. For Part A, are tenderers expected to submit a proposed leadership development programme or curriculum as part of the tender response, or should the response mainly demonstrate existing experience, methodology, capability and resources against the functionality criteria?                                                                                        | Tenderers are expected to submit examples of leadership development programmes or curriculum developed and facilitated as part of the tender response. This will be for each of the three leadership levels as stipulated in the tender. See the clarification of what content will be required on pages 15 – 18 in the tender document as well as the functionality criteria for this part.                                                                                                                                                                                                                                                              |
| 9. If the same person is being proposed across more than one of Parts A, B and C, can one CV be used and reference all applicable Parts, or should the CV be repeated under each Part?                                                                                                                                                                                    | The tenderer may submit one CV but must clearly reference all applicable parts of the tender that is responded to on the CV. The CV need not be repeated under each part.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 10. Could CCT please confirm how many hard-copy sets are required? Is one signed original sufficient, or should we also include additional copies and/or an electronic copy on a USB?                                                                                                                                                                                     | One signed original hard copy submission will be sufficient. Tenderers are welcome to include a copy, but this is not a requirement. The tenderer is <b>not required</b> to submit an electronic copy on a USB. <b>Submissions must be in hard copy.</b>                                                                                                                                                                                                                                                                                                                                                                                                  |
| 11. Please confirm the intended appointment model per Part. Clause 2.1.5.1 states that two tenderers will be appointed per Part, while clauses 4.10.9 and 4.10.10 refer to the highest-ranked tenderer plus the second and third highest-ranked alternative tenderers. How many suppliers may ultimately be appointed per Part, and in what order will work be allocated? | The correct interpretation of work allocation will be to appoint two tenderers per part. One being the main provider or winner and the second being the alternative. Work will be allocated to the main provider and only if the main provider in writing indicates that they are not able to render the service requested by the City of Cape Town, will the alternative provider be approached to assist in the offering of the service.                                                                                                                                                                                                                |
| 12. Under the winner-takes-all allocation model, please confirm whether the highest-ranked supplier may decline individual requests without penalty or adverse performance consequences, and whether any minimum response time or acceptance criteria will apply to work orders.                                                                                          | The highest ranked supplier (main provider) may decline individual requests without penalty. Persistent decline in requests will result in the contract manager questioning the capability of the main provider to perform against the tender contract. The contract manager will engage the main provider to understand the reason for persistent decline of requests and then decide to act, if required, in accordance with the CCT tender contract conditions as per the contract signed with the main provider. The minimum response time is normally 5 -7 working days but can be negotiated with the contract manager under certain circumstances. |
| 13. The tender states that it has nine Parts, namely A, B, C, D, E, F, G, H and I, but only Parts A to H are described and priced. Please confirm that there is no Part I and that bidders are required to respond only to the selected Parts A to H.                                                                                                                     | The tender only has eight parts A - H. Under the pricing section, the reference to the parts is incorrect. This is an error. Bidders are only required to respond to the selected Parts A to H as depicted in the tender document.                                                                                                                                                                                                                                                                                                                                                                                                                        |

| Question                                                                                                                                                                                                                                                                                                                     | Answers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| 14. Please confirm the correct 90/10 allocation between price and specific goals. Clause 2.3.10.3.4 and the formula indicate 90 points for price and 10 points for preference, while Schedule F.4 clause 1.4 appears to show 10 points for price and 90 points for specific goals.                                           | The correct allocation for a 90/10 tender will be 90 points for price and 10 points for preference/specific goals. On page 171, clause 1.4 incorrectly reflects the opposite. Maximum points in the relevant table should reflect <b>price 90</b> and <b>specific goals 10</b> .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 15. Please provide the estimated quantities or evaluation basket that will be applied to the unit rates for each Part when calculating the comparative price. If different baskets apply per Part, please provide each basket and confirm whether price evaluation and awards will be conducted separately per Part.         | Unfortunately, the basket information is not available to bidders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 16. Please confirm whether Year 2 and Year 3 rates may include bidder-determined annual escalation, provided the rates are fixed at tender submission, or whether identical rates are expected across all three years. Please also confirm the treatment of statutory cost changes after the pricing base date.              | As per clause 4.10.7 of the tender: "Provide fixed rates and prices for the duration of the contract that are not subject to adjustment except as otherwise provided for in clause 17 of the Conditions of Contract and as amplified in the Special Conditions of Contract." The bidder must complete Year 1, 2 and 3 rates that, at the time of the tender submission, must have included a calculation of escalation over the three-year period. Identical rates across all three years is a decision to be taken by the bidder and cannot be dictated to by the City of Cape Town. The offers made across each year for each item on the price schedule will be fixed. If a bidder responds to a part, the full price schedule for the part <b>MUST</b> be completed to be declared responsive. |
| 17. For per-delegate-per-day and per-session rates, please confirm the minimum billable cohort size, cancellation or postponement terms, and which delivery costs must be included in the rate, including preparation, customisation, materials, travel, accommodation, virtual-platform support and post-session reporting. | There is no minimum billable cohort size specified. Only minimum venue size of 25 seats, with a minimum of 12 specified for change management (part E). Cancellation and postponement terms will be negotiated with the successful bidder awarded the main provider status. All rates provided in the price schedule must be all inclusive, where applicable, to include all costs involved in preparation, materials, travel, accommodation, etc. No additional billing will be accepted for these costs. See the pricing instructions in the tender document.                                                                                                                                                                                                                                    |
| 18. Specific Goals Declaration by Tenderer - SG1 - Promotion of Micro and Small Enterprises - Total Turnover that must be completed there should it be for the EME that we will subcontract or our overall subcontractors we have on record?                                                                                 | The amounts submitted must be those of the subcontracting company/s proposed by the bidder for Tender No. 51C-2026/27, evidence turnover evidence to be provided including but not limited to audited financial statements, valid B-BBEE certificate or valid sworn affidavit.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

| Question                                                                                                                                                                                                                                                                                                                                                                                               | Answers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| 19. Clause 2.2.1.1.6 states that acceptable samples are required for responsiveness. Please identify precisely which samples must be submitted for each Part, the required format and quantity, any page or file-size limits, and whether confidential client artefacts may be redacted or anonymised.                                                                                                 | The relevant clause is a generic reference to any form of samples required to meet the general conditions of tender. To specify the format, quantity, size limits will also be too prescriptive. The guide is to consider what is required for the effective measurement of the functionality criteria, read together with schedule 13 in this tender, to determine the extent of the tender submission in the format of hard copies such as programme examples, facilitation sessions completed, training content, etc. more specifically and then clearly referenced. Please note that confidential client artefacts may be redacted or anonymised, however evidence provided in response to the functionality evaluation criteria for each part must be sufficient to assist the City of Cape Town to evaluate the tender submission received by the bidder. |
| 20. Please confirm whether evidence may be cross-referenced across Parts and schedules rather than duplicated, and whether the City will accept anonymised or redacted client evidence where confidentiality obligations prevent disclosure of client names, data or proprietary artefacts.                                                                                                            | Yes, evidence may be cross referenced across parts to avoid duplication. The evidence must however be clearly labelled or marked to ensure the relevance to the applicable parts is evident. Where confidentiality obligations prevent disclosure, adequate information must still be provided for the City of Cape Town to assess the functionality criteria. The absence of clear information about size, complexity, products or programmes, will prevent effective assessment of required experience, expertise or resource capabilities.                                                                                                                                                                                                                                                                                                                   |
| 21. Please confirm that Part A requires three leadership levels, namely Supervisory/Team, Heads and Management, and Senior Leadership. Several references state, “four levels” or “four different levels”, although only three levels are listed. Please also clarify the intended treatment of TASK level T19, which appears in both Heads/Management and Senior Leadership ranges.                   | It is confirmed that Part A requires three leadership levels namely 1) Supervisory/Team, 2) Heads and Management, and 3) Senior Leadership. The TASK levels included serve as an indication of the level of work described. In the City of Cape Town, the TASK level T19 can be both a manager of a functional branch or a director of a functional department. This is due to an overlap in job content, responsibility, complexity and impact described. Senior Leadership at T19 describes therefore the director’s role in a local government metro municipal structure. Heads and Management levels at T19 describe a manager role in a local government metro municipal structure.                                                                                                                                                                        |
| 22. Please distinguish the ownership and permitted use of (a) pre-existing bidder intellectual property, methodologies, licensed tools and platform components, (b) third-party intellectual property, and (c) bespoke deliverables developed specifically for the City. Will bidders retain ownership of background IP while granting the City a perpetual internal-use license to embedded elements? | Bidders may retain ownership of background IP while granting the City a perpetual internal-use license to embedded elements. When programmes are built for the City of Cape Town, they are bespoke and therefore become our IP, which gives us permission to rework the content.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 23. Clause 2.2.1.1.6 states that only tenders that provide acceptable samples “as stated in the Tender Specifications” will be declared responsive?                                                                                                                                                                                                                                                    | We have not identified any specific sample requirement in the specifications or functionality criteria. We are requesting examples of products, programmes, training content, etc., <b>thus clause 2.2.1.1.6 is not applicable in this tender.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

| Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Answers                                                                                                                                                                                                                                                                       |
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| <p>24. Specification clause 5.3.6 (page 133) requires the service provider to provide the full range of facilitation support for in-person sessions, including the registration process, securing venues, catering, all materials and learning aids, securing and transporting speakers and delegates, and securing support for facilitators. The Part E price schedule provides only hourly rates for the eight named roles and day and half-day rates for two venue sizes. There is no line item for registration administration, materials and learning aids, or the transport of speakers and delegates. Please confirm where these costs are to be recovered, i.e. within the venue rate, within the applicable hourly rates, or otherwise. We note the instruction at the clarification meeting that prices must be all-inclusive and would like to price on the correct basis.</p> | <p>Registration administration, materials and learning aids, transport of speakers and delegates – costs to be included as part of the venue rate.</p>                                                                                                                        |
| <p>25. Clause 2.3.10.3.1 states that points for price will be allocated based on “the sum of the prices/rates in relation to the estimated quantities”.</p> <p>The Part E price schedule requires an hourly rate for each of the eight named roles, but the tender does not set out the scope, scale or expected volume of work e.g. the number of change programmes to be supported concurrently, the typical team composition per assignment, or the anticipated hours per resource type.</p> <p>Please confirm:<br/>That the tendered hourly rate is for one individual resource of the stated type, and that resources will be called off individually as required. Whether estimated quantities for Part E are available to tenderers, or how comparative prices will be determined for evaluation purposes.</p>                                                                     | <p>The tendered hourly rate is for one individual resource of the stated type. Resources will be called off individually as required. Estimated quantities (for Part E) will be provided for all bidders. Price per hour charge must be provided by the service provider.</p> |
| <p>26. The Part E functionality criteria (clause 2.2.1.1.5, page 56) list seventeen artefact types at items 2.1.1.1 to 2.1.1.17. Please confirm whether representative extracts of each artefact are acceptable, or whether complete documents are expected. If there is a preferred page limit or format for this evidence, we would be grateful for guidance.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>Complete documents are required. PDF documents are accepted. No page limit as this is dependent on what the complete document entails</p>                                                                                                                                  |

| Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Answers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| <p>27. As part of our final preparations for Tender 51C/2026/27, we would appreciate clarification regarding the insurance requirements set out in Clause 11 (pages 145-146) of the tender documentation.</p> <p>Specifically, we would like to confirm whether the City would accept the submission of our existing insurance certificates as evidence of insurance cover for purposes of the tender.</p> <p>We would also appreciate confirmation as to whether compliance with Clause 11 would require: the submission of broker certificates that require endorsement of the City on our insurance policies; and/or the provision of copies of the underlying insurance policies.</p> <p>Our company is able to provide evidence of insurance cover through our insurance certificates, but we would appreciate guidance prior to submission on whether these documents would satisfy the City's requirements under Clause 11.</p> | <p>If the company's current insurance complies with requirements of clause 11, it can be submitted</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p>28. Where the tenderer is a joint venture, will the experience of each JV partner be considered as the tenderer's experience?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>The experience of each JV partner will be considered as the tenderer's experience. It is important to note though that the experience must be relevant to what is asked for in each part the tenderer is responding to. All joint venture (JV) requirements must be complied with, including the submission of a signed JV agreement and any other documentation specified in the tender document.</p>                                                                                                                                                                                                                                                                                                                                                    |
| <p>29. Will programmes designed or facilitated by the tenderer's key personnel and associates who are named in the submission (Schedules F.15, F.19 and F.20) be considered, where that work was done through their own practices or previous employers since 2021?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p>When evaluating company track record / experience, the evaluation is of the experience of the bidding entity itself. For a JV, the track record is assessed by looking at the historic institutional experience of the specific corporate entities or sole practices forming the JV and thereby projects completed with client companies.</p> <p>When evaluating the experience of key personnel/resources in a JV, such experience of individual resources, even if through a previous employer, will be fully valid as part of the JV submission as long as their personal CVs, proof of qualifications, and role definitions are formally attached and can be linked to the functionality requirements of the parts the tenderer is responding to.</p> |

## PART B: Organisational Development

Tender 51C/2026/27

| Question / clarification                                                                                                                                                                                                                                                           | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
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| 30. When an OD assignment is commissioned, to what extent will the City provide an existing diagnosis/problem statement versus expecting the service provider to undertake the contracting and diagnostic process as part of the intervention?                                     | The CCT may, depending on the nature and maturity of the request, provide an initial problem statement, background information, assessment results, survey data or organisational context. However, if the context requires, service providers should anticipate an appropriate contracting to deepen understanding of the underlying issues, stakeholders and intervention requirements. The extent of diagnostic work required will be determined on a case-by-case basis and confirmed at the time of assignment. |
| 31. Does the City anticipate OD interventions predominantly at team/department level, directorate level, or enterprise/cross-directorate level, and should providers plan to support interventions across all three levels?                                                        | The City of Cape Town anticipates that OD interventions may be required at multiple organisational levels, including team, departmental, directorate and enterprise-wide or cross-directorate levels. Service providers should therefore demonstrate the capability and capacity to design and facilitate interventions across all levels of the organisation, considering varying degrees of complexity, stakeholder involvement and organisational impact.                                                         |
| 32. Beyond the half-day/full-day interventions referenced, does the City envisage multi-stage OD engagements incorporating diagnosis, stakeholder contracting, intervention design, facilitation, action planning, reinforcement, and post-intervention evaluation?                | The specific scope and lifecycle requirements will be determined by the objectives and complexity of each assignment.                                                                                                                                                                                                                                                                                                                                                                                                |
| 33. What constitutes successful completion of an OD intervention, and what period of post-intervention measurement or implementation support does the City expect for demonstrating behavioural, team or organisational shifts?                                                    | Success will be measured against the agreed intervention objectives and outcomes. Post-intervention evaluation and support may be required where appropriate to ensure sustainable results.                                                                                                                                                                                                                                                                                                                          |
| 34. Can the City confirm that service providers may apply their established OD methodologies, frameworks, and tools, with the City's IP ownership applying to bespoke materials and outputs developed specifically for the City rather than providers' pre-existing/background IP? | The City of Cape Town is open to service providers applying their established OD methodologies, frameworks and tools. However, the City reserves the right to provide requirements on the approach and methodology to ensure alignment with organisational requirements, context and intended outcomes. Any assignment-specific output developed for the City will be subject to the applicable contractual and procurement provisions.                                                                              |

## PART C: Organisational Effectiveness

Tender 51C/2026/27

| Question / clarification                                                                                                                                                                                                                                                                                                   | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| 35. Does the City envisage Functional Experts predominantly being commissioned for discrete engagements such as keynotes, masterclasses, panels, and strategic dialogues, or also for multi-engagement thematic programmes delivered over an extended period?                                                              | The City of Cape Town anticipates that Functional Experts may be engaged for both single-event interventions (e.g. keynotes, masterclasses and strategic dialogues) and multi-engagement programmes, depending on the business requirement.                                                                                                                                                                                                                                                                                        |
| 36. Of the functional areas listed (including leadership practice, organisational behaviour/culture, coaching, business improvement, organisational design, innovation, strategy, AI and Workplace of the Future) are there particular areas in which the City anticipates the greatest demand during the contract period? | The City of Cape Town may require expertise across all listed functional areas. Specific demand will be determined by organisational priorities and emerging business needs during the contract period.                                                                                                                                                                                                                                                                                                                            |
| 37. What level of City-specific research, stakeholder engagement, contextualisation, and bespoke content development should Functional Experts assume when preparing for individual engagements?                                                                                                                           | Functional Experts should expect to tailor content to the City's organisational context, objectives and audience requirements. This may include contextual research, adapting examples and case studies, and aligning content with the City's strategic and cultural environment. The extent of customisation will be determined on a case-by-case basis.                                                                                                                                                                          |
| 38. Are all Functional Experts who may be utilised during the contract required to be identified and their CVs included at tender stage, or may additional experts be introduced during the contract where they meet or exceed the stipulated expertise requirements and are approved by the City?                         | Tenderers should identify proposed experts at tender stage. Additional or replacement experts may be introduced during the contract period, subject to meeting the required expertise criteria, the provisions of the contract, and approval by the City of Cape Town.                                                                                                                                                                                                                                                             |
| 39. Where an expert-led engagement identifies a requirement for subsequent OD, Organisation Design, Business Improvement, Leadership Development or Change Management work, does the City envisage that subsequent requirement being separately commissioned under the relevant Tender Part?                               | <p>Where an expert-led engagement identifies the need for OD, Organisation Design, Business Improvement, Leadership Development or Change Management support beyond the scope of expert content delivery, such work would fall outside the scope of Part C. Please see Part C for further clarification on scope of functional expertise.</p> <p>The tender has eight Parts namely A, B, C, D, E, F, G, H. Please ensure you state clearly and specifically, for which parts and services of the tender you are responding to.</p> |

## PART D: 360-degree assessment feedback

Tender 51C/2026/27

| Question / clarification                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| 40. For the 360-degree feedback solution, please confirm whether the City expects transfer of the complete application, including source code, configuration, data model and technical documentation, or ownership only of City-specific data, reports, questions and configurations. Please also confirm the required hosting model, integration points, authentication method, environments, security standards, data-residency requirements and expected user volumes. | All data, reports, and outputs generated through the use of the 360-degree feedback tool for the City of Cape Town shall remain the property of the City of Cape Town. The service provider may not use, disclose or repurpose City-specific data without the City's prior written consent. Therefore, CCT retains ownership of the following: Participant data, Assessment results, Reports, Questionnaires/ competency frameworks, Dimensions for the 360-feedback to be established, Competency and behaviorally based questions, Feedback training for City officials, Team feedback report where a team has concluded 360 feedback and any bespoke built CCT intellectual property. The 360-feedback solution will remain in the purview of the tenderer, and CCT requires only the IP indicated above. |
| 41. Please provide the anticipated number of 360-degree assessments, individual reports, team reports, raters per participant and train-the-trainer cohorts over the contract term, together with expected support hours and service levels.                                                                                                                                                                                                                              | CCT will request access to services based upon need. The Basket of Quantities outlines anticipated support hours and service levels.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 42. The 360-degree assessment system will remain the property of CoCT. Is the requirement that the 360-system becomes the property of CoCT or only the data exports and reports that are generated?                                                                                                                                                                                                                                                                       | All data, reports, and outputs generated using the 360-degree feedback tool for the City of Cape Town shall remain the property of the City of Cape Town. The service provider may not use, disclose or repurpose City-specific data without the City's prior written consent. Therefore, CCT retains ownership of the following: Participant data, Assessment results, Reports, Questionnaires/ competency frameworks, Dimensions for the 360-feedback to be established, Competency and behaviorally based questions, Feedback training for City officials, Team feedback report where a team has concluded 360 feedback and any bespoke built CCT intellectual property. The 360-feedback solution will remain in the purview of the tenderer, and CCT requires only the IP indicated above.              |

## PART E: Change Management

Tender 51C/2026/27

| Question / clarification                                                                                                                                                                                                                                                                                           | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| 43. What types and indicative scale of change initiatives does the City anticipate requiring support for over the contract period, for example technology implementations, process redesign, operating-model changes, organisational restructuring, culture/behaviour change, or enterprise transformation?        | Large scale, complex change which often is likely in the context of operating-model changes, organisational restructuring, business improvement initiatives and enterprise transformation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 44. What Change Management capability, methodology and resources currently exist internally, and how does the City envisage responsibility being divided between its internal Change professionals and the appointed service provider?                                                                             | The Change Management CoE (Centre of Excellence) currently consists of a small team. Given the resource constraint, part of driving change within the City of Cape Town is to enable leaders within the City to become change-competent so that they can drive change within their business areas. In addition, the envisaged responsibility for the appointed service provider is to have resources that can be on the ground working hand in glove with the Change Team and ensuring that they aligned with the rollout of various projects. Methodology used is quite varied from PROSCI, Burke-Litwin model to Dean and Linda Anderson's Change Leader's Roadmap, etc. We allow change frameworks that are fit for purpose as long as it covers the general change principles used to successfully take people along the change journey. |
| 45. Does the City anticipate service providers predominantly providing dedicated Change resources embedded into individual projects/programmes, delivering defined OCM work packages, or providing an end-to-end managed Change Management service?                                                                | The need is for dedicated Change resources embedded into individual projects/programmes, delivering defined OCM work packages.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 46. Are Change Leadership Development and establishment of Change Networks expected to be standalone enterprise interventions, components of individual change programmes, or both; and does an existing City-wide Change Network currently exist that providers would enhance rather than establish from scratch? | Change Leadership Development would be part of upskilling leaders as part of change programmes being rolled out. It's really to build capability for our leaders on change and their role when it comes to helping deploy the change. We would also look to establish a City-wide Change Champion Network that can be used across the business to help drive the importance of creating a positive change culture within the City of Cape Town. This could include having a Change COP (Community of Practice) to enforce and sustain this, etc. These Change Champions can also be used specifically for project rollouts, and as the need arises for this                                                                                                                                                                                  |
| 47. What measures does the City expect to use to determine successful change adoption, and for how long after implementation/go-live will the service provider typically remain accountable for reinforcement, adoption measurement, and sustainability?                                                           | Currently, surveys and focus groups are the instruments used to determine how the change is landing. This is usually done prior and post go-live. Actual measures are around readiness, successful implementation of the change, teams adopting new ways of working, etc.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

## PART F: Talent Management

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| Question / clarification                                                                                                                                                                                                                                                                                                                                        | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| 48. Which elements of the City's Talent Management architecture (Talent Strategy, Talent Profiles, Talent Review methodology, 9-Box/calibration, succession methodology, competency frameworks, and governance) are already established, and where does the City expect the service provider to design/enhance these versus facilitate and operationalise them? | Key areas of focus include the design and development of Talent Profiles, establishing mechanisms to maintain and manage profile information, designing and implementing the Talent Review process, integrating assessment solutions to identify potential, and supporting the creation of targeted personal development plans. Any talent related data exists off system.                                                                                                                                                                                                                                                                                         |
| 49. How does the City envisage the potential population of up to 5,000 employees being phased across the contract period, and what indicative annual volumes of Talent Reviews, Succession Forums and developmental assessments should providers use for capacity planning?                                                                                     | We envisage rolling out talent reviews over a reasonable period, such as three years, using a phased approach across different levels of professional staff (excluding operational roles). While the exact scope will be refined during implementation, our potential max reach is approximately 5,000 employees.                                                                                                                                                                                                                                                                                                                                                  |
| 50. Does the City prescribe or prefer developmental assessment instruments, competency/potential frameworks, or assessment methodologies, or should tenderers propose the assessment battery and methodology they consider most appropriate?                                                                                                                    | We are open to understanding the solutions and methodologies offered by the supplier, provided they are aligned with industry standards and supported by appropriate certification. Any assessments or tools proposed should be valid, reliable, and administered or endorsed by an HPCSA-registered Industrial and Organisational Psychology (IOP) practitioner.                                                                                                                                                                                                                                                                                                  |
| 51. Is the successful service provider expected to provide, licence and host the online Talent Management and assessment platform, or is the requirement to configure/integrate with an existing or separately procured City platform; and what existing HR technology environment must it integrate with?                                                      | No, the technology does not need to be integrated systematically. The transfer of information will be managed manually, either through CVs or direct data input. We are interested in understanding what capabilities, tools, or resources the supplier can provide to support the Talent Programme, such as talent profiling and related assessment solutions. While the data generated and maintained through the programme will remain the property of the City of Cape Town, this tender is not intended for the procurement of a talent management system. Instead, the focus is on services and solutions that can enhance and support the Talent Programme. |
| 52. How does the City envisage responsibilities being divided between the City's Talent Management Lead, OD professionals, HRBPs, psychologists /psychometrists, line managers and the service provider and which capabilities does the City ultimately intend to internalise during the contract?                                                              | The Talent function defines and translates City of Cape Town objectives and talent goals. OD, HRBP, and Psychologists support delivery. Line management is the customer, while supplier provides advice, best practices, methodologies, and support for programme design and implementation.                                                                                                                                                                                                                                                                                                                                                                       |

| Question / clarification                                                                                                                                                                                                                                                                                                                                                                                                     | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| <p>53. Please confirm the minimum required experience for the proposed Organisational Psychologist. Page 59 refers to a minimum of two years, while C.5.3.7 requires between five and eight years. Please also confirm whether the experience bands are eligibility requirements or only functionality-scoring bands.</p>                                                                                                    | <p>The minimum experience requirement for the proposed Organisational Psychologist is five (5) years' relevant experience. The reference to two years' experience on page 59 was an error and should be disregarded. The intention is for the incumbent to operate as an independent individual contributor, providing specialised professional services and guidance within the organisational psychology field. As such, a minimum of five years' relevant experience is considered necessary to ensure the required level of professional competence, judgement, and autonomy. The five to eight years' experience criterion reflected in section C.5.3.7 should be regarded as the minimum experience eligibility requirement for the role and not merely a functionality -scoring band. Functionality scoring should therefore be assessed against this minimum threshold, with additional experience considered where applicable in terms of the evaluation methodology.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <p>54. Please provide the City's minimum technology, security and integration requirements for the Talent Management and Developmental Assessment platform, including hosting and data residency, single sign-on, role design, audit logging, encryption, retention and deletion rules, integration interfaces, data migration volumes, accessibility standards, and the number and types of user licences to be priced.</p> | <p>Please refer to pages 67 and 68, where the evaluation criteria for the digital platform outlines the key features and capabilities that will be assessed. It should be noted that the purpose of this tender is not to develop, customise, or procure a bespoke Talent Management and Development Assessment platform. Rather, the intention is to gain access to an existing supplier-owned or third-party platform that the successful service provider will utilise to support the delivery of Talent Management and related consulting services. Accordingly, at this stage, the evaluation is focused on assessing the features, functionality, and capabilities available within the proposed platform as outlined in the tender documentation. Detailed technical requirements, including but not limited to hosting arrangements, data residency, security controls, single sign-on, role-based access, audit logging, encryption standards, retention and deletion requirements, integration interfaces, data migration requirements, accessibility standards, and licence configurations, will be discussed and agreed with the successful service provider at a later stage as part of the implementation and service design process. For the purposes of this tender, bidders should therefore respond based on the capabilities of the platform(s) they propose to utilise in support of the required services.</p> |

## PART G: Business Improvement and Organisational Design

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| Question / clarification                                                                                                                                                                                                                                                                                                                                                                   | Response                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| 55. Will operating-model design, organisational design and business improvement be commissioned together or separately?                                                                                                                                                                                                                                                                    | Assignments may involve individual capabilities or an integrated combination, depending on the business requirement. The scope and deliverables would be defined for each assignment.                                                                                                                                                                                                                                                         |
| 56. What documents and data will the City provide, and what must providers develop or validate?                                                                                                                                                                                                                                                                                            | The City of Cape Town would provide relevant existing strategies, structures, role information, process documentation and workforce data where available. Providers should assess and validate these inputs and develop missing material where included in the assignment's scope. A complete, current set of documents should not be assumed and available inputs and responsibility for filling gaps must be confirmed for each assignment. |
| 57. Must providers support implementation, transition and benefits realisation, or only deliver recommendations and designs?                                                                                                                                                                                                                                                               | Implementation support is within scope; assignments are not necessarily limited to diagnosis and design. Depending on the assignment, support may include transition planning, implementation roadmaps, implementing process improvements, performance monitoring and benefits realisation mechanisms. The division of responsibilities between the City of Cape Town and provider needs to be agreed for each assignment.                    |
| 58. Must providers supply their own proprietary platform, or may they use third-party tools?                                                                                                                                                                                                                                                                                               | Providers may use platforms they own, license or access through third parties. The platform must be actively used and meet Part G's functional, security, integration and data-export requirements. Costs required to fulfil the provider's obligations must be included in tendered prices.                                                                                                                                                  |
| 59. Who establishes baselines, forecasts benefits and tracks actual results, especially where the City implements the changes?                                                                                                                                                                                                                                                             | The provider establishes or validates baselines, quantifies forecast benefits and develops agreed measurement and tracking mechanisms. Where implementation remains City-led, City managers would own operational delivery and tracking of actual results.                                                                                                                                                                                    |
| 60. Will Anthropic enterprise stack certification be accepted instead of Lean Six Sigma / Black Belt expertise?                                                                                                                                                                                                                                                                            | The tender requires Lean Six Sigma resources, including certified Senior Lean Six Sigma Black Belt expertise. Anthropic enterprise stack certification alone does not demonstrate that these requirements are met.                                                                                                                                                                                                                            |
| 61. Please reconcile the applicable look-back period, organisation-size threshold and benefit threshold for Part G Business Improvement. The documents refer variously to the past five years and past ten years, organisations with 2,000 or more and 5,000 or more employees, and realised versus realised or forecast benefits of R10 million or an equivalent operational improvement. | Lean Six Sigma consulting services have a requirement of 2000 or more employees, and a realised benefit of R10M or more, whereas Operating Model and Organisational design consulting services have a requirement of 5000 or more employees, and the same realised benefit of R10M or more. Both should be applicable in the past 10 years.                                                                                                   |

| Question / clarification                                                                                                                                                                                                                                                                                                                                            | Response                                                                                                                                                                                                                                                                       |
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| 62. Please confirm whether one integrated technology platform is required for organisational design, workforce planning, business improvement, statistical analysis and dashboarding, or whether an interoperable toolset is acceptable. Please provide required integration, data import/export, security, hosting, licensing and City-user access specifications. | Different technology platforms can be used but there needs to be platform integration between Organisational Design and the Talent strategy / SWP processes. The City of Cape Town uses SAP as their ERP. Any other requirements will be agreed to with the successful bidder. |

## ***PART H: Innovation Management***

**Tender 51C/2026/27**

| Question / clarification                                                                                                                                                                                                                                                                                                                                                                          | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
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| 63. For accredited innovation training under Part H, please confirm the required accreditation type and authority, whether unit-standard or CPD accreditation is expected, which programmes must be accredited, and whether the associated accreditation and certification costs must be included in the listed unit rates?                                                                       | Requirements regarding accreditation body, accreditation type, certification requirements, has not been included in the tender document- We are open to understand what is available and what the service provider can offer as long as it is an industry benchmark that's applicable to the innovation space. Specific accreditation for training interventions (Design-Led Thinking, Six Thinking Hats, Lateral thinking, Systemic Innovation Management) is preferable. Accreditation is specified as part of the service scope for innovation training interventions, but it is not identified as a standalone functionality criterion and does not carry separate functionality points. Consequently, accreditation should not directly influence the functionality score, although bidders would still be expected to demonstrate their ability to provide accredited training where required. |
| 64. Please provide the expected annual volumes and indicative scale for Part H deliverables, including innovation strategies, capability-index cycles, case studies, training sessions, workshops or hackathons, campaigns, showcase interventions, ISO 56002 implementation support and certification facilitation.                                                                              | The Basket of quantities Part H indicates the anticipated total number of interventions/ deliverables required please refer to row 4.9.1 - 4.9.16 per year and over 3 years totals                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 65. For part h - innovation management services, under no1. qualification. Please clarify if members of our team don't have the exact Masters of Business Management or Masters with innovation/ innovation management as module including Design Thinking or Futures Thinking, would this cause disqualification for this section or could it lead to disqualification of our entire submission. | Part H awards points for project team leads holding a Master's in Business Management or equivalent Master's qualification (of same NQF level) with innovation/innovation management modules including Design Thinking or Futures Thinking. Not having the exact Master's qualification would not automatically disqualify a bidder, provided the submission can still achieve the minimum functionality score and remains responsive to the tender requirements. However, it could significantly reduce the functionality score under the personnel expertise criterion.                                                                                                                                                                                                                                                                                                                            |