

TENDER DOCUMENT GOODS AND SERVICES		 CITY OF CAPE TOWN ISIXEKO SASEKAPA STAD KAAPSTAD	
SUPPLY CHAIN MANAGEMENT			
SCM - 542	Approved by Branch Manager: 03/04/2020	Version: 8	Page 1 of 147

TENDER NO: 185C 2021/22

TENDER DESCRIPTION: PROVISION OF PROFESSIONAL SERVICES TO SUPPORT TRANSVERSAL MANAGEMENT, PROJECTS, PROGRAMME AND PORTFOLIO MANAGEMENT (PPPM) AND CONTRACT MANAGEMENT

CONTRACT PERIOD: 36 months from date of commencement of contract

VOLUME 1: TENDERING PROCEDURES

CLOSING DATE: 17 January 2022]

CLOSING TIME: 10:00 a.m.

**TENDER BOX
NUMBER:** 167

TENDER FEE: **R200** Non-refundable tender fee payable to City of Cape Town (CCT) for a hard copy of the tender document. This fee is not applicable to website downloads of the tender document.

TENDERER	
NAME of Company/Close Corporation or Partnership / Joint Venture/ Consortium or Sole Proprietor /Individual	
TRADING AS (if different from above)	

NATURE OF TENDER OFFER (please indicate below)	
Main Offer (see clause 2.2.11.1)	
Alternative Offer (see clause 2.2.11.1)	

TENDER SERIAL NO.:	
SIGNATURES OF CITY OFFICIALS AT TENDER OPENING	
1	
2	
3	

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VOLUME 1: THE TENDER

(1) GENERAL TENDER INFORMATION

TENDER ADVERTISED	:	3 December 2021
SITE VISIT/CLARIFICATION MEETING	:	Non- strongly recommended
VENUE FOR SITE VISIT/CLARIFICATION MEETING	:	14 December 2021 Skype link to be used https://meet.capetown.gov.za/pumeza.nema/12hdim28 09h30-10h45
TENDER BOX & ADDRESS	:	Tender Box as per front cover at the Tender &Quotation Boxes Office, 2nd Floor (Concourse Level), Civic Centre, 12 Hertzog Boulevard, Cape Town. The Tender Document (which includes the Form of Offer and Acceptance) completed in all respects, plus any additional supporting documents required, must be submitted in a sealed envelope with the name and address of the tenderer, the endorsement TENDER NO.185C/2021/22: PROVISION OF PROFESSIONAL SERVICES TO SUPPORT TRANSVERSAL MANAGEMENT,PROJECTS,PROGRAMME AND PORTFOLIO MANAGEMENT (PPPM) AND CONTRACT MANAGEMENT The tender box No. and the closing date indicated on the envelope. The sealed envelope must be inserted into the appropriate official tender box before closing time. If the tender offer is too large to fit into the abovementioned box or the box is full, please enquire at the public counter (Tender Distribution Office) for alternative instructions. It remains the tenderer's responsibility to ensure that the tender is placed in either the original box or as alternatively instructed.
CCT TENDER REPRESENTATIVE		AZHER SHABOODIEN Tel. No.: (021) 400 7589] Email: Azher.Shaboodien@capetown.gov.za

TENDERERS MUST NOTE THAT WHEREVER THIS DOCUMENT REFERS TO ANY PARTICULAR TRADE MARK, NAME, PATENT, DESIGN, TYPE, SPECIFIC ORIGIN OR PRODUCER, SUCH REFERENCE SHALL BE DEEMED TO BE ACCOMPANIED BY THE WORDS 'OR EQUIVALENT'

(2) CONDITIONS OF TENDER**2.1 General****2.1.1 Actions**

2.1.1.1 The City of Cape Town (CCT) and each tenderer submitting a tender offer shall comply with these Conditions of Tender. In their dealings with each other, they shall discharge their duties and obligations as set out in these Conditions of Tender, timeously and with integrity, and behave equitably, honestly and transparently, comply with all legal obligations.

The parties agree that this tender, its evaluation and acceptance and any resulting contract shall also be subject to the Employer's Supply Chain Management Policy ('SCM Policy') that was applicable on the date the bid was advertised, save that if the Employer adopts a new SCM Policy which contemplates that any clause therein would apply to the contract emanating from this tender, such clause shall also be applicable to that contract. Please refer to this document contained on the Employer's website.

Abuse of the Supply Chain Management system is not permitted and may result in the tender being rejected, cancellation of the contract, restriction of the supplier, and/or the exercise by the City of any other remedies available to it as described in the SCM Policy.

2.1.1.2 The CCT, the tenderer and their agents and employees involved in the tender process shall avoid conflicts of interest and where a conflict of interest is perceived or known, declare any such conflict of interest, indicating the nature of such conflict. Tenderers shall declare any potential conflict of interest in their tender submissions. Employees, agents and advisors of the CCT shall declare any conflict of interest to the CCT at the start of any deliberations relating to the procurement process or as soon as they become aware of such conflict, and abstain from any decisions where such conflict exists or recuse themselves from the procurement process, as appropriate.

2.1.1.3 The CCT shall not seek, and a tenderer shall not submit a tender, without having a firm intention and capacity to proceed with the contract.

2.1.2 Interpretation

2.1.2.1 The additional requirements contained in the returnable documents are part of these Conditions of Tender.

2.1.2.2 These Conditions of Tender and returnable schedules which are required for tender evaluation purposes, shall form part of the contract arising from the invitation to tender.

2.1.3 Communication during tender process

Verbal or any other form of communication, from the CCT, its employees, agents or advisors during site visits/clarification meetings or at any other time prior to the award of the Contract, will not be regarded as binding on the CCT, unless communicated by the CCT in writing to suppliers by its Director: Supply Chain Management or his nominee.

2.1.4 The CCT's right to accept or reject any tender offer

2.1.4.1 The CCT may accept or reject any tender offer and may cancel the tender process or reject all tender offers at any time before the formation of a contract. The CCT may, prior to the award of the tender, cancel a tender if:

- (a) due to changed circumstances, there is no longer a need for the services, works or goods requested; or
- (b) funds are no longer available to cover the total envisaged expenditure; or
- (c) no acceptable tenders are received;
- (d) there is a material irregularity in the tender process; or
- (e) the parties are unable to negotiate market related pricing.

The CCT shall not accept or incur any liability to a tenderer for such cancellation or rejection, but will give written reasons for such action upon receiving a written request to do so.

2.1.5 Procurement procedures

2.1.5.1 General

Unless otherwise stated in the tender conditions, a contract will be concluded with the tenderer who scores the highest number of tender adjudication points per Part.

The City intends to award the tender per Part to a Single Service Provider – the highest ranked tenderer and three Standby Servicer Providers (second, third and fourth ranked) per Part. If insufficient responsive bids are received, the CCT reserves the right to appoint fewer Standby tenderers, or not to appoint any tenderers at all.

Service Providers, once appointed and subject to operational requirements, will be invited to deliver the goods or services on a “winner-takes-all” basis, whereby the order will always be offered and, if accepted, allocated to the highest ranked tenderer (“the winner”), and only if he refuses will the work be offered to the next highest ranked tenderer, from the Standby tenderers.

2.1.5.2 Proposal procedure using the two stage-system

A two-stage system will not be followed.

2.1.5.3 Nomination of Alternative Bidder

Alternative Bidder means a bidder, identified at the time of awarding a bid, that will be considered for award should the contract be terminated for any reason whatsoever. In the event that a contract is terminated during the execution thereof, the CCT may consider the award of the contract, or non-award, to the alternative bidder in terms of the procedures included its SCM Policy.

2.1.6 Objections, complaints, queries and disputes/appeals in terms of Section 62 of the Systems Act/Access to court

2.1.6.1 Disputes, objections, complaints and queries

In terms of Regulations 49 and 50 of the Local Government: Municipal Finance Management Act, 56 of 2003 Municipal Supply Chain Management Regulations (Board Notice 868 of 2005):

- a) Persons aggrieved by decisions or actions taken by the CCT in the implementation of its Supply Chain Management system, may lodge within 14 days of the decision or action, a written objection or complaint or query or dispute against the decision or action.

2.1.6.2 Appeals

- a) In terms of Section 62 of the Local Government: Municipal Systems Act, 32 of 2000 a person whose rights are affected by a decision taken by the CCT, may appeal against that decision by giving written notice of the appeal and reasons to the City Manager within 21 days of the date of the notification of the decision.
- b) An appeal must contain the following:
 - i. Must be in writing
 - ii. It must set out the reasons for the appeal
 - iii. It must state in which way the Appellant's rights were affected by the decision;
 - iv. It must state the remedy sought; and
 - v. It must be accompanied with a copy of the notification advising the person of the decision.
- c) The relevant City appeal authority must consider the appeal and **may confirm, vary or revoke** the decision that has been appealed, but no such revocation of a decision may detract from any rights that may have accrued as a result of the decision.

2.1.6.3 Right to approach the courts and rights in terms of Promotion of Administrative Justice Act, 3 of 2000 and Promotion of Access to Information Act, 2 of 2000

The sub-clauses above do not influence any affected person's rights to approach the High Court at any time or its rights in terms of the Promotion of Administrative Justice Act (PAJA) and Promotion of Access to Information Act (PAIA).

2.1.6.4 All requests referring to sub clauses 2.1.6.1 and 2.1.6.2 must be submitted in writing to:

The City Manager - C/o the Manager: Legal Compliance Unit, Legal Services Department, Corporate Services Directorate

Via hand delivery at: 20th Floor, Tower Block, 12 Hertzog Boulevard, Cape Town 8001

Via post at: Private Bag X918, Cape Town, 8000

Via fax at: 021 400 5963 or 021 400 5830

Via email at: MSA.Appeals@capetown.gov.za

2.1.6.5 All requests referring to clause 2.1.6.3 ns must be submitted in writing to:

The City Manager - C/o the Manager: Access to Information Unit, Corporate Services Directorate

Via hand delivery at: 20th Floor, Tower Block, 12 Hertzog Boulevard, Cape Town 8001

Via post at: Private Bag X918, Cape Town, 8000

Via fax at: 086 202 9982

Via email at: Access2info.Act@capetown.gov.za

2.1.7 City of Cape Town Supplier Database Registration

Tenderers are required to be registered on the CCT Supplier Database as a service provider. Tenderers must register as such upon being requested to do so in writing and within the period contained in such a request, failing which no orders can be raised or payments processed from the resulting contract. In the case of Joint Venture partnerships this requirement will apply individually to each party of the Joint Venture.

Tenderers who wish to register on the CCT's Supplier Database may collect registration forms from the Supplier Management Unit located within the Supplier Management / Registration Office, 2nd Floor (Concourse Level), Civic Centre, 12 Hertzog Boulevard, Cape Town (Tel 021 400 9242/3/4/5). Registration forms and related information are also available on the CCT's website www.capetown.gov.za (follow the Supply Chain Management link to Supplier registration).

It is each tenderer's responsibility to keep all the information on the CCT Supplier Database updated.

2.1.8 National Treasury Web Based Central Supplier Database (CSD) Registration

Tenderers are required to be registered on the National Treasury Web Based Central Supplier Database (CSD) as a service provider. Tenderers must register as such upon being requested to do so in writing and within the period contained in such a request, failing which no orders can be raised or payments processed from the resulting contract. In the case of Joint Venture partnerships this requirement will apply individually to each party of the Joint Venture.

Tenderers who wish to register on the National Treasury Web Based Central Supplier Database (CSD) may do so via the web address <https://secure.csd.gov.za>.

It is each tenderer's responsibility to keep all the information on the National Treasury Web Based Central Supplier Database (CSD) updated.

2.2 Tenderer's obligations

2.2.1 Eligibility Criteria

2.2.1.1 Tenderers' obligations

Tenderers are obligated to submit a tender offer that complies in all aspects to the conditions as detailed in this tender document. Only those tenders that comply in all aspects with the tender conditions, specifications, pricing instructions and contract conditions will be declared to be responsive.

2.2.1.1.1 Submit a tender offer

Only those tender submissions from which it can be established that a clear, irrevocable and unambiguous offer has been made to CCT, by whom the offer has been made and what the offer constitutes, will be declared responsive.

2.2.1.1.2 Compliance with requirements of CCT SCM Policy and procedures

Only those tenders that are compliant with the requirements below will be declared responsive:

- a) A completed **Details of Tenderer** to be provided (applicable schedule to be completed);
- b) A completed **Certificate of Authority for Partnerships/Joint Ventures/Consortiums** to be provided authorising the tender to be made and the signatory to sign the tender on the partnership/joint venture/consortium's (applicable schedule to be completed);
- c) A copy of the partnership/joint venture/consortium agreement to be provided.
- d) A completed **Declaration of Interest – State Employees** to be provided and which does not indicate any non-compliance with the legal requirements relating to state employees (applicable schedule to be completed);
- e) A completed **Declaration – Conflict of Interest and Declaration of Bidders' past Supply Chain Management Practices** to be provided and which does not indicate any conflict or past practises that renders the tender non-responsive based on the conditions contained thereon (applicable schedules to be completed);
- f) A completed **Certificate of Independent Bid Determination** to be provided and which does not indicate any non-compliance with the requirements of the schedule (applicable schedule to be completed);
- g) The tenderer (including any of its directors or members), has not been restricted in terms of abuse of the Supply Chain Management Policy,
- h) The tenderer's tax matters with SARS are in order, or the tenderer is a foreign supplier that is not required to be registered for tax compliance with SARS;
- i) The tenderer is not an advisor or consultant contracted with the CCT whose prior or current obligations creates any conflict of interest or unfair advantage,
- j) The tenderer is not a person, advisor, corporate entity or a director of such corporate entity, involved with the bid specification committee;
- k) A completed **Authorisation for the Deduction of Outstanding Amounts Owed to the City of Cape Town** to be provided and which does not indicate any details that renders the tender non-responsive based on the conditions contained thereon (applicable schedules to be completed);
- l) The tenderer (including any of its directors or members), has not been found guilty of contravening the Competition Act 89 of 1998, as amended from time to time;
- m) The tenderer (including any of its directors or members), has not been found guilty on any other basis listed in the Supply Chain Management Policy.

2.2.1.1.3 Key Personal per Part

In order to be declared responsive, the tenderer must have the following key personnel in its permanent employment at the close of tender. Alternatively, a signed undertaking from a specialist consultant/firm having the required personnel, stating that they will undertake the necessary work on behalf of the tenderer in terms of a sub-consultant agreement, will be acceptable. The sub-consultant can **only tender with one main consultant**. Such undertaking must be attached to the schedule titled Key Personnel per Part, Table 15.2 & 15.3: Returnable Schedules and clearly state the undertaking is specific to this contract and title. Further, the specialist consultant/firm may only undertake an agreement with one tenderer tendering for this tender. The proposed resources may apply for more than one sub-part, meaning a proposed resource that meets the qualification and experience criteria for sub-part A1.1 can be used for sub-part A1.2 (example).

The curriculum vitae of all key personnel (including consultants and sub-contractors), along with the signed undertakings where relevant, must be submitted with the tender submission. The curriculum vitae must be completed in the template provided (Figure 2.2.1 - Key Personnel Curriculum Vitae template). Evaluation will be based on the information provided in the Key Personnel curriculum vitae against the criteria in the Key

Personnel. Where required, the professional registration numbers of the key personnel must be indicated on the curriculum vitae.

Table: 2.2.1 – Key Personal Per Part

ROLE	ROLE DESCRIPTION	ITEM NO	JOB TITLE- RESOURCE LEVEL	MINIMUM QUALIFICATION REQUIREMENTS	MINIMUM EXPERIENCE (Years)	CVs Required
PART A TRANSVERSAL MANAGEMENT						
A1 ORGANISATIONAL, BUSINESS, DEPARTMENTAL, PROCESS DESIGN & IMPROVEMENT						
PART A1 A1.1	ORGANISATIONAL DESIGN & IMPROVEMENT	A.1.1.1	Organisation Design Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		A.1.1.2	Senior Organisational Design Analyst	B Degree in Commerce / HR / Business Management / Industrial Engineering	8	1
		A.1.1.3	Organisational Design Analyst	B Degree in Commerce / HR / Business Management / Industrial Engineering	5	1
		A.1.1.4	Organisational Improvement Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		A.1.1.5	Senior Organisational Improvement Analyst	B Degree in Commerce / HR / Business Management / Industrial Engineering	8	1
		A.1.1.6	Organisational Improvement Analyst	B Degree in Commerce / HR / Business Management / Industrial Engineering	5	1
		A.1.1.7	Organisational Performance Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		A.1.1.8	Senior Organisational Performance Analyst	B Degree in Commerce / HR / Business Management / Industrial Engineering	8	1
		A.1.1.9	Organisational Performance Analyst	B Degree in Commerce / HR / Business Management / Industrial Engineering	5	1
PART A1 A1.2	BUSINESS DESIGN & IMPROVEMENT	A.1.2.1	Business Design Analyst	M Degree or MBA or PhD in Relevant Field	10	1
		A.1.2.2	Senior Business Design Specialist	B Degree in Commerce / HR / Business Management / Industrial Engineering	8	1
		A.1.2.3	Business Design Analyst	B Degree in Commerce / HR / Business Management / Industrial Engineering	5	1
		A.1.2.4	Business Improvement Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		A.1.2.5	Senior Business Improvement Analyst	B Degree in Commerce / HR / Business Management / Industrial Engineering	8	1
		A.1.2.6	Business Improvement Analyst	B Degree in Commerce / HR / Business Management / Industrial Engineering	5	1
		A.1.2.7	Business Performance Specialist	B Degree in Commerce / HR / Business Management / Industrial Engineering	8	1
		A.1.2.8	Senior Business Performance Analyst	M Degree or MBA or PhD in Relevant Field	10	1
		A.1.2.9	Senior Business Performance Specialist	B Degree in Commerce / HR / Business Management / Industrial Engineering	5	1
PART A1 A1.3	DEPARTMENTAL DESIGN & IMPROVEMENT	A.1.3.1	Departmental Design Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		A.1.3.2	Senior Departmental Design Analyst	B Degree in Commerce / HR / Business Management / Industrial Engineering	8	1
		A.1.3.3	Departmental Design Analyst	B Degree in Commerce / HR / Business Management / Industrial Engineering	5	1
		A.1.3.4	Departmental Improvement Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		A.1.3.5	Senior Departmental Improvement Analyst	B Degree in Commerce / HR / Business Management / Industrial Engineering	8	1
		A.1.3.6	Departmental Improvement Analyst	B Degree in Commerce / HR / Business Management / Industrial Engineering	5	1
		A.1.3.7	Departmental Performance Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		A.1.3.8	Senior Departmental Performance Analyst	B Degree in Commerce / HR / Business Management / Industrial Engineering	8	1
		A.1.3.9	Departmental Performance Analyst	B Degree in Commerce / HR / Business Management / Industrial Engineering	5	1
PART A1 A1.4	PROCESS DESIGN & IMPROVEMENT ORGANISATIONAL, BUSINESS &	A.1.4.1	Process Design Specialist	M Degree or MBA or PhD in Relevant Field	8	1
		A.1.4.2	Senior Process Design Analyst	B Degree in Commerce / HR / Business Management / Industrial Engineering	10	1
		A.1.4.3	Process Design Analyst	B Degree in Commerce / HR / Business Management / Industrial Engineering	5	1
		A.1.4.4	Process Improvement Specialist	M Degree or MBA or PhD in Relevant Field	10	1

ROLE	ROLE DESCRIPTION	ITEM NO	JOB TITLE- RESOURCE LEVEL	MINIMUM QUALIFICATION REQUIREMENTS	MINIMUM EXPERIENCE (Years)	CVs Required
	DEPARTMENTAL	A.1.4.5	Senior Process Improvement Analyst	B Degree in Commerce / HR / Business Management / Industrial Engineering	8	1
		A.1.4.6	Process Improvement Analyst	B Degree in Commerce / HR / Business Management / Industrial Engineering	5	1
A2 CHANGE MANAGEMENT (ORGANISATIONAL, BUSINESS & DEPARTMENT)						
PART A2 A2.1	CHANGE MANAGEMENT STRATEGY & PLANNING	A.2.1.1	Senior Change Manager	B Degree in Business Management with Change Management course or module completed	8	1
		A.2.1.2	Change Manager	NQF 6 (Diploma/ advance certificate) in Change Management	5	1
		A.2.1.3	Senior Communications Manager	B Degree in Business Management with Change Management course or module completed	8	1
		A.2.1.4	Communications Manager	B Degree in Business Management	8	1
		A.2.1.5	Senior Industrial Relations Manager	B Degree in Business Management	8	1
		A.2.1.6	Industrial Relations Manager	B Degree in Business Management	5	1
PART A2 A2.2	CHANGE MANAGEMENT IMPACT, READINESS ANALYSIS & ASSESSMENTS	A.2.2.1	Senior Change Manager	B Degree in Business Management with Change Management course or module completed	8	1
		A.2.2.2	Change Manager	NQF 6 (Diploma / Advanced certificate) in Change Management	5	1
		A.2.2.3	Senior Communications Manager	B Degree in Business Management	8	1
		A.2.2.4	Communications Manager	B Degree in Business Management	5	1
		A.2.4.5	Senior Change Analyst	B Degree in Business Management with Change Management course or module completed	8	1
		A.2.4.6	Change Analyst	B Degree in Business Management with Change Management course or module completed	5	1
		A.2.4.7	Senior Creative Writer	NQF 6 (Diploma / Advanced certificate) in Writing/Creative Writing	8	1
		A.2.4.8	Creative Writer	NQF 6 (Diploma / Advanced certificate) in Writing/Creative Writing	5	1
		A.2.4.9	Senior Data Analyst	B Degree in Business Management	8	1
		A.2.4.10	Data Analyst	B Degree in Business Management	5	1
PART A2 A2.3	DETERMINE COMMUNICATION CONTENT, GATHERING INFORMATION, COMPILING & WRITING OF COMMUNICATIONS	A.2.3.1	Creative Writer	NQF 6 (Diploma / Advanced certificate) in Writing/Creative Writing	5	1
		A.2.3.2	Communications Analyst	B Degree in Business Management	5	1
		A.2.3.3	Senior Change Analyst	B Degree in Business Management with Change Management course or module completed	8	1
		A.2.3.4	Change Analyst	B Degree in Business Management with Change Management course or module completed	5	1
PART A2 A.2.4	STAKEHOLDER IDENTIFICATION, ANALYSIS, STAKEHOLDER ENGAGEMENTS AND CONDUCTING OF PRESENTATIONS	A.2.4.1	Senior Change Manager	B Degree in Business Management with Change Management course or module completed	8	1
		A.2.4.2	Change Manager	NQF 6 (Diploma / Advanced certificate) in Change Management	5	1
		A.2.4.3	Senior Change Analyst	B Degree in Business Management with Change Management course or module completed	8	1
		A.2.4.4	Change Analyst	B Degree in Business Management with Change Management course or module completed	5	1

ROLE	ROLE DESCRIPTION	ITEM NUMBER	JOB TITLE-RESOURCE LEVEL	MINIMUM QUALIFICATION REQUIREMENTS	MINIMUM EXPERIENCE (Years)	CVs Req
A3 ADVISORY SERVICES						
PART A3 A3.1	GENERAL SERVICES	A.3.1.1	Senior Advisory Consultant	B Degree in Commerce / Business Management / Engineering	8	1
		A.3.1.2	Advisory Consultant	B Degree in Commerce / Business Management / Engineering	5	1
		A.3.1.3	Information Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		A.3.1.4	Senior Information Analyst	B Degree in Commerce / Business Management / Engineering / IT	8	1
		A.3.1.5	Information Analyst	B Degree in Commerce / Business Management / Engineering / IT	5	1
		A.3.1.6	Data Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		A.3.1.7	Senior Data Analyst	Relevant B Degree	8	1
		A.3.1.8	Data Analyst	Relevant B Degree	5	1
		A.3.1.9	Senior Analyst	B Degree in Commerce / Business Management / Engineering	8	1
		A.3.1.10	Analyst	B Degree in Commerce / Business Management / Engineering	5	1
		A.3.1.11	Research Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		A.3.1.12	Senior Researcher	B Degree in Commerce / Business Management / Engineering	8	1
		A.3.1.13	Researcher	B Degree in Commerce / Business Management / Engineering	5	1
PART A3 A3.2	ORGANISATIONAL SERVICES	A.3.2.1	Senior Advisory Consultant	B Degree in Commerce / Business Management / Engineering	8	1
		A.3.2.2	Advisory Consultant	B Degree in Commerce / Business Management / Engineering	5	1
		A.3.2.3	Information Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		A.3.2.4	Senior Information Analyst	B Degree in Commerce / Business Management / Engineering / IT	8	1
		A.3.2.5	Information Analyst	B Degree in Commerce / Business Management / Engineering / IT	5	1
		A.3.2.6	Data Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		A.3.2.7	Senior Data Analyst	Relevant B Degree	8	1
		A.3.2.8	Data Analyst	Relevant B Degree	5	1
		A.3.2.9	Senior Analyst	B Degree in Commerce / Business Management / Engineering	8	1
		A.3.2.10	Analyst	B Degree in Commerce / Business Management / Engineering	5	1
		A.3.2.11	Research Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		A.3.2.12	Senior Researcher	B Degree in Commerce / Business Management / Engineering / Social Science	8	1
		A.3.2.13	Researcher	B Degree in Commerce / Business Management / Engineering / Social Science	5	1
PART A3 A3.3	BUSINESS SERVICES	A.3.3.1	Senior Advisory Consultant	B Degree in Commerce / Business Management / Engineering	8	1
		A.3.3.2	Advisory Consultant	B Degree in Commerce / Business Management / Engineering	5	1
		A.3.3.3	Information Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		A.3.3.4	Senior Information Analyst	B Degree in Commerce / Business Management / Engineering / IT	8	1
		A.3.3.5	Information Analyst	B Degree in Commerce / Business Management / Engineering / IT	5	1
		A.3.3.6	Data Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		A.3.3.7	Senior Data Analyst	Relevant B Degree	8	1
		A.3.3.8	Data Analyst	Relevant B Degree	5	1
		A.3.3.9	Senior Analyst	B Degree in Commerce / Business Management / Engineering	8	1
		A.3.3.10	Analyst	B Degree in Commerce / Business Management / Engineering	5	1
		A.3.3.11	Research Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		A.3.3.12	Senior Researcher	B Degree in Commerce / Business Management / Engineering / Social Science	8	1
		A.3.3.13	Researcher	B Degree in Commerce / Business Management / Engineering / Social Science	5	1

ROLE	ROLE DESCRIPTION	ITEM NUMBER	JOB TITLE-RESOURCE LEVEL	MINIMUM QUALIFICATION REQUIREMENTS	MINIMUM EXPERIENCE (Years)	CVs Req
PART A3 A3.4	DEPARTMENTAL SERVICES AND STRATEGIC SUPPORT SERVICES	A.3.4.1	Senior Advisory Consultant	B Degree in Commerce / Business Management / Engineering	8	1
		A.3.4.2	Advisory Consultant	B Degree in Commerce / Business Management / Engineering	5	1
		A.3.4.3	Information Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		A.3.4.4	Senior Information Analyst	B Degree in Commerce / Business Management / Engineering / IT	8	1
		A.3.4.5	Information Analyst	B Degree in Commerce / Business Management / Engineering / IT	5	1
		A.3.4.6	Data Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		A.3.4.7	Senior Data Analyst	Relevant B Degree	8	1
		A.3.4.8	Data Analyst	Relevant B Degree	5	1
		A.3.4.9	Senior Analyst	B Degree in Commerce / Business Management / Engineering	8	1
		A.3.4.10	Analyst	B Degree in Commerce / Business Management / Engineering	5	1
		A.3.4.11	Research Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		A.3.4.12	Senior Researcher	B Degree in Commerce / Business Management / Engineering / Social Science	8	1
		A.3.4.13	Researcher	B Degree in Commerce / Business Management / Engineering / Social Science	5	1

ROLE	ROLE DESCRIPTION	ITEM NUMBER	JOB TITLE-RESOURCE LEVEL	MINIMUM QUALIFICATION REQUIREMENTS	MINIMUM EXPERIENCE (Years)	CVs Req
A4 FINANCIAL IMPACT ASSESSMENTS, FEASIBILITY STUDIES, BUSINESS CASES AND RETURN ON INVESTMENT STUDIES						
PART A4 A4.1	FINANCIAL IMPACT ASSESSMENTS, FEASIBILITY STUDIES, BUSINESS CASES & RETURN ON INVESTMENT STUDIES, OPTIONS ANALYSIS, STRATEGIC CASE DEVELOPMENT, SOCIO-ECONOMIC ANALYSIS AND CASE DEVELOPMENT	A.4.1.1	Specialist Accountant	Chartered Accountant with M Degree or MBA or PhD in Relevant Field	8	1
		A.4.1.2	Senior Accountant	Chartered Accountant	5	1
		A.4.1.3	Accountant	B Degree in Accounting	8	1
		A.4.1.4	Financial Specialist	Actuary with M Degree or MBA or PhD in Relevant Field	5	1
		A.4.1.5	Senior Financial Manager	Actuary	8	1
		A.4.1.6	Financial Manager	B Degree in Finance	5	1
		A.4.1.7	Senior Socio-Economist	Actuary	8	1
		A.4.1.8	Socio-Economist	B Degree in Economics	5	1
		A.4.1.9	Senior Financial Analyst	Actuary	8	1
		A.4.1.10	Financial Analyst	B Degree in Finance	5	1
		A.4.1.11	Senior Economist	Actuary	8	1
		A.4.1.12	Economist	B Degree in Economics	5	1
		A.4.1.13	Senior Socio-Economic Analyst	Actuary	5	1
		A.4.1.14	Socio-Economic Analyst	B Degree in Economics	2	1
		A.4.1.15	Commercial and Regulatory Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		A.4.1.16	Senior Commercial Manager	B Degree in Commerce / Business Management / Engineering	8	1
		A.4.1.17	Commercial Manager	B Degree in Commerce / Business Management / Engineering	10	1

ROLE	ROLE DESCRIPTION	ITEM NUMBER	JOB TITLE-RESOURCE LEVEL	MINIMUM QUALIFICATION REQUIREMENTS	MINIMUM EXPERIENCE (Years)	CVs Req
A5 FACILITATION WORKSHOPS						
PART A5 A5.1	FACILITATION METHODOLOGY	A.5.1.1	Facilitation Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		A.5.1.2	Senior Facilitator	B Degree in Commerce / HR / Business Management / Industrial Engineering / IT	8	1
		A.5.1.3	Facilitator	B Degree in Commerce / HR / Business Management / Industrial Engineering / IT	5	1
		A.5.1.4	Report Writer	Relevant Qualification in Writing / Creative Writing	5	1
		A.5.1.5	Senior Data Analyst	Relevant B Degree	8	1
		A.5.1.6	Data Analyst	Relevant B Degree	5	1
PART A5 A5.2	REPORTS & PRESENTATIONS	A.5.2.1	Senior Facilitator	B Degree in Commerce / HR / Business Management / Industrial Engineering / IT	8	1
		A.5.2.2	Report Writer	Relevant Qualification in Writing / Creative Writing	5	1
		A.5.2.3	Graphic Designer	B Degree in Graphic Design	5	1

ROLE	ROLE DESCRIPTION	ITEM NUMBER	JOB TITLE-RESOURCE LEVEL	MINIMUM QUALIFICATION REQUIREMENTS	MINIMUM EXPERIENCE (Years)	CVs Req
PART B PROJECT, PROGRAMME & PORTFOLIO MANAGEMENT						
B1 PORTFOLIO MANAGEMENT						
PART B1 B1.1	PORTFOLIO PROJECT REVIEWS AND ADVISORY SERVICES * PROJECT MANAGEMENT EXPERIENCE REQUIRED ** SAP PPM EXPERIENCE REQUIRED	B.1.1.1	Senior Project Screener	B Degree with Project Management module/ course or NQF level 7 in Project Management	8* 5**	1
		B.1.1.2	Project Screener	B Degree with Project Management module/ course or NQF level 7 in Project Management	5* 2**	1
		B.1.1.3	Senior Screening Reviewer	B Degree with Project Management module/ course or NQF level 7 in Project Management	10* 5**	1
		B.1.1.4	Screening Reviewer	B Degree with Project Management module/ course or NQF level 7 in Project Management	8* 2**	1
		B.1.1.5	Senior Project Portfolio Analyst	B Degree with Project Management module/ course or NQF level 7 in Project Management	8	1
		B.1.1.6	Project Portfolio Analyst	B Degree with Project Management module/ course or NQF level 7 in Project Management	5	1
		B.1.1.7	Project Portfolio Manager	M Degree in Project Management / Engineering / Business Management (with Project Management module/course)	10	1
		B.1.1.8	Project Portfolio Consultant	M Degree or MBA or PhD in Relevant Field	10	1
		B.1.1.9	Project Portfolio coordinator	B Degree	5	1

ROLE	ROLE DESCRIPTION	ITEM NUMBER	JOB TITLE-RESOURCE LEVEL	MINIMUM QUALIFICATION REQUIREMENTS	MINIMUM EXPERIENCE (Years)	CVs Req
B2 PROGRAMME MANAGEMENT						
PART B2 B2.1	PROGRAMME REVIEWS ** PROGRAMME MANAGEMENT EXPERIENCE REQUIRED	B.2.1.1	Strategy Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.2.1.2	Financial Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.2.1.3	Socio Economic Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.2.1.4	Procurement and Contract Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.2.1.5	Senior Project Manager	B Degree with Project Management module/course or NQF level 7 in Project Management	8	1
		B.2.1.6	Programme Manager	B Degree with Project Management module/course or NQF level 7 in Project Management	8 **	1
		B.2.1.7	Project Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.2.1.8	Programme Management Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.2.1.9	Technical & Engineering Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.2.1.10	Commercial and Regulatory Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.2.1.11	Strategy Analyst	B Degree in Business Administration / Philosophy Politics and Economics / Strategy	5	1
		B.2.1.12	Senior Strategy Analyst	B Degree in Business Administration / Philosophy Politics and Economics / Strategy	8	1
		B.2.1.13	Financial Analyst	B Degree in Finance	8	1
		B.2.1.14	Senior Financial Analyst	Actuary	5	1
		B.2.1.15	Socio-Economic Analyst	B Degree in Economics	5	1
		B.2.1.16	Senior Socio-Economic Analyst	Actuary	8	1
		B.2.1.17	Procurement and Contract Analyst	B Degree in Contract Management Law / Supply Chain Management	5	1
		B.2.1.18	Senior Procurement and Contract Analyst	B Degree in contract Management Law / Supply Chain Management	8	1
		B.2.1.19	Project Analyst	B Degree with Project Management module/course or NQF level 7 in Project Management	5	1
		B.2.1.20	Senior Project Analyst	B Degree with Project Management module/course or NQF level 7 in Project Management	8	1
		B.2.1.21	Technical and Engineering Analyst	B Degree in Engineering	5	1
		B.2.1.22	Senior Technical and Engineering Analyst	B Degree in Engineering	8	1
		B.2.1.23	Commercial and Regulatory Analyst	B Degree in Commerce / Business Management / Engineering	5	1
		B.2.1.24	Senior Commercial and Regulatory Analyst	B Degree in Commerce / Business Management / Engineering	8	1
		B.2.1.25	Strategy Consultant	B Degree in Business Administration / Philosophy Politics and Economics / Strategy	5	1
		B.2.1.26	Financial Consultant	B Degree in Business Administration / Philosophy Politics and Economics / Strategy	8	1
		B.2.1.27	Socio-Economic Consultant	B Degree in Economics	5	1
		B.2.1.28	Procurement and Contract Consultant	B Degree in Contract Management Law / Supply Chain Management	5	1
		B.2.1.29	Programme Management Consultant	M Degree or MBA or PhD in Relevant Field	10	1
		B.2.1.30	Project Management Consultant	M Degree or MBA or PhD in Relevant Field	10	1
		B.2.1.31	Technical and Engineering Consultant	M Degree or MBA or PhD in Relevant Field	10	1
		B.2.1.32	Commercial and Regulatory Consultant	M Degree or MBA or PhD in Relevant Field	10	1

ROLE	ROLE DESCRIPTION	ITEM NUMBER	JOB TITLE-RESOURCE LEVEL	MINIMUM QUALIFICATION REQUIREMENTS	MINIMUM EXPERIENCE (Years)	CVs Req
PART B2 B2.2	PROGRAMME PREPARATION	B.2.2.1	Strategy Specialist	M Degree or MBA or PhD in Relevant Field	10	1
	** PROGRAMME MANAGEMENT EXPERIENCE REQUIRED	B.2.2.2	Financial Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.2.2.3	Socio-Economic Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.2.2.4	Procurement and Contract Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.2.2.5	Senior Project Manager	B Degree with Project Management module/ course or NQF level 7 in Project Management	8	1
		B.2.2.6	Programme Manager	B Degree with Project Management module/ course or NQF level 7 in Project Management	8**	1
		B.2.2.7	Project Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.2.2.8	Programme Management Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.2.2.9	Technical and Engineering Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.2.2.10	Commercial and Regulatory Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.2.2.11	Strategy Analyst	B Degree in Contract Management Law / Supply Chain Management	5	1
		B.2.2.12	Senior Strategy Analyst	B Degree in Contract Management Law / Supply Chain Management	8	1
		B.2.2.13	Financial Analyst	B Degree in Finance	5	1
		B.2.2.14	Senior Financial Analyst	Actuary	8	1
		B.2.2.15	Socio-Economic Analyst	B Degree in Economics	5	1
		B.2.2.16	Senior Socio-Economic Analyst	Actuary	8	1
		B.2.2.17	Senior Procurement and Contract Analyst	B Degree in Contract Management Law / Supply Chain Management	8	1
		B.2.2.18	Procurement and Contract Analyst	B Degree in Contract Management Law / Supply Chain Management	5	1
		B.2.2.19	Project Analyst	B Degree with Project Management module/ course or NQF level 7 in Project Management	5	1
		B.2.2.20	Senior Project Analyst	B Degree with Project Management module/ course or NQF level 7 in Project Management	8	1
		B.2.2.21	Senior Technical & Engineering Analyst	B Degree in Engineering	5	1
		B.2.2.22	Technical & Engineering Analyst	B Degree in Engineering	5	1
		B.2.2.23	Commercial and Regulatory Analyst	B Degree in Commerce / Business Management / Engineering	5	1
		B.2.2.24	Senior Commercial and Regulatory Analyst	B Degree in Commerce / Business Management / Engineering	8	1
		B.2.2.25	Strategy Consultant	B Degree in Business Administration / Philosophy Politics and Economics / Strategy	8	1
		B.2.2.26	Financial Consultant	B Degree in Business Administration / Philosophy Politics and Economics / Strategy	8	1
		B.2.2.27	Socio-Economic Consultant	B Degree in Economics	8	1
		B.2.2.28	Procurement and Contract Consultant	B Degree in Contract Management Law / Supply Chain Management	8	1
		B.2.2.29	Programme Management Consultant	M Degree or MBA or PhD in Relevant Field	10	1
		B.2.2.30	Project Management Consultant	M Degree or MBA or PhD in Relevant Field	10	1
		B.2.2.31	Technical and Engineering Consultant	M Degree or MBA or PhD in Relevant Field	10	1
		B.2.2.32	Commercial and Regulatory Consultant	M Degree or MBA or PhD in Relevant Field	10	1

ROLE	ROLE DESCRIPTION	ITEM NUMBER	JOB TITLE-RESOURCE LEVEL	MINIMUM QUALIFICATION REQUIREMENTS	MINIMUM EXPERIENCE (Years)	CVs Req
PART B2 B2.3	PROGRAMME MANAGEMENT : PLANNING, IMPLEMENTATION ** PROGRAMME MANAGEMENT EXPERIENCE REQUIRED	B.2.3.1	Programme Manager	B Degree with Project Management module/course or NQF level 7 in Project Management	8**	1
		B.2.3.2	Senior Project Manager	B Degree with Project Management module/course or NQF level 7 in Project Management	8	1
		B.2.3.3	Project Manager	B Degree with Project Management module/course or NQF level 7 in Project Management	5	1
		B.2.3.4	Programme Management Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.2.3.5	Project Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.2.3.6	Programme Management Analyst	B Degree with Project Management module/course or NQF level 7 in Project Management	5	1
		B.2.3.7	Project Analyst	B Degree with Project Management module/course or NQF level 7 in Project Management	5	1
		B.2.3.8	Programme Management Facilitator	B Degree with Project Management module/course or NQF level 7 in Project Management	5	1
		B.2.3.19	Project Facilitator	B Degree with Project Management module/course or NQF level 7 in Project Management	5	1
		B.2.3.10	Programme Management Co-coordinator	NQF Level 6 in Project Management	5	1
		B.2.3.11	Project Co-coordinator	NQF Level 6 in Project Management	5	1
		B.2.3.12	Programme Management Consultant	M Degree or MBA or PhD in Relevant Field	10	1
		B.2.3.13	Project Management Consultant	M Degree or MBA or PhD in Relevant Field	10	1
		B.2.3.14	Programme Management Scheduler	NQF Level 6 in Project Management and relevant Programme Time Scheduling certificate	5	1
		B.2.3.15	Programme Management Cost Planner	NQF Level 6 in Project Management and relevant Programme Cost Planning certificate	5	1
		B.2.3.16	Programme Management Risk Specialist	NQF Level 6 in Project Management and relevant Programme Risk Management certificate	5	1
		B.2.3.17	Programme Management Quality Manager	NQF Level 6 in Project Management and relevant Programme Quality Management certificate	5	1
		B.2.3.18	Programme Management Stakeholder Manager	NQF Level 6 in Project Management and relevant Programme Stakeholder Management	5	1
		B.2.3.19	Programme Management Communication Planner	NQF Level 6 in Project Management and relevant Programme Communication Management certificate	5	1
		B.2.3.20	Programme Management Commercial Manager	NQF Level 6 in Project Management	5	1
		B.2.3.21	Programme Management Engineering and Technical Manager	NQF Level 6 in Project Management and relevant Engineering Qualification	5	1
		B.2.3.22	Programme Management Resource Manager	NQF Level 6 in Project Management and relevant Programme HR certificate	5	1
PART B2 B2.4	PROGRAMME MONITORING & EVALUATION AND PROGRAMME FACILITATION & SUPPORT ** PROGRAMME MANAGEMENT EXPERIENCE REQUIRED	B.2.4.1	Programme Manager	B Degree with Project Management module/course or NQF level 7 in Project Management	5	1
		B.2.4.2	Programme Management Co-coordinator	NQF Level 6 in Project Management Min Experience 5yrs CV required 2	5	1
		B.2.4.3	Programme M&E Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.2.4.4	Programme M&E Analyst	B Degree with Project Management module/course or NQF level 7 in Project Management	5	1
		B.2.4.5	Senior Programme M&E Analyst	B Degree with Project Management module/course or NQF level 7 in Project Management	8	1
		B.2.4.6	Programme M&E Consultant	M Degree or MBA or PhD in Relevant Field	10**	1

ROLE	ROLE DESCRIPTION	ITEM NUMBER	JOB TITLE-RESOURCE LEVEL	MINIMUM QUALIFICATION REQUIREMENTS	MINIMUM EXPERIENCE (Years)	CVs Req
		B.2.4.7	Programme M&E Coordinator	NQF Level 6 in Project Management	5	1
		B.2.4.8	Benefits Management Programme M&E Specialist	M Degree or MBA or PhD in Relevant Field	10**	1
		B.2.4.9	Benefits Management Programme M&E Analyst	B Degree with Project Management module/course or NQF level 7 in Project Management	5**	1
		B.2.4.10	Senior Benefits Management Programme M&E Analyst	B Degree with Project Management module/course or NQF level 7 in Project Management	8**	1
		B.2.4.11	Benefits Management Programme M&E Consultant	M Degree or MBA or PhD in Relevant Field	10**	1
		B.2.4.12	Benefits Management Programme M&E Coordinator	NQF Level 6 in Project Management	5	1
		B.2.4.13	Programme M&E Facilitator	B Degree with Project Management module/course or NQF level 7 in Project Management	5**	1
		B.2.4.14	Senior Programme M&E practitioner	B Degree in Monitoring & Evaluation, Economics, Statistics, Social Sciences, Business or Public Administration, Social Development	8**	1
		B.2.4.15	Programme M&E Practitioner	B Degree in Monitoring & Evaluation, Economics, Statistics, Social Sciences, Business or Public Administration, Social Development	5**	1
		B.2.4.16	Programme Management Analyst	B Degree with Project Management module/course or NQF level 7 in Project Management	5**	1

ROLE	ROLE DESCRIPTION	ITEM NUMBER	JOB TITLE-RESOURCE LEVEL	MINIMUM QUALIFICATION REQUIREMENTS	MINIMUM EXPERIENCE (Years)	CVs Req
B3 PROJECT MANAGEMENT						
PART B3 B3.1	PROJECT REVIEWS	B.3.1.1	Strategy Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.3.1.2	Financial Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.3.1.3	Socio-Economic Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.3.1.4	Procurement and Contract Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.3.1.5	Senior Project Manager	B Degree with Project Management module/course or NQF level 7 in Project Management	8	1
		B.3.1.6	Project Manager	B Degree with Project Management module/course or NQF level 7 in Project Management	5	1
		B.3.1.7	Project Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.3.1.8	Technical and Engineering Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.3.1.9	Commercial and Regulatory Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.3.1.10	Strategy Analyst	B Degree in Business Administration / Philosophy Politics and Economics / Strategy	5	1
		B.3.1.11	Senior Strategy Analyst	B Degree in Business Administration / Philosophy Politics and Economics / Strategy	8	1
		B.3.1.12	Financial Analyst	B Degree in Finance	5	1
		B.3.1.13	Senior Financial Analyst	Actuary	8	1
		B.3.1.14	Socio-Economic Analyst	B Degree in Economics	5	1
		B.3.1.15	Senior Socio-Economic Analyst	Actuary	8	1
		B.3.1.16	Procurement and Contract Analyst	B Degree in Contract Management Law / Supply Chain Management	5	1
		B.3.1.17	Senior Procurement and Contract Analyst	B Degree in Contract Management Law / Supply Chain Management	8	1
		B.3.1.18	Project Analyst	B Degree with Project Management module/course or NQF level 7 in Project Management	5	1
		B.3.1.19	Senior Project Analyst	B Degree with Project Management module/course or NQF level 7 in Project Management	8	1
		B.3.1.20	Technical and Engineering Analyst	B Degree in Engineering	5	1
		B.3.1.21	Senior Technical and Engineering Analyst	B Degree in Engineering	5	1
		B.3.1.22	Commercial and Regulatory Analyst	B Degree in Commerce / Business Management / Engineering	5	1
		B.3.1.23	Senior Commercial and Regulatory Analyst	B Degree in Commerce / Business Management / Engineering	8	1
		B.3.1.24	Strategy Consultant	B Degree in Business Administration / Philosophy Politics and Economics / Strategy	5	1
		B.3.1.25	Financial Consultant	B Degree in Business Administration / Philosophy Politics and Economics / Strategy	8	1
		B.3.1.26	Socio-Economic Consultant	B Degree in Economics	5	1
		B.3.1.27	Procurement and Contract Consultant	B Degree in Contract Management Law / Supply Chain Management	5	1
		B.3.1.28	Project Management Consultant	M Degree or MBA or PhD in Relevant Field	10	1
		B.3.1.29	Technical and Engineering Consultant	M Degree or MBA or PhD in Relevant Field	10	1
		B.3.1.30	Commercial and Regulatory Consultant	M Degree or MBA or PhD in Relevant Field	10	1
PART B3 B3.2	PROJECT PREPARATION	B.3.2.1	Strategy Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.3.2.2	Financial Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.3.2.3	Socio-Economic Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.3.2.4	Procurement and Contract Specialist	M Degree or MBA or PhD in Relevant Field	10	1

ROLE	ROLE DESCRIPTION	ITEM NUMBER	JOB TITLE-RESOURCE LEVEL	MINIMUM QUALIFICATION REQUIREMENTS	MINIMUM EXPERIENCE (Years)	CVs Req
		B.3.2.5	Senior Project Manager	B Degree with Project Management module/course or NQF level 7 in Project Management	8	1
		B.3.2.6	Project Manager	B Degree with Project Management module/course or NQF level 7 in Project Management	5	1
		B.3.2.7	Project Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.3.2.8	Technical and Engineering Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.3.2.9	Commercial and Regulatory Specialist	M Degree or MBA or PhD in Relevant Field	10	1
		B.3.2.10	Strategy Analyst	B Degree in Business Administration / Philosophy Politics and Economics / Strategy	5	1
		B.3.2.11	Senior Strategy Analyst	B Degree in Business Administration / Philosophy Politics and Economics / Strategy	8	1
		B.3.2.12	Financial Analyst	B Degree in Finance	5	1
		B.3.2.13	Senior Financial Analyst	Actuary	8	1
		B.3.2.14	Socio-Economic Analyst	B Degree in Economics	5	1
		B.3.2.15	Senior Socio-Economic Analyst	Actuary	8	1
		B.3.2.16	Procurement and Contract Analyst	B Degree in Contract Management Law / Supply Chain Management	5	1
		B.3.2.17	Senior Procurement and Contract Analyst	B Degree in Contract Management Law / Supply Chain Management	8	1
		B.3.2.18	Project Analyst	B Degree with Project Management module/course or NQF level 7 in Project Management	5	1
		B.3.2.19	Senior Project Analyst	B Degree with Project Management module/course or NQF level 7 in Project Management	8	1
		B.3.2.20	Technical and Engineering Analyst	B Degree in Engineering	5	1
		B.3.2.21	Senior Technical and Engineering Analyst	B Degree in Engineering	5	1
		B.3.2.22	Commercial and Regulatory Analyst	B Degree in Commerce / Business Management / Engineering	5	1
		B.3.2.23	Senior Commercial and Regulatory Analyst	B Degree in Commerce / Business Management / Engineering	8	1
		B.3.2.24	Strategy Consultant	B Degree in Business Administration /Philosophy Politics and Economics / Strategy	5	1
		B.3.2.25	Financial Consultant	B Degree in Business Administration /Philosophy Politics and Economics / Strategy	8	1
		B.3.2.26	Socio-Economic Consultant	B Degree in Economics	5	1
		B.3.2.27	Procurement and Contract Consultant	B Degree in Contract Management Law / Supply Chain Management	5	1
		B.3.2.28	Project Management Consultant	M Degree or MBA or PhD in Relevant Field	10	1
		B.3.2.29	Technical and Engineering Consultant	M Degree or MBA or PhD in Relevant Field	10	1
		B.3.2.30	Commercial and Regulatory Consultant	M Degree or MBA or PhD in Relevant Field	10	1
PART B3 B3.3	PROJECT PLANNING & IMPLEMENTATION * PROJECT MANAGEMENT EXPERIENCE REQUIRED	B.3.3.1	Senior Project Manager	B Degree with Project Management module/course or NQF level 7 in Project Management	5	1
		B.3.3.2	Project Manager	B Degree with Project Management module/course or NQF level 7 in Project Management	5	1
		B.3.3.3	Project Management Specialist	M Degree or MBA or PhD in Relevant Field	10*	1
		B.3.3.4	Project Analyst	B Degree with Project Management module/course or NQF level 7 in Project Management	5	1

ROLE	ROLE DESCRIPTION	ITEM NUMBER	JOB TITLE-RESOURCE LEVEL	MINIMUM QUALIFICATION REQUIREMENTS	MINIMUM EXPERIENCE (Years)	CVs Req
		B.3.3.5	Project Co-coordinator	NQF Level 6 in Project Management	5	1
		B.3.3.6	Project Management Consultant	M Degree or MBA or PhD in Relevant Field	10	1
		B.3.3.7	Project Scheduler	NQF Level 6 in Project Management and relevant Project Time Scheduling certificate	5	1
		B.3.3.8	Project Cost Planner	B Degree with Project NQF Level 6 in Project Management and relevant Project Cost Planning certificate	5	1
		B.3.3.9	Project Risk Specialist	B Degree with Project NQF Level 6 in Project Management and relevant Project Risk Management certificate	5	1
		B.3.3.10	Project Quality Manager	B Degree with Project NQF Level 6 in Project Management and relevant Project Quality Management certificate	5	1
		B.3.3.11	Project Stakeholder Manager	B Degree with Project NQF Level 6 in Project Management and relevant Project Stakeholder Management certificate	5	1
		B.3.3.12	Project Communication Planner	NQF Level 6 in Project Management and relevant Project Communication Management certificate	5	1
		B.3.3.13	Project Commercial specialist	B Degree with Project NQF Level 6 in Project Management	5	1
		B.3.3.14	Project Engineering and Technical Manager	NQF Level 6 in Project Management and relevant Engineering Qualification	5	1
		B.3.3.15	Project Resource Manager	NQF Level 6 in Project Management and relevant Project HR certificate	5	1
PART B3 B3.4	PROJECT MONITORING & EVALUATION (PR.M&E) * PROJECT MANAGEMENT EXPERIENCE REQUIRED	B.3.4.1	Senior Project Manager	B Degree with Project Management module/course or NQF level 7 in Project Management	8	1
		B.3.4.2	Project Manager	B Degree with Project Management module/course or NQF level 7 in Project Management	5	1
		B.3.4.3	Project Co-coordinator	NQF Level 6 in Project Management	5	1
		B.3.4.4	Project M&E Specialist	M Degree or MBA or PhD in Relevant Field	10*	1
		B.3.4.5	Project M&E Analyst	B Degree with Project Management module/course or NQF level 7 in Project Management	5*	1
		B.3.4.6	Senior Project M&E Analyst	B Degree with Project Management module/course or NQF level 7 in Project Management	8*	1
		B.3.4.7	Project M&E Consultant	M Degree or MBA or PhD in Relevant Field	10*	1
		B.3.4.8	Project M&E Co-ordinator	NQF Level 6 in Project Management	5	1
		B.3.4.9	Project M&E Facilitator	B Degree with Project Management module/course or NQF level 7 in Project Management	5*	1
		B.3.4.10	Senior Project M&E Practitioner	B Degree in Monitoring & Evaluation, Economics, Statistics, Social Sciences, Business or Public Administration, Social Development	8*	1
		B.3.4.11	Project M&E Practitioner	B Degree in Monitoring & Evaluation, Economics, Statistics, Social Sciences, Business or Public Administration, Social Development	5	1
		B.3.4.12	Project Analyst	B Degree with Project Management module/course or NQF level 7 in Project Management	5	1

ROLE	ROLE DESCRIPTION	ITEM NUMBER	JOB TITLE-RESOURCE LEVEL	MINIMUM QUALIFICATION REQUIREMENTS	MINIMUM EXPERIENCE (Years)	CVs Req
PART C ADVISORY SERVICES						
C1 PROJECT, PROGRAMME & PORTFOLIO CHANGE MANAGEMENT						
PART C1 C1.1	CHANGE MANAGEMENT STRATEGY & PLANNING	C.1.1.1	Senior Change Manager	B Degree in Business Management with Change Management course or module completed	8	1
		C.1.1.2	Change Manager	NQF 6 (Diploma / Advanced certificate) in Change Management	5	1
		C.1.1.3	Senior Communications Manager	B Degree in Business Management	8	1
		C.1.1.4	Communications Specialist	B Degree in Business Management	5	1
		C.1.1.5	Senior Industrial Relations Manager	B Degree in Business Management	8	1
		C.1.1.6	Industrial Relations specialist	B Degree in Business Management	5	1
		C.1.1.7	Senior Change Analyst	B Degree in Business Management	8	1
		C.1.1.8	Change Analyst	B Degree in Business Management	5	1
PART C1 C1.2	CHANGE MANAGEMENT IMPACT, READINESS ANALYSIS & ASSESSMENTS	C.1.2.1	Senior Change Manager	B Degree in Business Management with Change Management course or module completed	8	1
		C.1.2.2	Change Manager	NQF 6 (Diploma / Advanced certificate) in Change Management	5	1
		C.1.2.3	Senior Communications Manager	B Degree in Business Management	8	1
		C.1.2.4	Communications Manager	B Degree in Business Management	5	1
		C.1.2.5	Senior Change Analyst	B Degree in Business Management with Change Management course or module completed	8	1
		C.1.2.6	Change Analyst	B Degree in Business Management with Change Management course or module completed	5	1
		C.1.2.7	Senior Creative Writer	NQF 6 (Diploma / Advanced certificate) in Writing/Creative Writing	8	1
		C.1.2.8	Creative Writer	NQF 6 (Diploma / Advanced certificate) in Writing/Creative Writing	5	1
		C.1.2.9	Senior Data Analyst	B Degree in Business Management	8	1
		C.1.2.10	Data Analyst	B Degree in Business Management	5	1
PART C1 C1.3	DETERMINE COMMUNICATION CONTENT, GATHERING INFORMATION, COMPILING & WRITING OF COMMUNICATIONS	C.1.3.1	Creative Writer	NQF 6 (Diploma / Advanced certificate) in Writing/Creative Writing	5	1
		C.1.3.2	Communications Analyst	B Degree in Business Management	5	1
		C.1.3.3	Senior Change Analyst	B Degree in Business Management with Change Management course or module completed	8	1
		C.1.3.4	Change Analyst	B Degree in Business Management with Change Management course or module completed	5	1
PART C1 C1.4	STAKEHOLDER IDENTIFICATION, ANALYSIS, STAKEHOLDER ENGAGEMENTS AND CONDUCTING OF PRESENTATIONS	C.1.4.1	Senior Change Manager	B Degree in Business Management with Change Management course or module completed	8	1
		C.1.4.2	Change Manager	B Degree in Business Management with Change Management course or module completed	5	1
		C.1.4.3	Senior Change Analyst	B Degree in Business Management with Change Management course or module completed	8	1
		C.1.4.4	Change Analyst	B Degree in Business Management with Change Management course or module completed	5	1

ROLE	ROLE DESCRIPTION	ITEM NUMBER	JOB TITLE-RESOURCE LEVEL	MINIMUM QUALIFICATION REQUIREMENTS	MINIMUM EXPERIENCE (Years)	CVs Req
C2 : P PMO / PMU / PSO DEVELOPMENT, ESTABLISHMENT & SUPPORT						
PART C2 C2.1	PMO / PMU / PSO DEVELOPMENT, ESTABLISHMENT & SUPPORT ** PROGRAMME MANAGEMENT EXPERIENCE REQUIRED	C.2.1.1	PMO/PMU/PSO Specialist	M Degree in Project Management/ Engineering/ Business Management (with Project Management module/course)	10	1
		C.2.1.2	PMO/PMU/PSO Senior Analyst	B Degree with Project Management module/course or NQF level 7 in Project Management	8	1
		C.2.1.3	PMO/PMU/PSO Analyst	B Degree with Project Management module/course or NQF level 7 in Project Management	5	1
		C.2.1.4	PMO/PMU/PSO Consultant	B Degree in Commerce/ Business Management / Engineering, or NQF level 7 in Project Management and P30 or similar Qualification	8	1
		C.2.1.5	PMO/PMU/PSO Facilitator	B Degree with Project Management module/course	8	1
		C.2.1.6	PMO/PMU/PSO coordinator	NQF Level 6 in Project Management	5	1
		C.2.1.7	PMO/PMU/PSO Manager	B Degree with Project Management module/course or NQF level 7 in Project Management	10	1
		C.2.1.8	PMO/PMU/PSO Programme Manager	B Degree with Project Management module/course or NQF level 7 in Project Management	8**	1
		C.2.1.9	PMO/PMU/PSO Project Manager	B Degree with Project Management module/course or NQF level 7 in Project Management	5	1
		C.2.1.10	PMO/PMU/PSO Senior Project Manager	B Degree with Project Management module/course or NQF level 7 in Project Management	5	1
		C.2.1.11	PMO/PMU/PSO Finance Manager	B Degree with Project Management module/course or NQF level 7 in Project Management	8	1
		C.2.1.12	PMO/PMU/PSO Finance Admin	NQF Level 6 in Project Management	5	1
		C.2.1.13	SCM Specialist	M Degree in Project Management/ Engineering/ Business Management	10	1
		C.2.1.14	Contract Management Specialist	M Degree in Project Management/ Engineering/ Business Management	10	1

ROLE	ROLE DESCRIPTION	ITEM NUMBER	JOB TITLE-RESOURCE LEVEL	MINIMUM QUALIFICATION REQUIREMENTS	MINIMUM EXPERIENCE (Years)	CVs Req
C3 : BENEFITS MANAGEMENT						
PART C3 C3.1	BENEFITS IDENTIFICATION, STRUCTURING, BENEFITS REALISATION PLANNING, BENEFITS RELATIONSHIP TRACKING, BENEFITS EVALUATION ** PROGRAMME MANAGEMENT EXPERIENCE REQUIRED	C.3.1.1	Benefits Management Specialist	M Degree or MBA or PhD in Relevant Field	10**	1
		C.3.1.2	Benefits Management Analyst	B Degree with Project Management module/course or NQF level 7 in Project Management	5	1
		C.3.1.3	Senior Benefits Management Analyst	B Degree with Project Management module/course or NQF level 7 in Project Management	8	1
		C.3.1.4	Benefits Management Consultant	M Degree or MBA or PhD in Relevant Field	10	1
		C.3.1.5	Benefits Management Co-coordinator	NQF Level 6 in Project Management	5	1
		C.3.1.6	Benefits Management Facilitator	B Degree with Project Management module/course or NQF level 7 in Project Management	5	1
		C.3.1.7	Senior Monitoring and Evaluation Practitioner	B Degree in Monitoring and Evaluation, Economics, Statistics, Social Sciences, Business or Public Administration, Social Development	8	1
		C.3.1.8	Monitoring and Evaluation Practitioner	B Degree in Monitoring and Evaluation, Economics, Statistics, Social Sciences, Business or Public Administration, Social Development	5	1
		C.3.1.9	Monitoring and Evaluation Analyst	B Degree with Project Management module/course or NQF level 7 in Project Management	8	1

ROLE	ROLE DESCRIPTION	ITEM NUMBER	JOB TITLE-RESOURCE LEVEL	MINIMUM QUALIFICATION REQUIREMENTS	MINIMUM EXPERIENCE (Years)	CVs Req
PART D : CONTRACT MANAGEMENT						
PART D1 D1.1	CONTRACT MANAGEMENT SUPPORT & FACILITATION AND NEGOTIATIONS	D.1.1.1	Senior Contract Manager / Contract Specialist	B Degree and experience in managing very high value contracts or those of strategic importance, very high impact and value	8	1
		D.1.1.2	Contract Manager 2	B Degree and experience in managing high impact and high value contracts	5	1
		D.1.1.3	Contract Manager 1	National Diploma and relevant experience in managing low risk / complexity and low value contracts	3	1
		D.1.1.4	Senior Contract Administrator	Tertiary Qualification and relevant experience providing administrative support to contract managers	8	1
		D.1.1.5	Contract Administrator	Relevant Tertiary Qualification and relevant experience providing administrative support to contract managers	5	1
		D.1.1.6	Assistant Contract Administrator	Grade 12 and relevant experience providing clerical support to contract administrators and/or contract managers	3	1
		D.1.1.7	Contract Cost Specialist	B Degree and experience in experience in performing cost / price analysis, cost benefit analysis, market research in relevant industry or commodity and controlling contract cost throughout the contract life cycle	8	1
		D.1.1.8	Contract Coordinator	Tertiary Qualification and relevant experience providing administrative support and coordination function to contract owners / sponsors in relation to oversight and governance of a body of contracts	5	1
		D.1.1.9	Senior Contract Reviewer	B Degree and relevant experience in managing complex / medium risk and high value contracts	8	1
		D.1.1.10	Contract Reviewer	B Degree and relevant experience in managing complex / medium risk and high value contracts	5	1
		D.1.1.11	Negotiator / Facilitator	B Degree (Legal or Commercial with Contract Law) and experience in in negotiating contracts very high value contracts or strategic importance, very high complexity and risk	8	1

ROLE	ROLE DESCRIPTION	ITEM NUMBER	JOB TITLE-RESOURCE LEVEL	MINIMUM QUALIFICATION REQUIREMENTS	MINIMUM EXPERIENCE (Years)	CVs Req
PART E : MATURITY MANAGEMENT						
PART E1 E.1.1	PROJECT, PROGRAMME & PORTFOLIO MANAGEMENT (PPPM) MATURITY DEVELOPMENT	E.1.1.1	Portfolio Management Maturity Specialist	M Degree in Project Management/ Engineering/ Business Management (with project management module/course)	10	1
		E.1.1.2	Programme Management Maturity Specialist	M Degree in Project Management/ Engineering/ Business Management (with project management module/course)	10	1
		E.1.1.3	Project Management Maturity Specialist	M Degree in Project Management/ Engineering/ Business Management (with project management module/course)	10	1
		E.1.1.4	Senior PPPM Maturity Analyst	B Degree with project management module/course or NQF level 7 in Project Management. And P30 or similar qualification	8	1
		E.1.1.5	PPPM Maturity Analyst	B Degree with project management module/course or NQF level 7 in Project Management. And P30 or similar qualification	5	1
		E.1.1.6	PPPM Maturity Consultant	B Degree with project management module/course or NQF level 7 in Project Management. And P30 or similar qualification	5	1
		E.1.1.7	PPPM Maturity Facilitator	B Degree with project management module/course or NQF level 7 in Project Management.	8	1
		E.1.1.8	PPPM Maturity Coordinator	B Degree with project management module/course or NQF level 7 in Project Management.	5	1
PART E1 E.1.2	CONTRACT MANAGEMENT MATURITY DEVELOPMENT	E.1.2.1	Contract Management Maturity Specialist	M Degree in Project Management/ Engineering/ Business Management/ Public Procurement/ Commerce (with contract management module/course)	10	1
		E.1.2.2	Senior Contract Management Maturity Analyst	B Degree with Public Procurement/ Contract Management module/course	8	1
		E.1.2.3	Contract Management Maturity Analyst	B Degree with Public Procurement/ Contract Management module/course	5	1
		E.1.2.4	Contract Management Maturity Facilitator	B Degree with Contract Management module/course	8	1
		E.1.2.5	Contract Management Maturity Coordinator	B Degree with Contract Management module/course	5	1
PART E1 E.1.3	ENGINEERING MATURITY DEVELOPMENT	E.1.3.1	Engineering Maturity Specialist	M Degree in Project Management/ Engineering/ Business Management with ECSA PR Registration	10	1
		E.1.3.2	Senior Engineering Maturity Analyst	B Degree in Engineering with ECSA PR Registration	8	1
		E.1.3.3	Engineering Maturity Analyst	B Degree in Engineering with ECSA PR Registration	5	1
		E.1.3.4	Engineering Maturity Facilitator	B Degree with project management module/course	8	1
		E.1.3.5	Engineering Maturity Coordinator	B Degree with project management module/course	5	1

2.2.1.1.4 Minimum score for functionality

The description of the functionality criteria and the maximum possible score for each is shown in the table below. Each part/area of a section will be evaluated for functionality using the specified Evaluation Criteria table below:

EVALUATION CRITERIA	EVALUATION SCORING	POINTS
1. Experience of Supplier Number of similar works/projects performed; a detailed company profile with contactable references to be submitted	No similar projects	0
	1 to 5 similar projects	10
	6 -10 similar projects	20
	>11 similar projects	25
2. Supplier Company Size/ Staff compliment Number of resources available per part; proof of current staff compliment to be submitted.		
	1- 5 staff members	1
	6- 30 staff members	5
	31- 60 staff members	10
	61- 90 staff members	15
	91 - 120 staff members	20
	> 121 staff members	25

The minimum qualifying score for functionality is 30 out of a maximum of 50 per part.

Evaluation Criteria**1. Experience of Supplier**

Refers to works/projects performed for the Part tendered for, example if the tenderer tenders for part C1: Change Management (Project, Programme & Portfolio Management), then submitted documents must relate to that type of work. Tenders must attach /return:

- A list of works/projects performed, with contactable references.
- A detailed company profile

2. Supplier Company Size/ Staff compliment

Number of resources required per part. A certificate list of employees must be submitted. Employees ranging from administration staff, senior management, specialists and directors. The employees must also form part of the key personal (per part).

The certificated list must contain the following:

- Employee name
- Job title
- Contact details

* Certificated by a commissioner of Oaths on a sworn statement

Failure to provide proof as requested above will result in a zero score per part.

Only those tenders submitted by tenderers who achieve the minimum score for functionality (60%) per part will be declared responsive.

Where the entity tendering is a Joint Venture, the tender must be accompanied by a statement describing exactly what aspects of the work will be undertaken by each party to the Joint Venture.

Tenderers shall ensure that all relevant information has been submitted with the tender offer in the prescribed format to ensure optimal scoring of functionality points for each Evaluation Criteria. Failure to provide all information **IN THIS TENDER SUBMISSION** could result in the tenderer not being able to achieve the specified minimum scoring.

2.2.1.1.5 Local production and content NOT APPLICABLE**2.2.1.1.6 Pre-qualification criteria for preferential procurement NOT APPLICABLE****2.2.1.1.7 Provision of samples NOT APPLICABLE****2.2.2 Cost of tendering**

The CCT will not be liable for any costs incurred in the preparation and submission of a tender offer, including the costs of any testing necessary to demonstrate that aspects of the offer complies with requirements.

2.2.3 Check documents

The documents issued by the CCT for the purpose of a tender offer are listed in the index of this tender document.

Before submission of any tender, the tenderer should check the number of pages, and if any are found to be missing or duplicated, or the figures or writing is indistinct, or if the Price Schedule contains any obvious errors, the tenderer must apply to the CCT at once to have the same rectified.

2.2.4 Confidentiality and copyright of documents

The City of Cape Town (City) respects the privacy rights of all persons who participate in the City's procurement procedures. All personal information of the bidder will be processed in accordance to the Protection of Personal Information Act 4 of 2013 (POPIA). Personal information of bidders will only be processed for purposes of tendering procedures and the associated processing operations, or, for any other legitimate purpose relating to City functions.

Personal information of City employees will only be processed for purposes of executing the obligations of the contract and the associated processing operations, or, for any other legitimate purpose relating to City and/or service provider functions.

All matters will be treated as confidential and in connection with the tender. You may use and copy the documents issued by the CCT only for the purpose of preparing and submitting a tender offer in response to the invitation.

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2.2.5 Reference documents

Obtain, as necessary for submitting a tender offer, copies of the latest versions of standards, specifications, Conditions of Contract and other publications, which are not attached but which are incorporated into the tender documents by reference.

2.2.6 Acknowledge and comply with notices

Acknowledge receipt of notices to the tender documents, which the CCT may issue, fully comply with all instructions issued in the notices, and if necessary, apply for an extension of the closing time stated on the front page of the tender document, in order to take the notices into account. Notwithstanding any requests for confirmation of receipt of notices issued, the tenderer shall be deemed to have received such notices if the CCT can show proof of transmission thereof via electronic mail, facsimile or registered post.

2.2.7 Clarification meeting

Attend, where required, a clarification meeting at which tenderers may familiarise themselves with aspects of the proposed work, services or supply and pose questions. Details of the meeting(s) are stated in the General Tender Information. Tenderers should be represented at the site visit/clarification meeting by a person who is suitably qualified and experienced to comprehend the implications of the work involved.

2.2.8 Seek clarification

Request clarification of the tender documents, if necessary, by notifying the CCT at least one week before the closing time stated in the General Tender Information, where possible.

2.2.9 Pricing the tender offer

Comply with all pricing instructions as stated on the Price Schedule.

2.2.10 Alterations to documents

Do not make any alterations or additions to the tender documents, except to comply with instructions issued by the CCT in writing, or necessary to correct errors made by the tenderer. All signatories to the tender offer shall initial all such alterations.

2.2.11 Alternative tender offers

2.2.11.1 Unless otherwise stated in the tender conditions, submit alternative tender offers only if a main tender offer, strictly in accordance with all the requirements of the tender documents, is also submitted.

If a tenderer wishes to submit an alternative tender offer, he shall do so as a separate offer on a complete set of tender documents. The alternative tender offer shall be submitted in a separate sealed envelope clearly marked "Alternative Tender" in order to distinguish it from the main tender offer.

Only the alternative of the highest ranked acceptable main tender offer (that is, submitted by the same tenderer) will be considered, and if appropriate, recommended for award.

Alternative tender offers of any but the highest ranked main tender offer will not be considered.

An alternative of the highest ranked acceptable main tender offer that is priced higher than the main tender offer may be recommended for award, provided that the ranking of the alternative tender offer is higher than the ranking of the next ranked acceptable main tender offer.

The CCT will not be bound to consider alternative tenders and shall have sole discretion in this regard.

In the event that the alternative is accepted, the tenderer warrants that the alternative offer complies in all respects with the CCT's standards and requirements.

2.2.11.2 Accept that an alternative tender offer may be based only on the criteria stated in the tender conditions or criteria otherwise acceptable to the CCT.

2.2.12 Submitting a tender offer

2.2.12.1 Submit one tender offer only on the original tender documents as issued by the CCT, either as a single tendering entity or as a member in a joint venture to provide the whole of the works, services or supply identified in the contract conditions and described in the specifications. Only those tenders submitted on the tender documents as issued by the CCT together with all Returnable Schedules duly completed and signed will be declared responsive.

2.2.12.2 Return the entire document to the CCT after completing it in its entirety, either electronically (if they were issued in electronic format) or by writing legibly in non-erasable ink.

2.2.12.3 Submit the parts of the tender offer communicated on paper as an original with an English translation for any part of the tender submission not made in English.

1 (One) copy(ies) of the following elements of the bid submission must be submitted separately bound in the same envelope where possible:

Part	Heading
5	Pricing Schedules
6	Supporting Schedules
	All other attachments submitted by bidder

2.2.12.4 Sign the original tender offer where required in terms of the tender conditions. The tender shall be signed by a person duly authorised to do so. Tenders submitted by joint ventures of two or more firms shall be accompanied by the document of formation of the joint venture or any other document signed by all parties, in which is defined precisely the conditions under which the joint venture will function, its period of duration, the persons authorised to represent and obligate it, the participation of the several firms forming the joint venture,

and any other information necessary to permit a full appraisal of its functioning. Signatories for tenderers proposing to contract as joint ventures shall state which of the signatories is the lead partner.

2.2.12.5 Where a two-envelope system is required in terms of the tender conditions, place and seal the returnable documents listed in the tender conditions in an envelope marked “financial proposal” and place the remaining returnable documents in an envelope marked “technical proposal”. Each envelope shall state on the outside the CCT’s address and identification details stated in the General Tender Information, as well as the tenderer’s name and contact address.

2.2.12.6 Seal the original tender offer and copy packages together in an outer package that states on the outside only the CCT’s address and identification details as stated in the General Tender Information. . If it is not possible to submit the original tender and the required copies (see 2.2.12.3) in a single envelope, then the tenderer must seal the original and each copy of the tender offer as separate packages marking the packages as “ORIGINAL” and “COPY” in addition to the aforementioned tender submission details.

2.2.12.7 Accept that the CCT shall not assume any responsibility for the misplacement or premature opening of the tender offer if the outer package is not sealed and marked as stated.

2.2.12.8 Accept that tender offers submitted by facsimile or e-mail will be rejected by the CCT, unless stated otherwise in the tender conditions.

2.2.12.9 By signing the offer part of the Form of Offer (**Section 2, Part A**) the tenderer warrants that all information provided in the tender submission is true and correct.

2.2.12.10 Tenders must be properly received and deposited in the designated tender box (as detailed on the front page of this tender document) on or before the closing date and before the closing time, in the relevant tender box at the Tender & Quotation Boxes Office situated on the 2nd floor, Concourse Level, Civic Centre, 12 Hertzog Boulevard, Cape Town. If the tender submission is too large to fit in the allocated box, please enquire at the public counter for assistance.

2.2.12.12 The tenderer must record and reference all information submitted contained in other documents for example cover letters, brochures, catalogues, etc. in the returnable schedule titled **List of Other Documents Attached by Tenderer**.

2.2.13 Information and data to be completed in all respects

Accept that tender offers, which do not provide all the data or information requested completely and in the form required, may be regarded by the CCT as non-responsive.

2.2.14 Closing time

2.2.14.1 Ensure that the CCT receives the tender offer at the address specified in the General Tender Information prior to the closing time stated on the front page of the tender document.

2.2.14.2 Accept that, if the CCT extends the closing time stated on the front page of the tender document for any reason, the requirements of these Conditions of Tender apply equally to the extended deadline.

2.2.14.3 Accept that, the CCT shall not consider tenders that are received after the closing date and time for such a tender (late tenders).

2.2.15 Tender offer validity and withdrawal of tenders

2.2.15.1 Warrants that the tender offer(s) remains valid, irrevocable and open for acceptance by the CCT at any time for a period of 120 days after the closing date stated on the front page of the tender document.

2.2.15.2 Notwithstanding the period stated above, bids shall remain valid for acceptance for a period of twelve (12) months after the expiry of the original validity period, unless the City is notified in writing of anything to the contrary by the bidder. The validity of bids may be further extended by a period of not more than six months subject to mutual agreement and administrative processes and upon approval by the City Manager.

2.2.15.3 A tenderer may request in writing, after the closing date, that the tender offer be withdrawn. Such withdrawal will be permitted or refused at the sole discretion of the CCT after consideration of the reasons for the withdrawal, which shall be fully set out by the tenderer in such written request for withdrawal. Should the tender offer be withdrawn in contravention hereof, the tenderer agrees that:

- a) it shall be liable to the CCT for any additional expense incurred or losses suffered by the CCT in having either to accept another tender or, if new tenders have to be invited, the additional expenses incurred or losses suffered by the invitation of new tenders and the subsequent acceptance of any other tender;
- b) the CCT shall also have the right to recover such additional expenses or losses by set-off against monies which may be due or become due to the tenderer under this or any other tender or contract or against any guarantee or deposit that may have been furnished by the tenderer or on its behalf for the due fulfilment of this or any other tender or contract. Pending the ascertainment of the amount of such additional expenses or losses, the CCT shall be entitled to retain such monies, guarantee or deposit as security for any such expenses or loss.

2.2.16 Clarification of tender offer, or additional information, after submission

Provide clarification of a tender offer, or additional information, in response to a written request to do so from the CCT during the evaluation of tender offers within the time period stated in such request. No change in the competitive position of tenderers or substance of the tender offer is sought, offered, or permitted.

Note: This clause does not preclude the negotiation of the final terms of the contract with a preferred tenderer following a competitive selection process, should the CCT elect to do so.

Failure, or refusal, to provide such clarification or additional information within the time for submission stated in the CCT's written request may render the tender non-responsive.

2.2.17 Provide other material

2.2.17.1 Provide, on request by the CCT, any other material that has a bearing on the tender offer, the tenderer's commercial position (including joint venture agreements), preferencing arrangements, or samples of materials, considered necessary by the CCT for the purpose of the evaluation of the tender. Should the tenderer not provide the material, or a satisfactory reason as to why it cannot be provided, by the time for submission stated in the CCT's request, the CCT may regard the tender offer as non-responsive.

2.2.17.2 Provide, on written request by the CCT, where the transaction value inclusive of VAT **exceeds R 10 million**:

- a) audited annual financial statement for the past 3 years, or for the period since establishment if established during the past 3 years, if required by law to prepare annual financial statements for auditing;
- b) a certificate signed by the tenderer certifying that the tenderer has no undisputed commitments for municipal services towards a municipality or other service provider in respect of which payment is overdue for more than 30 days;
- c) particulars of any contracts awarded to the tenderer by an organ of state during the past five years, including particulars of any material non-compliance or dispute concerning the execution of such contract;
- d) a statement indicating whether any portion of the goods or services are expected to be sourced from outside the Republic, and, if so, what portion and whether any portion of payment from the municipality or municipal entity is expected to be transferred out of the Republic.

Each party to a Consortium/Joint Venture shall submit separate certificates/statements in the above regard.

2.2.17.3 Tenderers undertake to fully cooperate with the CCT's external service provider appointed to perform a due diligence review and risk assessment upon receipt of such written instruction from the CCT.

2.2.18 Samples, Inspections, tests and analysis

Provide access during working hours to premises for inspections, tests and analysis as provided for in the tender conditions or specifications.

If the **Specification** requires the tenderer to provide samples, these shall be provided strictly in accordance with the instructions set out in the Specification.

If such samples are not submitted as required in the bid documents or within any further time stipulated by the CCT in writing, then the bid concerned may be declared non-responsive.

The samples provided by all successful bidders will be retained by the CCT for the duration of any subsequent contract. Bidders are to note that samples are requested for testing purposes therefore samples submitted to the CCT may not in all instances be returned in the same state of supply and in other instances may not be returned at all. Unsuccessful bidders will be advised by the Project Manager or dedicated CCT Official to collect their samples, save in the aforementioned instances where the samples would not be returned.

2.2.19 Certificates

The tenderer must provide the CCT with all certificates as stated below:

2.2.19.1 Broad-Based Black Economic Empowerment Status Level Documentation

In order to qualify for preference points, it is the responsibility of the tenderer to submit documentary proof, either as certificates, sworn affidavits or any other requirement prescribed in terms of the B-BBEE Act, of its B-BBEE status level of contribution in accordance with the applicable Codes of good practise as issued by the Department of Trade and Industry, to the CCT at the Supplier Management Unit located within the Supplier Management / Registration Office, 2nd Floor (Concourse Level), Civic Centre, 12 Hertzog Boulevard, Cape Town (Tel 021 400 9242/3/4/5) or included with the tender submission.

Consortiums/Joint Ventures will qualify for preference points, provided that the **entity** submits the relevant certificate/scorecard in accordance with the applicable codes of good practise. Note that, in the case of unincorporated entities, a verified consolidated B-BBEE scorecard must be submitted in the form of a certificate with the tender.

Tenderers are further referred to the content of the **Preference Schedule** for the full terms and conditions applicable to the awarding of preference points.

The applicable code for this tender is the **Amended Codes of Good Practise (Generic Scorecard)** unless in possession of a valid sector certificate.

The tenderer shall indicate in Section 4 of the **Preference Schedule** the Level of Contribution in respect of the enterprise status or structure of the tendering entity (the supplier).

2.2.19.2 Evidence of tax compliance

Tenderers shall be registered with the South African Revenue Service (SARS) and their tax affairs must be in order and they must be tax compliant subject to the requirements of clause 2.2.1.1.2.h. In this regard, it is the responsibility of the Tenderer to submit evidence in the form of a valid Tax Clearance Certificate issued by SARS to the CCT at the Supplier Management Unit located within the Supplier Management / Registration Office, 2nd Floor (Concourse Level), Civic Centre, 12 Hertzog Boulevard, Cape Town (Tel 021 400 9242/3/4/5), or included with this tender. The tenderer must also provide its Tax Compliance Status PIN number on the **Details of Tenderer** pages of the tender submission.

Each party to a Consortium/Joint Venture shall submit a separate Tax Clearance Certificate.

Before making an award the City must verify the bidder's tax compliance status. Where the recommended bidder is not tax compliant, the bidder should be notified of the non-compliant status and be requested to submit to the City, within 7 working days, written proof from SARS that they have made arrangement to meet their outstanding tax obligations. The proof of tax compliance submitted by the bidder must be verified by the City via CSD or e-Filing. The City should reject a bid submitted by the bidder if such bidder fails to provide proof of tax compliance within the timeframe stated herein.

Only foreign suppliers who have answered “NO” to all the questions contained in the Questionnaire to Bidding Foreign Suppliers section on the **Details of Tenderer** pages of the tender submission, are not required to register for a tax compliance status with SARS.

2.2.20 Compliance with Occupational Health and Safety Act, 85 of 1993

Tenderers are to note the requirements of the Occupational Health and Safety Act, 85 of 1993. The Tenderer shall be deemed to have read and fully understood the requirements of the above Act and Regulations and to have allowed for all costs in compliance therewith.

In this regard the Tenderer shall submit **upon written request to do so by the CCT**, a Health and Safety Plan in sufficient detail to demonstrate the necessary competencies and resources to deliver the goods or services all in accordance with the Act, Regulations and Health and Safety Specification.

2.2.21 Claims arising from submission of tender

The tenderer warrants that it has:

- a) inspected the Specifications and read and fully understood the Conditions of Contract.
- b) read and fully understood the whole text of the Specifications and Price Schedule and thoroughly acquainted himself with the nature of the goods or services proposed and generally of all matters which may influence the Contract.
- c) visited the site(s) where delivery of the proposed goods will take place, carefully examined existing conditions, the means of access to the site(s), the conditions under which the delivery is to be made, and acquainted himself with any limitations or restrictions that may be imposed by the Municipal or other Authorities in regard to access and transport of materials, plant and equipment to and from the site(s) and made the necessary provisions for any additional costs involved thereby.
- d) requested the CCT to clarify the actual requirements of anything in the Specifications and Price Schedule, the exact meaning or interpretation of which is not clearly intelligible to the Tenderer.
- e) received any notices to the tender documents which have been issued in accordance with the CCT's Supply Chain Management Policy.

The CCT will therefore not be liable for the payment of any extra costs or claims arising from the submission of the tender.

2.3 The CCT's undertakings

2.3.1 Respond to requests from the tenderer

2.3.1.1 Unless otherwise stated in the Tender Conditions, respond to a request for clarification received up to one week (where possible) before the tender closing time stated on the front page of the tender document.

2.3.1.2 The CCT's representative for the purpose of this tender is stated on the General Tender Information page.

2.3.2 Issue Notices

If necessary, issue addenda in writing that may amend or amplify the tender documents to each tenderer during the period from the date the tender documents are available until one week before the tender closing time stated in the Tender Data. The Employer reserves its rights to issue addenda less than one week before the tender closing time in exceptional circumstances. If, as a result a tenderer applies for an extension to the closing time stated on the front page of the tender document, the CCT may grant such extension and, shall then notify all tenderers who drew documents.

Notwithstanding any requests for confirmation of receipt of notices issued, the tenderer shall be deemed to have received such notices if the CCT can show proof of transmission thereof via electronic mail, facsimile or registered post.

2.3.3 Opening of tender submissions

2.3.3.1 Unless the two-envelope system is to be followed, open tender submissions in the presence of tenderers' agents who choose to attend at the time and place stated in the tender conditions.

Tenders will be opened immediately after the closing time for receipt of tenders as stated on the front page of the tender document, or as stated in any Notice extending the closing date and at the closing venue as stated in the General Tender Information.

2.3.3.2 Announce at the meeting held immediately after the opening of tender submissions, at the closing venue as stated in the General Tender Information, the name of each tenderer whose tender offer is opened and, where possible, the prices and the preferences indicated.

2.3.3.3 Make available a record of the details announced at the tender opening meeting on the CCT's website (<http://www.capetown.gov.za/en/SupplyChainManagement/Pages/default.aspx>.)

2.3.4 Two-envelope system

2.3.4.1 Where stated in the tender conditions that a two-envelope system is to be followed, open only the technical proposal of tenders in the presence of tenderers' agents who choose to attend at the time and place stated in the tender conditions and announce the name of each tenderer whose technical proposal is opened.

2.3.4.2 Evaluate the quality of the technical proposals offered by tenderers, then advise tenderers who have submitted responsive technical proposals of the time and place when the financial proposals will be opened. Open only the financial proposals of tenderers, who have submitted responsive technical proposals in accordance with the requirements as stated in the tender conditions, and announce the total price and any preferences claimed. Return unopened financial proposals to tenderers whose technical proposals were non responsive.

2.3.5 Non-disclosure

Not disclose to tenderers, or to any other person not officially concerned with such processes, information relating to the evaluation and comparison of tender offers and recommendations for the award of a contract, until after the award of the contract to the successful tenderer.

2.3.6 Grounds for rejection and disqualification

Determine whether there has been any effort by a tenderer to influence the processing of tender offers and instantly disqualify a tenderer (and his tender offer) if it is established that he engaged in corrupt or fraudulent practices.

2.3.7 Test for responsiveness

2.3.7.1 Appoint a Bid Evaluation Committee and determine after opening whether each tender offer properly received:

- a) complies with the requirements of these Conditions of Tender,
- b) has been properly and fully completed and signed, and
- c) is responsive to the other requirements of the tender documents.

2.3.7.2 A responsive tender is one that conforms to all the terms, conditions, and specifications of the tender documents without material deviation or qualification. A material deviation or qualification is one which, in the CCT's opinion, would:

- a) detrimentally affect the scope, quality, or performance of the goods, services or supply identified in the Specifications,
- b) significantly change the CCT's or the tenderer's risks and responsibilities under the contract, or
- c) affect the competitive position of other tenderers presenting responsive tenders, if it were to be rectified.

Reject a non-responsive tender offer, and not allow it to be subsequently made responsive by correction or withdrawal of any material deviation or qualification.

The CCT reserves the right to accept a tender offer which does not, in the CCT's opinion, materially and/or substantially deviate from the terms, conditions, and specifications of the tender documents.

2.3.8 Arithmetical errors, omissions and discrepancies

2.3.8.1 Check the responsive tenders for:

- a) the gross misplacement of the decimal point in any unit rate;
- b) omissions made in completing the Price Schedule; or
- c) arithmetic errors in:
 - i) line item totals resulting from the product of a unit rate and a quantity in the Price Schedule; or
 - ii) the summation of the prices; or
 - iii) calculation of individual rates.

2.3.8.2 The CCT must correct the arithmetical errors in the following manner:

- a) Where there is a discrepancy between the amounts in words and amounts in figures, the amount in words shall govern.
- b) If pricing schedules apply and there is an error in the line item total resulting from the product of the unit rate and the quantity, the line item total shall govern and the rate shall be corrected. Where there is an obviously gross misplacement of the decimal point in the unit rate, the line item total as tendered shall govern, and the unit rate shall be corrected.
- c) Where there is an error in the total of the prices either as a result of other corrections required by this checking process or in the tenderer's addition of prices, the total of the prices shall govern and the tenderer will be asked to revise selected item prices (and their rates if Price Schedules apply) to achieve the tendered total of the prices.

Consider the rejection of a tender offer if the tenderer does not correct or accept the correction of the arithmetical error in the manner described above.

2.3.8.3 In the event of tendered rates or lump sums being declared by the CCT to be unacceptable to it because they are not priced, either excessively low or high, or not in proper balance with other rates or lump sums, the tenderer may be required to produce evidence and advance arguments in support of the tendered rates or lump sums objected to. If, after submission of such evidence and any further evidence requested, the CCT is still not satisfied with the tendered rates or lump sums objected to, it may request the tenderer to amend these rates and lump sums along the lines indicated by it.

The tenderer will then have the option to alter and/or amend the rates and lump sums objected to and such other related amounts as are agreed on by the CCT, but this shall be done without altering the tender offer in accordance with this clause.

Should the tenderer fail to amend his tender in a manner acceptable to and within the time stated by the CCT, the CCT may declare the tender as non-responsive.

2.3.9 Clarification of a tender offer

The CCT may, after the closing date, request additional information or clarification from tenderers, in writing on any matter affecting the evaluation of the tender offer or that could give rise to ambiguity in a contract arising from the tender offer, which written request and related response shall not change or affect their competitive position or the substance of their offer. Such request may only be made in writing by the Director: Supply Chain Management using any means as appropriate.

2.3.10 Evaluation of tender offers

2.3.10.1 General

2.3.10.1.1 Reduce each responsive tender offer to a comparative price and evaluate them using the tender evaluation methods and associated evaluation criteria and weightings that are specified in the tender conditions.

2.3.10.1.2 For evaluation purposes only, the effects of the relevant contract price adjustment methods will be considered in the determination of comparative prices as follows:

- a) If the selected method is based on bidders supplying rates or percentages for outer years, comparative prices would be determined over the entire contract period based on such rates or percentages.
- b) If the selected method is based on a formula, indices, coefficients, etc. that is the same for all bidders during the contract period, comparative prices would be the prices as tendered for year one.
- c) If the selected method is based on a formula, indices, coefficients, etc. that varies between bidders, comparative prices would be determined over the entire contract period based on published indices relevant during the 12 months prior to the closing date of tenders.
- d) If the selected method includes an imported content requiring rate of exchange variation, comparative prices would be determined based on the exchange rates tendered for the prices as tendered for year one. The rand equivalent of the applicable currency 14 days prior to the closing date of tender will be used (the CCT will check all quoted rates against those supplied by its own bank).
- e) If the selected method is based on suppliers' price lists, comparative prices would be the prices as tendered for year one.
- f) If the selected method is based on suppliers' price lists and / or rate of exchange, comparative prices would be determined as tendered for year one whilst taking into account the tendered percentage subject to rate of exchange (see sub clause (d) for details on the calculation of the rate of exchange).

2.3.10.1.3 Where the scoring of functionality forms part of a bid process, each member of the Bid Evaluation Committee must individually score functionality. The individual scores must then be interrogated and calibrated if required where there are significant discrepancies. The individual scores must then be added together and averaged to determine the final score.

2.3.10.2 Decimal places

Score financial offers, preferences and functionality, as relevant, to two decimal places.

2.3.10.3 Scoring of tenders (price and preference)

2.3.10.3.1 Points for price will be allocated in accordance with the formula set out in this clause based on the price per item / rates as set out in the **Price Schedule (Part 5)**:

- based on the sum of the prices/rates

2.3.10.3.2 Points for preference will be allocated in accordance with the provisions of **Preference Schedule** and the table in this clause.

2.3.10.3.3 The terms and conditions of **Preference Schedule** as it relates to preference shall apply in all respects to the tender evaluation process and any subsequent contract.

2.3.10.3.4 Applicable formula:

90/10 preference point system will apply to this tender and the lowest acceptable tender will be used

to determine the applicable preference point system

The 90/10 price/preference points system will be applied to the evaluation of responsive tenders over a Rand value of R50'000'000 (all applicable taxes included), whereby the order(s) will be placed with the tenderer(s) scoring the highest total number of adjudication points.

Price shall be scored as follows:

$$Ps = 90 \times \frac{1 - (Pt - Pmin)}{Pmin}$$

Where: **Ps** is the number of points scored for price;
Pt is the price of the tender under consideration;
Pmin is the price of the lowest responsive tender.

Preference points shall be scored as follows:

Points will be awarded to tenderers who are eligible for preferences in respect of the B-BBEE level of contributor attained in terms of **Preference Schedule**.

A maximum of 10 tender adjudication points will be awarded for preference to tenderers with responsive tenders who are eligible for such preference, in accordance with the criteria listed below.

Up to **10** adjudication points (N_P) will be awarded for the level of B-BBEE contribution, in accordance with the tables below:

B-BBEE Status Level of Contributor	Number of Points for Preference
1	10
2	9
3	6
4	5
5	4
6	3
7	2
8	1
Non-compliant contributor	0

**A non-compliant contributor is one who does not meet the minimum score for a level 8 contributor.*

or, in respect of Exempted Micro Enterprises (EMEs):

Black Ownership of EME	Deemed B-BBEE Status Level of Contributor	Number of Points for Preference
less than 51%	4	5
at least 51% but less than 100%	2	9
100%	1	10

or, in respect of Qualifying Small Enterprises (QSEs):

Black Ownership of QSE	Deemed B-BBEE Status Level of Contributor	Number of Points for Preference
at least 51% but less than 100%	2	9
100%	1	10

The total number of adjudication points (N_T) shall be calculated as follows:

$$N_T = Ps + N_P$$

Where: **Ps** is the number of points scored for price;
Np is the number of points scored for preference.

The terms and conditions of the **Preference Schedule** shall apply in all respects to the tender evaluation process and any subsequent contract.

2.3.10.5 Risk Analysis

Notwithstanding compliance with regard to any requirements of the tender, the CCT will perform a risk analysis in respect of the following:

- a) Reasonableness of the financial offer.

- b) Reasonableness of unit rates and prices.
- c) The tenderer's ability to fulfil its obligations in terms of the tender document, that is, that the tenderer can demonstrate that he/she possesses the necessary professional and technical qualifications, professional and technical competence, financial resources, equipment and other physical facilities, managerial capability, reliability, capacity, experience, reputation, personnel to perform the contract, etc.; the CCT reserves the right to consider a tenderer's existing contracts with the CCT in this regard.
- d) Any other matter relating to the submitted bid, the tendering entity, matters of compliance, verification of submitted information and documents, etc.

The conclusions drawn from this risk analysis will be used by the CCT in determining the acceptability of the tender offer.

No tenderer will be recommended for an award unless the tenderer has demonstrated to the satisfaction of the CCT that he/she has the resources and skills required.

2.3.11 Negotiations with preferred tenderers

The CCT may negotiate the final terms of a contract with tenderers identified through a competitive tendering process as preferred tenderers provided that such negotiation:

- a) Does not allow any preferred tenderer a second or unfair opportunity.
- b) Is not to the detriment of any other tenderer.
- c) Does not lead to a higher price than the tender as submitted.

If negotiations fail to result in acceptable contract terms, the City Manager (or his delegated authority) may terminate the negotiations and cancel the tender, or invite the next ranked tenderer for negotiations. The original preferred tenderer should be informed of the reasons for termination of the negotiations. If the decision is to invite the next highest ranked tenderer for negotiations, the failed earlier negotiations may not be reopened by the CCT.

Minutes of any such negotiations shall be kept for record purposes.

The provisions of this clause will be equally applicable to any invitation to negotiate with any other tenderers.

In terms of the PPPFA Regulations, 2017, tenders must be cancelled in the event that negotiations fail to achieve a market related price with any of the three highest scoring tenderers.

2.3.12 Acceptance of tender offer

Notwithstanding any other provisions contained in the tender document, the CCT reserves the right to:

2.3.12.1 Accept a tender offer(s) which does not, in the CCT's opinion, materially and/or substantially deviate from the terms, conditions, and specifications of the tender document.

2.3.12.2 Accept the whole tender or part of a tender or any item or part of any item or items from multiple manufacturers, or to accept more than one tender (in the event of a number of items being offered), and the CCT is not obliged to accept the lowest or any tender.

2.3.12.3 Accept the tender offer(s), if in the opinion of the CCT, it does not present any material risk and only if the tenderer(s):

- a) is not under restrictions, has any principals who are under restrictions, or is not currently a supplier to whom notice has been served for abuse of the supply chain management system, preventing participation in the employer's procurement,
- b) can, as necessary and in relation to the proposed contract, demonstrate that he or she possesses the professional and technical qualifications, professional and technical competence, financial resources, equipment and other physical facilities, managerial capability, reliability, experience and reputation, expertise and the personnel, to perform the contract,
- c) has the legal capacity to enter into the contract,
- d) is not insolvent, in receivership, under Business Rescue as provided for in chapter 6 of the Companies Act, 2008, bankrupt or being wound up, has his affairs administered by a court or a judicial officer, has suspended his business activities, or is subject to legal proceedings in respect of any of the foregoing, complies with the legal requirements, if any, stated in the tender data, and
- e) is able, in the opinion of the employer, to perform the contract free of conflicts of interest.

If an award cannot be made in terms of anything contained herein, the Employer reserves the right to consider the next ranked tenderer(s).

2.3.12.4 Not to make an award, or revoke an award already made, where the implementation of the contract may result in reputational risk or harm to the City as a result of (inter alia):

- a) reports of poor governance and/or unethical behaviour;
- b) association with known family of notorious individuals;
- c) poor performance issues, known to the City;
- d) negative social media reports; and
- e) adverse assurance (e.g. due diligence) report outcomes.

2.3.12.5 The CCT reserves the right to nominate an alternative bidder at the time when an award is made and in the event that a contract is terminated during the execution thereof, the CCT may consider the award of the contract, or non-award, to the alternative bidder in terms of the procedures included its SCM Policy.

2.3.13 Prepare contract documents

2.3.13.1 If necessary, revise documents that shall form part of the contract and that were issued by the CCT as part of the tender documents to take account of:

- a) notices issued during the tender period,
- b) inclusion of some of the returnable documents, and
- c) other revisions agreed between the CCT and the successful tenderer.

2.3.13.2 Complete the schedule of deviations attached to the form of offer and acceptance, if any.

2.3.14 Notice to successful and unsuccessful tenderers

2.3.14.1 Before accepting the tender of the successful tenderer the CCT shall notify the successful tenderer in writing of the decision of the CCT's Bid Adjudication Committee to award the tender to the successful tenderer. No rights shall accrue to the successful tenderer in terms of this notice

2.3.14.2 The CCT shall, at the same time as notifying the successful tenderer of the Bid Adjudication Committee's decision to award the tender to the successful tenderer, also give written notice to the other tenderers informing them that they have been unsuccessful.

2.3.15 Provide written reasons for actions taken

Provide upon request written reasons to tenderers for any action that is taken in applying these Conditions of Tender, but withhold information which is not in the public interest to be divulged, which is considered to prejudice the legitimate commercial interests of tenderers or might prejudice fair competition between tenderers.

TENDER DOCUMENT GOODS AND SERVICES		 CITY OF CAPE TOWN ISIXEKO SASEKAPA STAD KAAPSTAD	
SUPPLY CHAIN MANAGEMENT			
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TENDER NO: [185C/2021/22]

TENDER DESCRIPTION: PROVISION OF PROFESSIONAL SERVICES TO SUPPORT TRANSVERSAL MANAGEMENT, PROJECT, PROGRAMME AND PORTFOLIO MANAGEMENT (PPPM) AND CONTRACT MANAGEMENT

CONTRACT PERIOD: NOT EXCEEDING 36 MONTHS FROM DATE OF COMMENCEMENT OF CONTRACT

VOLUME 2: RETURNABLE DOCUMENTS

TENDERER	
NAME of Company/Close Corporation or Partnership / Joint Venture/ Consortium or Sole Proprietor /Individual	
TRADING AS (if different from above)	

NATURE OF TENDER OFFER (please indicate below)	
Main Offer (see clause 2.2.11.1)	
Alternative Offer (see clause 2.2.11.1)	

VOLUME 2: RETURNABLE DOCUMENTS

(3) DETAILS OF TENDERER

1.1 Type of Entity (Please tick one box)

☐ Individual / Sole Proprietor

☐ Close Corporation

☐ Company

☐ Partnership or Joint Venture or Consortium

☐ Trust

☐ Other:

1.2 Required Details (Please provide applicable details in full):

Name of Company / Close Corporation or Partnership / Joint Venture / Consortium or Individual /Sole Proprietor	
Trading as (if different from above)	
Company / Close Corporation registration number (if applicable)	
Postal address	Postal Code _____
Physical address (Chosen domicilium citandi et executandi)	Postal Code _____
Contact details of the person duly authorised to represent the tenderer	Name: Mr/Ms _____ (Name & Surname) Telephone:(____) _____ Fax:(____) _____ Cellular Telephone: _____ E-mail address: _____
Income tax number	
VAT registration number	
SARS Tax Compliance Status PIN	
City of Cape Town Supplier Database Registration Number (See Conditions of Tender)	
National Treasury Central Supplier Database registration number (See Conditions of Tender)	

Is tenderer the accredited representative in South Africa for the Goods / Services / Works offered?	☐ Yes ☐ No If yes, enclose proof
Is tenderer a foreign based supplier for the Goods / Services / Works offered?	☐ Yes ☐ No If yes, answer the Questionnaire to Bidding Foreign Suppliers (below)
Questionnaire to Bidding Foreign Suppliers	a) Is the tenderer a resident of the Republic of South Africa or an entity registered in South Africa? ☐ Yes ☐ No
	b) Does the tenderer have a permanent establishment in the Republic of South Africa? ☐ Yes ☐ No
	c) Does the tenderer have any source of income in the Republic of South Africa? ☐ Yes ☐ No
	d) Is the tenderer liable in the Republic of South Africa for any form of taxation? ☐ Yes ☐ No
Other Required registration numbers	

(4) FORM OF OFFER AND ACCEPTANCE

**TENDER 185C/2021/22-PROVISION OF PROFESSIONAL SERVICES TO
SUPPORT TRANSVERSAL MANAGEMENT,PROJECTS,PROGRAMME
AND PORTFOLIO MANAGEMENT (PPPM) AND CONTRACT
MANAGEMENT**

OFFER: (TO BE FILLED IN BY TENDERER):

Required Details (Please provide applicable details in full):

Name of Tendering Entity* (“the tenderer”)	
Trading as (if different from above)	

AND WHO IS represented herein by: (full names of signatory)

duly authorised to act on behalf of the tenderer in his capacity as: (title/ designation)

HEREBY AGREES THAT by signing the *Form of Offer and Acceptance*, the tenderer:

1. confirms that it has examined the documents listed in the Index (including Schedules and Annexures) and has accepted all the Conditions of Tender;
2. confirms that it has received and incorporated any and all notices issued to tenderers issued by the CCT;
3. confirms that it has satisfied itself as to the correctness and validity of the tender offer; that the price(s) and rate(s) offered cover all the goods and/or services specified in the tender documents; that the price(s) and rate(s) cover all its obligations and accepts that any mistakes regarding price(s), rate(s) and calculations will be at its own risk;
4. offers to supply all or any of the goods and/or render all or any of the services described in the tender document to the CCT in accordance with the:
 - 4.1 terms and conditions stipulated in this tender document;
 - 4.2 specifications stipulated in this tender document; and
 - 4.3 at the prices as set out in the **Price Schedule**.
5. accepts full responsibility for the proper execution and fulfilment of all obligations and conditions devolving on it in terms of the Contract.

Signature(s)

Print name(s):
On behalf of the tenderer (duly authorised)

Date

INITIALS OF CITY OFFICIALS		
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FORM OF OFFER AND ACCEPTANCE (continued)

TENDER [185C/2021/22-PROVISION OF PROFESSIONAL SERVICES TO SUPPORT TRANSVERSAL MANAGEMENT, PROJECT, PROGRAMME AND PORTFOLIO MANAGEMENT (PPPM) AND CONTRACT MANAGEMENT]

ACCEPTANCE (TO BE FILLED IN BY THE CITY OF CAPE TOWN)

By signing this part of this form of offer and acceptance, the employer identified below accepts the tenderer's offer. In consideration thereof, the employer shall pay the supplier the amount due in accordance with the conditions of contract. Acceptance of the tenderer's offer shall form an agreement between the employer and the tenderer upon the terms and conditions contained in this agreement and in the contract that is the subject of this agreement.

The terms of the contract are contained in:

- (7) & (8): Special and General Conditions of Tender
- (5) Price schedule
- 13: Specifications

and drawings and documents or parts thereof, which may be incorporated by reference into the above listed Parts.

Deviations from and amendments to the documents listed in the tender data and any addenda thereto as listed in the returnable schedules as well as any changes to the terms of the offer agreed by the tenderer and the employer during this process of offer and acceptance, are contained in the schedule of deviations attached to and forming part of this form of offer and acceptance. No amendments to or deviations from said documents are valid unless contained in this schedule.

The tenderer shall within two weeks after receiving a completed copy of this agreement, including the schedule of deviations (if any), contact the employer to arrange the delivery of any securities, bonds, guarantees, proof of insurance and any other documents to be provided in terms of the conditions of contract identified in the special contract conditions. Failure to fulfil any of these obligations in accordance with those terms shall constitute a repudiation of this agreement.

Notwithstanding anything contained herein, this agreement comes into effect on the date when the parties have signed the table below and the Supplier confirms receipt from the Purchaser of one fully completed original copy of this agreement, including the schedule of deviations (if any). The tenderer (now supplier) shall within five working days of the agreement coming into effect notify the employer in writing of any reason why he cannot accept the contents of this agreement as a complete and accurate memorandum thereof, failing which the agreement presented to the Supplier shall constitute the binding contract between the parties.

The Parties	Purchaser	Supplier
Business Name		
Business Registration		
Tax number (VAT)		
Physical Address		
Accepted contract sum including tax		
Accepted contract duration		
Signed – who by signature hereto warrants authority		
Name of signatory		
Signed: Date		

Signed: Location		
Signed: Witness		
Name of Witness		

FORM OF OFFER AND ACCEPTANCE (continued)
(TO BE FILLED IN BY THE CITY OF CAPE TOWN)

Schedule of Deviations

Notes:

1. The extent of deviations from the tender documents issued by the CCT before the tender closing date is limited to those permitted in terms of the conditions of tender.
2. A tenderer's covering letter shall not be included in the final contract document. Should any matter in such letter, which constitutes a deviation as aforesaid, become the subject of agreements reached during the process of offer and acceptance, the outcome of such agreement shall be recorded here.
3. Any other matter arising from the process of offer and acceptance either as a confirmation, clarification or change to the tender documents and which it is agreed by the Parties becomes an obligation of the contract shall also be recorded here.
4. Any change or addition to the tender documents arising from the above agreements and recorded here, shall also be incorporated into the final draft of the Contract.

1 Subject

Details

2 Subject

Details

3 Subject

Details

4 Subject

Details

By the duly authorised representatives signing this agreement, the CCT and the tenderer agree to and accept the foregoing schedule of deviations as the only deviations from and amendments to this tender document and addenda thereto as listed in the returnable schedules, as well as any confirmation, clarification or changes to the terms of the offer agreed by the tenderer and the CCT during this process of offer and acceptance.

It is expressly agreed that no other matter whether in writing, oral communication or implied during the period between the issue of the tender documents and the receipt by the tenderer of a completed signed copy of this Agreement shall have any meaning or effect in the contract between the parties arising from this agreement.

(5) PRICE SCHEDULE

Bid specifications may not make any reference to any particular trade mark, name, patent, design, type, specific origin or producer, unless there is no other sufficiently precise or intelligible way of describing the characteristics of the work, in which case such reference must be accompanied by the words "or equivalent".

Pricing Instructions:

- 5.1 All prices shall be tendered in South African Rands, excluding VAT, but including customs or excise duty and any other duty, levy, or other applicable tax.
- 5.2 All prices shall be tendered in accordance with the units specified in this schedule.
- 5.3 All prices tendered must include all expenses, disbursements and costs (e.g. transport, accommodation, tools of trade like computers, all relevant IT equipment and software etc.) that may be required for the execution of the tenderers obligations in terms of the Contract, and shall cover the cost of all general risks, liabilities and obligations set forth or implied in the Contract as well as overhead charges and profit (in the event that the tender is successful). All prices tendered will be final and binding.

Note: No additional travel expenses or costs will be paid by the City of Cape Town. Payment will be based on the fixed price rates and agreed work completed in the form of documented deliverables (**not hourly rate**).

- 5.4 Only firm prices will be accepted. Non-firm prices (including prices subject to rate of exchange variations and inflation) will not be considered, thus resulting in your tender not being considered further. Prices tendered must be firm for the duration of the contract.
- 5.5 Where the tenderer leaves a blank space, indicates a "Nil/R0.00", "Not Applicable (N/A)" or as a "dash (-)" without explanation in the price list, this will result in the tender not being granted further consideration (declared non-responsive). If a service is to be offered free of charge, this should be indicated a R0.00 and must be accompanied by an explanation.
- 5.6 Prices are hourly rate per resource type which will be required for services to delivery required deliverables. It is important to note that even though this tender is hourly rate based for resources, payment will only be made for deliverables or outputs, not hours worked, depending on the nature of the work as detailed per each individual specification and the work brief.
- 5.7 The successful tenderer will be required to perform the tasks listed against each part per section that they tendered for. The tenderer may tender for any Section of this Tender document, i.e. Section A: Transversal Management, Section B: Project, Programme & Portfolio Management, Section C: Advisory Services, Section D: Professional Contract Management Services, Section E: Maturity Management. **The Tenderer can tender for any part in a section. The Tenderer must price all items per Part that is tendered for. Failing to do so will render the bid non-responsive.**
- 5.8 It is the intention of the City of Cape Town to award per Part for each Section to a primary bidder. Bidders will be evaluated on the overall sum tendered for the duration of the contract per Part.
- 5.9 It must be noted that this tender consists of **Five (5) Sections** containing a total of **thirteen (13) Parts** as seen below, Tenderer to tick the Parts tended for (Schedule 15 3: Selection of Setion and Part tendering for)
- 5.10 Bidders must submit the complete pricing schedule provided in this tender document and no other means of prices (e.g. electronic copies, other hard copy formats) will be accepted, failing which will result in the tender not being granted further consideration (declared non-responsive).
- 5.11 The same resources may be utilised for different items under the same part provided they comply to the specified requirements of the item.

INITIALS OF CITY OFFICIALS		
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PRICE SCHEDULE

SECTION A: TRANSVERSAL MANAGEMENT

Please refer to Specifications and Functionality scoring when tendering for this Section.

PART	DESCRIPTION OF SERVICE / DELIVERABLE	ITEM NO	JOB TITLE- RESOURCE LEVEL	UNIT	UNIT (EX. VAT) 01-12 months	UNIT (EX. VAT) 13-24 months	UNIT (EX. VAT) 25-36 months
A1	ORGANISATIONAL, BUSINESS, DEPARTMENTAL PROCESS DESIGN & IMPROVEMENT	A.1.1	ORGANISATIONAL DESIGN & IMPROVEMENT				
		A.1.1.1	Organisation Design Specialist	Hourly			
		A.1.1.2	Senior Organisational Design Analyst	Hourly			
		A.1.1.3	Organisational Design Analyst	Hourly			
		A.1.1.4	Organisational Improvement Specialist	Hourly			
		A.1.1.5	Senior Organisational Improvement Analyst	Hourly			
		A.1.1.6	Organisational Improvement Analyst	Hourly			
		A.1.1.7	Organisational Performance Specialist	Hourly			
		A.1.1.8	Senior Organisational Performance Analyst	Hourly			
		A.1.1.9	Organisational Performance Analyst	Hourly			
		A.1.2	BUSINESS DESIGN & IMPROVEMENT				
		A.1.2.1	Business Design Specialist	Hourly			
		A.1.2.2	Senior Business Design Analyst	Hourly			
		A.1.2.3	Business Design Analyst	Hourly			
		A.1.2.4	Business Improvement Specialist	Hourly			
		A.1.2.5	Senior Business Improvement Analyst	Hourly			
		A.1.2.6	Business Improvement Analyst	Hourly			
		A.1.2.7	Business Performance Specialist	Hourly			
		A.1.2.8	Senior Business Performance Analyst	Hourly			
		A.1.2.9	Senior Business Performance Specialist	Hourly			
		A.1.3	DEPARTMENTAL DESIGN & IMPROVEMENT				
		A.1.3.1	Departmental Design Specialist	Hourly			
		A.1.3.2	Senior Departmental Design Analyst	Hourly			
		A.1.3.3	Departmental Design Analyst	Hourly			
		A.1.3.4	Departmental Improvement Specialist	Hourly			
		A.1.3.5	Senior Departmental Improvement Analyst	Hourly			
		A.1.3.6	Departmental Improvement Analyst	Hourly			
		A.1.3.7	Departmental Performance Specialist	Hourly			
		A.1.3.8	Senior Departmental Performance Analyst	Hourly			
		A.1.3.9	Departmental Performance Analyst	Hourly			
		A.1.4	PROCESS DESIGN & IMPROVEMENT (ORGANISATIONAL, BUSINESS & DEPARTMENTAL)				
		A.1.4.1	Process Design Specialist	Hourly			
		A.1.4.2	Senior Process Design Analyst	Hourly			
		A.1.4.3	Process Design Analyst	Hourly			
		A.1.4.4	Process Improvement Specialist	Hourly			
		A.1.4.5	Senior Process Improvement Analyst	Hourly			
		A.1.4.6	Process Improvement Analyst	Hourly			

PART	DESCRIPTION OF SERVICE / DELIVERABLE	ITEM NO	JOB TITLE- RESOURCE LEVEL	UNIT	UNIT (EX. VAT) 01-12 months	UNIT (EX. VAT) 13-24 months	UNIT (EX. VAT) 25-36 months
A2	CHANGE MANAGEMENT (ORGANISATIONAL, BUSINESS & DEPARTMENT)	A.2.1	CHANGE MANAGEMENT STRATEGY & PLANNING				
		A.2.1.1	Senior Change Manager	Hourly			
		A.2.1.2	Change Manager	Hourly			
		A.2.1.3	Senior Communications Manager	Hourly			
		A.2.1.4	Communications Manager	Hourly			
		A.2.1.5	Senior Industrial Relations Manager	Hourly			
		A.2.1.6	Industrial Relations Manager	Hourly			
		A.2.1.7	Senior Change Analyst	Hourly			
		A.2.1.8	Change Analyst	Hourly			
		A.2.2	CHANGE MANAGEMENT IMPACT, READINESS ANALYSIS & ASSESSMENTS				
		A.2.2.1	Senior Change Manager	Hourly			
		A.2.2.2	Change Manager	Hourly			
		A.2.2.3	Senior Communications Manager	Hourly			
		A.2.2.4	Communications Manager	Hourly			
		A.2.2.5	Senior Change Analyst	Hourly			
		A.2.2.6	Change Analyst	Hourly			
		A.2.2.7	Senior Creative Writer	Hourly			
		A.2.2.8	Creative Writer	Hourly			
		A.2.2.9	Senior Data Analyst	Hourly			
		A.2.2.10	Data Analyst	Hourly			
		A.2.3	DETERMINE COMMUNICATION CONTENT, GATHERING INFORMATION, COMPILING & WRITING OF COMMUNICATIONS				
		A.2.3.1	Creative Writer	Hourly			
		A.2.3.2	Communications Analyst	Hourly			
		A.2.3.3	Senior Change Analyst	Hourly			
		A.2.3.4	Change Analyst	Hourly			
		A.2.4	STAKEHOLDER IDENTIFICATION, ANALYSIS, STAKEHOLDER ENGAGEMENTS AND CONDUCTING OF PRESENTATIONS				
		A.2.4.1	Senior Change Manager	Hourly			
		A.2.4.2	Change Manager	Hourly			
		A.2.4.3	Senior Change Analyst	Hourly			
		A.2.4.4	Change Analyst	Hourly			

PART	DESCRIPTION OF SERVICE / DELIVERABLE	ITEM NO	JOB TITLE- RESOURCE LEVEL	UNIT	UNIT (EX. VAT) 01-12 months	UNIT (EX. VAT) 13-24 months	UNIT (EX. VAT) 25-36 months
A3	ADVISORY SERVICES	A.3.1	GENERAL SERVICES				
		A.3.1.1	Senior Advisory Consultant	Hourly			
		A.3.1.2	Advisory Consultants	Hourly			
		A.3.1.3	Information Specialist	Hourly			
		A.3.1.4	Senior Information Analyst	Hourly			
		A.3.1.5	Information Analyst	Hourly			
		A.3.1.6	Data Specialist	Hourly			
		A.3.1.7	Senior Data Analyst	Hourly			
		A.3.1.8	Data Analyst	Hourly			
		A.3.1.9	Senior Analyst	Hourly			
		A.3.1.10	Analyst	Hourly			
		A.3.1.11	Research Specialist	Hourly			
		A.3.1.12	Senior Researcher	Hourly			
		A.3.1.13	Researcher	Hourly			
		A.3.2	ORGANISATIONAL SERVICES				
		A.3.2.1	Senior Advisory Consultant	Hourly			
		A.3.2.2	Advisory Consultant	Hourly			
		A.3.2.3	Information Specialist	Hourly			
		A.3.2.4	Senior Information Analyst	Hourly			
		A.3.2.5	Information Analyst	Hourly			
		A.3.2.6	Data Specialist	Hourly			
		A.3.2.7	Senior Data Analyst	Hourly			
		A.3.2.8	Data Analyst	Hourly			
		A.3.2.9	Senior Analyst	Hourly			
		A.3.2.10	Analyst	Hourly			
		A.3.2.11	Research Specialist	Hourly			
		A.3.2.12	Senior Researcher	Hourly			
		A.3.2.13	Researcher	Hourly			
		A.3.3	BUSINESS SERVICES				
		A.3.3.1	Senior Advisory Consultant	Hourly			
		A.3.3.2	Advisory Consultant	Hourly			
		A.3.3.3	Information Specialist	Hourly			
		A.3.3.4	Senior Information Analyst	Hourly			
		A.3.3.5	Information Analyst	Hourly			
		A.3.3.6	Data Specialist	Hourly			
		A.3.3.7	Senior Data Analyst	Hourly			
		A.3.3.8	Data Analyst	Hourly			
		A.3.3.9	Senior Analyst	Hourly			
		A.3.3.10	Analyst	Hourly			
		A.3.3.11	Research Specialist	Hourly			
		A.3.3.12	Senior Researcher	Hourly			
		A.3.3.13	Researcher	Hourly			

PART	DESCRIPTION OF SERVICE / DELIVERABLE	ITEM NO	JOB TITLE- RESOURCE LEVEL	UNIT	UNIT (EX. VAT) 01-12 months	UNIT (EX. VAT) 13-24 months	UNIT (EX. VAT) 25-36 months
		A.3.4	DEPARTMENTAL SERVICES AND STRATEGIC SUPPORT SERVICES				
		A.3.4.1	Senior Advisory Consultant	Hourly			
		A.3.4.2	Advisory Consultant	Hourly			
		A.3.4.3	Information Specialist	Hourly			
		A.3.4.4	Senior Information Analyst	Hourly			
		A.3.4.5	Information Analyst	Hourly			
		A.3.4.6	Data Specialist	Hourly			
		A.3.4.7	Senior Data Analyst	Hourly			
		A.3.4.8	Data Analyst	Hourly			
		A.3.4.9	Senior Analyst	Hourly			
		A.3.4.10	Analyst	Hourly			
		A.3.4.11	Research Specialist	Hourly			
		A.3.4.12	Senior Researcher	Hourly			
		A.3.4.13	Researcher	Hourly			

PART	DESCRIPTION OF SERVICE / DELIVERABLE	ITEM NO	JOB TITLE- RESOURCE LEVEL	UNIT	UNIT (EX. VAT) 01-12 months	UNIT (EX. VAT) 13-24 months	UNIT (EX. VAT) 25-36 months
A4	FINANCIAL IMPACT ASSESSMENTS, FEASIBILITY STUDIES, BUSINESS CASES & RETURN ON INVESTMENT STUDIES	A.4.1	FINANCIAL IMPACT ASSESSMENTS, FEASIBILITY STUDIES, BUSINESS CASE DESIGN, RETURN ON INVESTMENT STUDIES, INTERNAL RATE OF RETURN, FINANCIAL MANAGEMENT STUDIES & COST BENEFIT ANALYSIS, OPTIONS ANALYSIS, STRATEGIC CASE DEVELOPMENT, SOCIO-ECONOMIC ANALYSIS AND CASE DEVELOPMENT.				
		A.4.1.1	Specialist Accountant	Hourly			
		A.4.1.2	Senior Accountant	Hourly			
		A.4.1.3	Accountant	Hourly			
		A.4.1.4	Financial Specialist	Hourly			
		A.4.1.5	Senior Financial Manager	Hourly			
		A.4.1.6	Financial Manager	Hourly			
		A.4.1.7	Senior Socio-Economist	Hourly			
		A.4.1.8	Socio-Economist	Hourly			
		A.4.1.9	Senior Financial Analyst	Hourly			
		A.4.1.10	Financial Analyst	Hourly			
		A.4.1.11	Senior Economist	Hourly			
		A.4.1.12	Economist	Hourly			
		A.4.1.13	Senior Socio-Economic Analyst	Hourly			
		A.4.1.14	Socio-Economic Analyst	Hourly			
		A.4.1.15	Commercial and Regulatory Specialist	Hourly			
		A.4.1.16	Senior Commercial Manager	Hourly			
		A.4.1.17	Commercial Manager	Hourly			
		A.4.1.18	Administrator	Hourly			

PART	DESCRIPTION OF SERVICE / DELIVERABLE	ITEM NO	JOB TITLE- RESOURCE LEVEL	UNIT	UNIT (EX. VAT) 01-12 months	UNIT (EX. VAT) 13-24 month	UNIT (EX. VAT) 25-36 months
A5	GENERAL FACILITATION AND WORKSHOPS	A.5.1	FACILITATION METHODOLOGY				
		A.5.1.1	Facilitation Specialist	Hourly			
		A.5.1.2	Senior Facilitator	Hourly			
		A.5.1.3	Facilitator	Hourly			
		A.5.1.4	Report Writer	Hourly			
		A.5.1.5	Senior Data Analyst	Hourly			
		A.5.1.6	Data Analyst	Hourly			
		A.5.1.7	Administrative Assistant	Hourly			
		A.5.2	REPORTS & PRESENTATIONS				
		A.5.2.1	Senior Facilitator	Hourly			
		A.5.2.2	Report Writer	Hourly			
		A.5.2.3	Graphic Designer	Hourly			

SECTION B: PORTFOLIO MANAGEMENT. Refer to Specifications & Functionality scoring when tendering for this Section.

PART	DESCRIPTION OF SERVICE / DELIVERABLE	ITEM NO	JOB TITLE- RESOURCE LEVEL	UNIT	UNIT (EX. VAT) 01-12 months	UNIT (EX. VAT) 13-24 months	UNIT (EX. VAT) 25-36 months
B1	PORTFOLIO MANAGEMENT	B.1.1	PROJECT PORTFOLIO REVIEWS AND ADVISORY SERVICES				
		B.1.1.1	Senior Project Screener	Hourly			
		B.1.1.2	Project Screener	Hourly			
		B.1.1.3	Senior Screening Reviewer	Hourly			
		B.1.1.4	Screening Reviewer	Hourly			
		B.1.1.5	Senior Project Portfolio Analyst	Hourly			
		B.1.1.6	Project Portfolio Analyst	Hourly			
		B.1.1.7	Project Portfolio Manager	Hourly			
		B.1.1.8	Project Portfolio Consultant	Hourly			
		B.1.1.9	Project Portfolio Coordinator	Hourly			
		B.1.1.10	Senior Project Portfolio Administrator	Hourly			
		B.1.1.11	Project Portfolio Administrator	Hourly			
B2	PROGRAMME MANAGEMENT	B.2.1	PROGRAMME REVIEWS				
		B.2.1.1	Strategy Specialist	Hourly			
		B.2.1.2	Financial Specialist	Hourly			
		B.2.1.3	Socio-Economic Specialist	Hourly			
		B.2.1.4	Procurement & Contract Specialist	Hourly			
		B.2.1.5	Senior Project Manager	Hourly			
		B.2.1.6	Programme Manager	Hourly			
		B.2.1.7	Project Specialist	Hourly			
		B.2.1.8	Programme Management Specialist	Hourly			
		B.2.1.9	Technical & Engineering Specialist	Hourly			
		B.2.1.10	Commercial & Regulatory Specialist	Hourly			
		B.2.1.11	Strategy Analyst	Hourly			
		B.2.1.12	Senior Strategy Analyst	Hourly			
		B.2.1.13	Financial Analyst	Hourly			
		B.2.1.14	Senior Financial Analyst	Hourly			
		B.2.1.15	Socio-Economic Analyst	Hourly			
		B.2.1.16	Senior Socio-Economic Analyst	Hourly			
		B.2.1.17	Procurement & Contract Analyst	Hourly			
		B.2.1.18	Senior Procurement & Contract Analyst	Hourly			
		B.2.1.19	Project Analyst	Hourly			
		B.2.1.20	Senior Project Analyst	Hourly			
		B.2.1.21	Technical & Engineering Analyst	Hourly			
		B.2.1.22	Senior Technical & Engineering Analyst	Hourly			
		B.2.1.23	Commercial & Regulatory Analyst	Hourly			
		B.2.1.24	Senior Commercial & Regulatory Analyst	Hourly			
		B.2.1.25	Strategy Consultant	Hourly			
		B.2.1.26	Financial Consultant	Hourly			
		B.2.1.27	Socio Economic Consultant	Hourly			
		B.2.1.28	Procurement & Contract Consultant	Hourly			
		B.2.1.29	Programme Management Consultant	Hourly			
		B.2.1.30	Project Management Consultant	Hourly			
		B.2.1.31	Technical & Engineering Consultant	Hourly			
		B.2.1.32	Commercial & Regulatory Consultant	Hourly			

PART	DESCRIPTION OF SERVICE / DELIVERABLE	ITEM NO	JOB TITLE- RESOURCE LEVEL	UNIT	UNIT (EX. VAT) 01-12 months	UNIT (EX. VAT) 13-24 months	UNIT (EX. VAT) 25-36 months
		B.2.2	PROGRAMME PREPARATION				
		B.2.2.1	Strategy Specialist	Hourly			
		B.2.2.2	Financial Specialist	Hourly			
		B.2.2.3	Socio-Economic Specialist	Hourly			
		B.2.2.4	Procurement & Contract Specialist	Hourly			
		B.2.2.5	Senior Project Manager	Hourly			
		B.2.2.6	Programme Manager	Hourly			
		B.2.2.7	Project Specialist	Hourly			
		B.2.2.8	Programme Management Specialist	Hourly			
		B.2.2.9	Technical & Engineering Specialist	Hourly			
		B.2.2.10	Commercial & Regulatory Specialist	Hourly			
		B.2.2.11	Strategy Analyst	Hourly			
		B.2.2.12	Senior Strategy Analyst	Hourly			
		B.2.2.13	Financial Analyst	Hourly			
		B.2.2.14	Senior Financial Analyst	Hourly			
		B.2.2.15	Socio-Economic Analyst	Hourly			
		B.2.2.16	Senior Socio-Economic Analyst	Hourly			
		B.2.2.17	Procurement & Contract Analyst	Hourly			
		B.2.2.18	Senior Procurement & Contract Analyst	Hourly			
		B.2.2.19	Project Analyst	Hourly			
		B.2.2.20	Senior Project Analyst	Hourly			
		B.2.2.21	Technical & Engineering Analyst	Hourly			
		B.2.2.22	Senior Technical & Engineering Analyst	Hourly			
		B.2.2.23	Commercial & Regulatory Analyst	Hourly			
		B.2.2.24	Senior Commercial & Regulatory Analyst	Hourly			
		B.2.2.25	Strategy Consultant	Hourly			
		B.2.2.26	Financial Consultant	Hourly			
		B.2.2.27	Socio-Economic Consultant	Hourly			
		B.2.2.28	Procurement & Contract Consultant	Hourly			
		B.2.2.29	Programme Management Consultant	Hourly			
		B.2.2.30	Project Management Consultant	Hourly			
		B.2.2.31	Technical & Engineering Consultant	Hourly			
		B.2.2.32	Commercial & Regulatory Consultant	Hourly			
		B.2.3	PROGRAMME MANAGEMENT : PLANNING, IMPLEMENTATION				
		B.2.3.1	Programme Manager	Hourly			
		B.2.3.2	Senior Project Manager	Hourly			
		B.2.3.3	Project Manager	Hourly			
		B.2.3.4	Senior Programme Management Administrator	Hourly			
		B.2.3.5	Programme Management Administrator	Hourly			
		B.2.3.6	Programme Management Specialist	Hourly			
		B.2.3.7	Project Management Specialist	Hourly			
		B.2.3.8	Programme Management Analyst	Hourly			
		B.2.3.9	Project Analyst	Hourly			
		B.2.3.10	Programme Management Facilitator	Hourly			
		B.2.3.11	Project Management Facilitator	Hourly			
		B.2.3.12	Programme Management Coordinator	Hourly			
		B.2.3.13	Project Coordinator	Hourly			

PART	DESCRIPTION OF SERVICE / DELIVERABLE	ITEM NO	JOB TITLE- RESOURCE LEVEL	UNIT	UNIT (EX. VAT) 01-12 months	UNIT (EX. VAT) 13-24 months	UNIT (EX. VAT) 25-36 months
		B.2.3	PROGRAMME MANAGEMENT : PLANNING, IMPLEMENTATION CONTINUED				
		B.2.3.14	Programme Management Consultant	Hourly			
		B.2.3.15	Project Management Consultant	Hourly			
		B.2.3.16	Programme Management Scheduler	Hourly			
		B.2.3.17	Programme Management Cost Planner	Hourly			
		B.2.3.18	Programme Management Risk Specialist	Hourly			
		B.2.3.19	Programme Management Quality Manager	Hourly			
		B.2.3.20	Programme Management Stakeholder Manager	Hourly			
		B.2.3.21	Programme Management Communication Planner	Hourly			
		B.2.3.22	Programme Management Commercial Manager	Hourly			
		B.2.3.23	Programme Management Engineering & Technical Manager	Hourly			
		B.2.3.24	Programme Management Resource Manager	Hourly			
		B.2.4	PROGRAMME MONITORING & EVALUATION AND PROGRAMME FACILITATION & SUPPORT				
		B.2.4.1	Programme Manager	Hourly			
		B.2.4.2	Senior Programme Management Administrator	Hourly			
		B.2.4.3	Programme Management Administrator	Hourly			
		B.2.4.4	Programme Management Coordinator	Hourly			
		B.2.4.5	Programme M&E Specialist	Hourly			
		B.2.4.6	Programme M&E Analyst	Hourly			
		B.2.4.7	Senior Programme M&E Analyst	Hourly			
		B.2.4.8	Programme M&E Consultant	Hourly			
		B.2.4.9	Programme M&E Coordinator	Hourly			
		B.2.4.10	Benefits Management Programme M&E Specialist	Hourly			
		B.2.4.11	Benefits Management Programme M&E Analyst	Hourly			
		B.2.4.12	Senior Benefits Management Programme M&E Analyst	Hourly			
		B.2.4.13	Benefits Management Programme M&E Consultant	Hourly			
		B.2.4.14	Benefits Management Programme M&E Coordinator	Hourly			
		B.2.4.15	Programme M&E Facilitator	Hourly			
		B.2.4.16	Senior Programme M&E Practitioner	Hourly			
		B.2.4.17	Programme M&E Practitioner	Hourly			
		B.2.4.18	Programme Management Analyst	Hourly			

PART	DESCRIPTION OF SERVICE / DELIVERABLE	ITEM NO	JOB TITLE- RESOURCE LEVEL	UNIT	UNIT (EX. VAT) 01-12 months	UNIT (EX. VAT) 13-24 months	UNIT (EX. VAT) 25-36 months
B3	PROJECT MANAGEMENT	B.3.1	PROJECT REVIEWS				
		B.3.1.1	Strategy Specialist	Hourly			
		B.3.1.2	Financial Specialist	Hourly			
		B.3.1.3	Socio-Economic Specialist	Hourly			
		B.3.1.4	Procurement & Contract Specialist	Hourly			
		B.3.1.5	Senior Project Manager	Hourly			
		B.3.1.6	Project Manager	Hourly			
		B.3.1.7	Project Specialist	Hourly			
		B.3.1.8	Technical & Engineering Specialist	Hourly			
		B.3.1.9	Commercial & Regulatory Specialist	Hourly			
		B.3.1.10	Strategy Analyst	Hourly			
		B.3.1.11	Senior Strategy Analyst	Hourly			
		B.3.1.12	Financial Analyst	Hourly			
		B.3.1.13	Senior Financial Analyst	Hourly			
		B.3.1.14	Socio-Economic Analyst	Hourly			
		B.3.1.15	Senior Socio-Economic Analyst	Hourly			
		B.3.1.16	Procurement & Contract Analyst	Hourly			
		B.3.1.17	Senior Procurement & Contract Analyst	Hourly			
		B.3.1.18	Project Analyst	Hourly			
		B.3.1.19	Senior Project Analyst	Hourly			
		B.3.1.20	Technical & Engineering Analyst	Hourly			
		B.3.1.21	Senior Technical & Engineering Analyst	Hourly			
		B.3.1.22	Commercial & Regulatory Analyst	Hourly			
		B.3.1.23	Senior Commercial & Regulatory Analyst	Hourly			
		B.3.1.24	Strategy Consultant	Hourly			
		B.3.1.25	Financial Consultant	Hourly			
		B.3.1.26	Socio Economic Consultant	Hourly			
		B.3.1.27	Procurement & Contract Consultant	Hourly			
		B.3.1.28	Project Management Consultant	Hourly			
		B.3.1.29	Technical & Engineering Consultant	Hourly			
		B.3.1.30	Commercial & Regulatory Consultant	Hourly			
		B.3.2	PROJECT PREPARATION				
		B.3.2.1	Strategy Specialist	Hourly			
		B.3.2.2	Financial Specialist	Hourly			
		B.3.2.3	Socio-Economic Specialist	Hourly			
		B.3.2.4	Procurement & Contract Specialist	Hourly			
		B.3.2.5	Senior Project Manager	Hourly			
		B.3.2.6	Project Manager	Hourly			
		B.3.2.7	Project Specialist	Hourly			
		B.3.2.8	Technical & Engineering Specialist	Hourly			
		B.3.2.9	Commercial & Regulatory Specialist	Hourly			
		B.3.2.10	Strategy Analyst	Hourly			
		B.3.2.11	Senior Strategy Analyst	Hourly			
		B.3.2.12	Financial Analyst	Hourly			
		B.3.2.13	Senior Financial Analyst	Hourly			
		B.3.2.14	Socio-Economic Analyst	Hourly			
		B.3.2.15	Senior Socio-Economic Analyst	Hourly			

PART	DESCRIPTION OF SERVICE / DELIVERABLE	ITEM NO	JOB TITLE- RESOURCE LEVEL	UNIT	UNIT (EX. VAT) 01-12 months	UNIT (EX. VAT) 13-24 months	UNIT (EX. VAT) 25-36 months
		B.3.2	PROJECT PREPARATION CONTINUED				
		B.3.2.16	Procurement & Contract Analyst	Hourly			
		B.3.2.17	Senior Procurement & Contract Analyst	Hourly			
		B.3.2.18	Project Analyst	Hourly			
		B.3.2.19	Senior Project Analyst	Hourly			
		B.3.2.20	Technical & Engineering Analyst	Hourly			
		B.3.2.21	Senior Technical & Engineering Analyst	Hourly			
		B.3.2.22	Commercial & Regulatory Analyst	Hourly			
		B.3.2.23	Senior Commercial & Regulatory Analyst	Hourly			
		B.3.2.24	Strategy Consultant	Hourly			
		B.3.2.25	Financial Consultant	Hourly			
		B.3.2.26	Socio-Economic Consultant	Hourly			
		B.3.2.27	Procurement & Contract Consultant	Hourly			
		B.3.2.28	Project Management Consultant	Hourly			
		B.3.2.29	Technical & Engineering Consultant	Hourly			
		B.3.2.30	Commercial & Regulatory Consultant	Hourly			
		B.3.3	PROJECT MANAGEMENT : PLANNING & IMPLEMENTATION				
		B.3.3.1	Senior Project Manager	Hourly			
		B.3.3.2	Project Manager	Hourly			
		B.3.3.3	Senior Project Administrator	Hourly			
		B.3.3.4	Project Administrator	Hourly			
		B.3.3.5	Project Management Specialist	Hourly			
		B.3.3.6	Project Analyst	Hourly			
		B.3.3.7	Project Co-Coordinator	Hourly			
		B.3.3.8	Project Management Consultant	Hourly			
		B.3.3.9	Project Scheduler	Hourly			
		B.3.3.10	Project Cost Planner	Hourly			
		B.3.3.11	Project Risk Specialist	Hourly			
		B.3.3.12	Project Quality Manager	Hourly			
		B.3.3.13	Project Stakeholder Manager	Hourly			
		B.3.3.14	Project Communication Planner	Hourly			
		B.3.3.15	Project Commercial Specialist	Hourly			
		B.3.3.16	Project Engineering & Technical Manager	Hourly			
		B.3.3.17	Project Resource Manager	Hourly			

PART	DESCRIPTION OF SERVICE / DELIVERABLE	ITEM NO	JOB TITLE- RESOURCE LEVEL	UNIT	UNIT (EX. VAT) 01-12 months	UNIT (EX. VAT) 13-24 months	UNIT (EX. VAT) 25-36 months
		B.3.4	PROJECT MONITORING & EVALUATION AND FACILITATION				
		B.3.4.1	Senior Project Manager	Hourly			
		B.3.4.2	Project Manager	Hourly			
		B.3.4.3	Senior Project Administrator	Hourly			
		B.3.4.4	Project Administrator	Hourly			
		B.3.4.5	Project Co-Coordinator	Hourly			
		B.3.4.6	Project M&E Specialist	Hourly			
		B.3.4.7	Project M&E Analyst	Hourly			
		B.3.4.8	Senior Project M&E Analyst	Hourly			
		B.3.4.9	Project M&E Consultant	Hourly			
		B.3.4.10	Project M&E Co-Coordinator	Hourly			
		B.3.4.11	Project M&E Facilitator	Hourly			
		B.3.4.12	Senior Project M&E Practitioner	Hourly			
		B.3.4.13	Project M&E Practitioner	Hourly			
		B.3.4.14	Project Analyst	Hourly			

SECTION C: ADVISORY SERVICES

Please refer to Specifications and Functionality scoring when tendering for this Section.

PART	DESCRIPTION OF SERVICE / DELIVERABLE	ITEM NO	JOB TITLE- RESOURCE LEVEL	UNIT	UNIT (EX. VAT) 01-12 months	UNIT (EX. VAT) 13-24 months	UNIT (EX. VAT) 25-36 months
C1	CHANGE MANAGEMENT (PROJECT PROGRAMME AND PORTFOLIO MANAGEMENT)	C.1.1	CHANGE MANAGEMENT STRATEGY & PLANNING				
		C.1.1.1	Senior Change Manager	Hourly			
		C.1.1.2	Change Manager	Hourly			
		C.1.1.3	Senior Communications Manager	Hourly			
		C.1.1.4	Communications Manager	Hourly			
		C.1.1.5	Senior Industrial Relations Manager	Hourly			
		C.1.1.6	Industrial Relations Manager	Hourly			
		C.1.1.7	Senior Change Analyst	Hourly			
		C.1.1.8	Change Analyst	Hourly			
		C.1.2	CHANGE MANAGEMENT IMPACT, READINESS ANALYSIS & ASSESSMENTS				
		C.1.2.1	Senior Change Manager	Hourly			
		C.1.2.2	Change Manager	Hourly			
		C.1.2.3	Senior Communications Manager	Hourly			
		C.1.2.4	Communications Manager	Hourly			
		C.1.2.5	Senior Change Analyst	Hourly			
		C.1.2.6	Change Analyst	Hourly			
		C.1.2.7	Senior Creative Writer	Hourly			
		C.1.2.8	Creative Writer	Hourly			
		C.1.2.9	Senior Data Analyst	Hourly			
		C.1.2.10	Data Analyst	Hourly			
		C.1.3	DETERMINE COMMUNICATION CONTENT, GATHERING INFORMATION, COMPILING & WRITING OF COMMUNICATIONS				
		C.1.4.1	Creative Writer	Hourly			
		C.1.4.2	Communications Analyst	Hourly			
		C.1.4.3	Senior Change Analyst	Hourly			
		C.1.4.4	Change Analyst	Hourly			
		C.1.4	STAKEHOLDER IDENTIFICATION, ANALYSIS, STAKEHOLDER ENGAGEMENTS AND CONDUCTING OF PRESENTATIONS				
		C.1.4.1	Senior Change Manager	Hourly			
		C.1.4.2	Change Manager	Hourly			
		C.1.4.3	Senior Change Analyst	Hourly			
		C.1.4.4	Change Analyst	Hourly			

PART	DESCRIPTION OF SERVICE / DELIVERABLE	ITEM NO	JOB TITLE- RESOURCE LEVEL	UNIT	UNIT (EX. VAT) 01-12 months	UNIT (EX. VAT) 13-24 months	UNIT (EX. VAT) 25-36 months
C2	PMO / PMU / PSO	C.2.1	PMO / PMU / PSO DEVELOPMENT, ESTABLISHMENT & SUPPORT				
		C.2.1.1	PMO/PMU/PSO Specialist	Hourly			
		C.2.1.2	PMO/PMU/PSO Senior Analyst	Hourly			
		C.2.1.3	PMO/PMU/PSO Analyst	Hourly			
		C.2.1.4	PMO/PMU/PSO Senior Administrator	Hourly			
		C.2.1.5	PMO/PMU/PSO Administrator	Hourly			
		C.2.1.6	PMO/PMU/PSO Consultant	Hourly			
		C.2.1.7	PMO/PMU/PSO Facilitator	Hourly			
		C.2.1.8	PMO/PMU/PSO Coordinator	Hourly			
		C.2.1.9	PMO/PMU/PSO Manager	Hourly			
		C.2.1.10	PMO/PMU/PSO Programme Manager	Hourly			
		C.2.1.11	PMO/PMU/PSO Project Manager	Hourly			
		C.2.1.12	PMO/PMU/PSO Senior Project Manager	Hourly			
		C.2.1.13	PMO/PMU/PSO Finance Manager	Hourly			
		C.2.1.14	PMO/PMU/PSO Finance Administrator	Hourly			
		C.2.1.15	SCM Specialist	Hourly			
		C.2.1.16	Contract Management Specialist	Hourly			
C3	BENEFITS MANAGEMENT	C.3.1	BENEFITS IDENTIFICATION, STRUCTURING, BENEFITS REALISATION PLANNING, BENEFITS RELATIONSHIP TRACKING, BENEFITS EVALUATION				
		C.3.1.1	Benefits Management Specialist	Hourly			
		C.3.1.2	Benefits Management Analyst	Hourly			
		C.3.1.3	Senior Benefits Management Analyst	Hourly			
		C.3.1.4	Benefits Management Consultant	Hourly			
		C.3.1.5	Benefits Management Coordinator	Hourly			
		C.3.1.6	Benefits Management Administrator	Hourly			
		C.3.1.7	Benefits Management Facilitator	Hourly			
		C.3.1.8	Senior M & E Practitioner	Hourly			
		C.3.1.9	Monitoring & Evaluation Practitioner	Hourly			
		C.3.1.10	Monitoring & Evaluation Analyst	Hourly			

SECTION D: PROFESIONAL CONTRACT MANAGEMENT SERVICES

Please refer to Specifications and Functionality scoring when tendering for this Section.

PART	DESCRIPTION OF SERVICE / DELIVERABLE	ITEM NO	JOB TITLE- RESOURCE LEVEL	UNIT	UNIT (EX. VAT) 01-12 months	UNIT (EX. VAT) 13-24 months	UNIT (EX. VAT) 25-36 months
D1	CONTRACT MANAGEMENT	D.1.1	CONTRACT MANAGEMENT SUPPORT, FACILITATION AND NEGOTIATIONS				
		D.1.1.1	Senior Contract Manager / Contract Specialist	Hourly			
		D.1.1.2	Contract Manager 2	Hourly			
		D.1.1.3	Contract Manager 1	Hourly			
		D.1.1.4	Senior Contract Administrator	Hourly			
		D.1.1.5	Contract Administrator	Hourly			
		D.1.1.6	Assistant Contract Administrator	Hourly			
		D.1.1.7	Contract Cost Specialist	Hourly			
		D.1.1.8	Contract Coordinator	Hourly			
		D.1.1.9	Senior Contract Reviewer	Hourly			
		D.1.1.10	Contract Reviewer	Hourly			
		D.1.1.11	Negotiator / Facilitator	Hourly			

SECTION E: MATURITY MANAGEMENT

Please refer to Specifications and Functionality scoring when tendering for this Section.

PART	DESCRIPTION OF SERVICE / DELIVERABLE	ITEM NO	JOB TITLE- RESOURCE LEVEL	UNIT	UNIT (EX. VAT) 01-12 months	UNIT (EX. VAT) 13-24 months	UNIT (EX. VAT) 25-36 months
E1	MATURITY MANAGEMENT	E.1.1	PROJECT, PROGRAMME & PORTFOLIO MANAGEMENT (PPPM) MATURITY DEVELOPMENT				
		E.1.1.1	Portfolio Management Maturity Specialist	Hourly			
		E.1.1.2	Programme Management Maturity Specialist	Hourly			
		E.1.1.3	Project Management Maturity Specialist	Hourly			
		E.1.1.4	Senior PPPM Maturity Analyst	Hourly			
		E.1.1.5	PPPM Maturity Analyst	Hourly			
		E.1.1.6	PPPM Maturity Consultant	Hourly			
		E.1.1.7	PPPM Maturity Facilitator	Hourly			
		E.1.1.8	PPPM Maturity Coordinator	Hourly			
		E.1.2	CONTRACT MANAGEMENT (CM) MATURITY DEVELOPMENT				
		E.1.2.1	Contract Management Maturity Specialist	Hourly			
		E.1.2.2	Senior Contract Management Maturity Analyst	Hourly			
		E.1.2.3	Contract Management Maturity Analyst	Hourly			
		E.1.2.4	Contract Management Maturity Facilitator	Hourly			
		E.1.2.5	Contract Management Maturity Coordinator	Hourly			
		E.1.3	ENGINEERING MATURITY DEVELOPMENT				
		E.1.3.1	Engineering Maturity Specialist	Hourly			
		E.1.3.2	Senior Engineering Maturity Analyst	Hourly			
		E.1.3.3	Engineering Maturity Analyst	Hourly			
		E.1.3.4	Engineering Maturity Facilitator	Hourly			
		E.1.3.5	Engineering Maturity Coordinator	Hourly			

(6) SUPPORTING SCHEDULES**Schedule 1: Certificate of Authority for Partnerships/ Joint Ventures/ Consortiums**

This schedule is to be completed if the tender is submitted by a partnership/joint venture/ consortium.

1. We, the undersigned, are submitting this tender offer as a partnership/ joint venture/ consortium and hereby authorize Mr/Ms _____, of the authorised entity _____, acting in the capacity of Lead Partner, to sign all documents in connection with the tender offer and any contract resulting from it on the partnership/joint venture/ consortium's behalf.
2. By signing this schedule the partners to the partnership/joint venture/ consortium:
 - 2.1 warrant that the tender submitted is in accordance with the main business and objectives of the partnership/joint venture/ consortium;
 - 2.2 agree that the CCT shall make all payments in terms of this Contract into the following bank account of the Lead Partner:

Account Holder: _____

Financial Institution: _____

Branch Code: _____

Account No.: _____
 - 2.3 agree that in the event that there is a change in the partnership/ joint venture/ consortium and/or should a dispute arise between the partnership/joint venture/ consortium partners, that the CCT shall continue to make any/all payments due and payable in terms of the Contract into the aforesaid bank account until such time as the CCT is presented with a Court Order or an original agreement (signed by each and every partner of the partnership/joint venture/ consortium) notifying the CCT of the details of the new bank account into which it is required to make payment.
 - 2.4 agree that they shall be jointly and severally liable to the CCT for the due and proper fulfilment by the successful tenderer/supplier of its obligations in terms of the Contract as well as any damages suffered by the CCT as a result of breach by the successful tenderer/supplier. The partnership/joint venture/ consortium partners hereby renounce the benefits of excussion and division.

SIGNED BY THE PARTNERS OF THE PARTNERSHIP/ JOINT VENTURE/ CONSORTIUM		
NAME OF FIRM	ADDRESS	DULY AUTHORISED SIGNATORY
Lead partner		Signature..... Name..... Designation.....
		Signature..... Name..... Designation.....
		Signature..... Name..... Designation.....
		Signature..... Name..... Designation.....

Note: A copy of the Joint Venture Agreement shall be appended to List of other documents attached by tenderer schedule.

Schedule 2: Declaration for Procurement above R10 million

If the value of the transaction is expected to exceed R10 million (VAT included) the tenderer shall complete the following questionnaire, attach the necessary documents and sign this schedule:

1. Are you by law required to prepare annual financial statements for auditing ? (Please mark with X)

YES		NO	
-----	--	----	--

1.1 If YES, submit audited annual financial statements:

- (i) for the past three years, or
- (ii) since the date of establishment of the tenderer (if established during the past three years)

By attaching such audited financial statements to **List of other documents attached by tenderer** schedule.

2. Do you have any outstanding undisputed commitments for municipal services towards the CCT or other municipalities in respect of which payment is overdue for more than 30 (thirty) days? (Please mark with X)

YES		NO	
-----	--	----	--

- 2.1 If NO, this serves to certify that the tenderer has no undisputed commitments for municipal services towards any municipality for more than three (3) (three) months in respect of which payment is overdue for more than 30 (thirty) days.

- 2.2 If YES, provide particulars:

3. Has any contract been awarded to you by an organ of state during the past five (5) years? (Please mark with X)

YES		NO	
-----	--	----	--

- 3.1 If YES, insert particulars in the table below including particulars of any material non-compliance or dispute concerning the execution of such contract. Alternatively attach the particulars to **List of other documents attached by tenderer** schedule in the same format as the table below:

Organ of State	Contract Description	Contract Period	Non-compliance/dispute (if any)

4. Will any portion of the goods or services be sourced from outside the Republic, and if so, what portion and whether any portion of payment from the CCT is expected to be transferred out of the Republic? (Please mark

with X)

YES		NO	
-----	--	----	--

4.1 If YES, furnish particulars below

The tenderer hereby certifies that the information set out in this schedule and/or attached hereto is true and correct, and acknowledges that failure to properly and truthfully complete this schedule may result in steps being taken against the tenderer, the tender being disqualified, and/or (in the event that the tenderer is successful) the cancellation of the contract, restriction of the tenderer or the exercise by the employer of any other remedies available to it.

 Signature
 Print name:
 On behalf of the tenderer (duly authorised)

 Date

Schedule 3: Preference Schedule

1 Definitions

The following definitions shall apply to this schedule:

All applicable taxes: Includes value-added tax, pay as you earn, income tax, unemployment insurance fund contributions and skills development levies.

Applicable Code: Shall be either the Amended Codes of Good Practise (published on 11 October 2013) or Sector Specific Codes as indicated in the tender conditions

B-BBEE: Broad-based black economic empowerment as defined in section 1 of the Broad-Based Black Economic Empowerment Act.

B-BBEE status level of contributor: The B-BBEE status of an entity in terms of a code of good practice on black economic empowerment issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act

Bid (Tender): A written offer in a prescribed or stipulated form in response to an invitation by an organ of state for the provision of services, works or goods, through price quotations, advertised competitive bidding processes or proposals.

Black Designated Groups: The meaning assigned to it in the codes of good practice issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act, 2003, (Act 53 of 2003).

Black People: The meaning assigned to it in section 1 of the Broad-Based Black Economic Empowerment Act.

Broad-Based Black Economic Empowerment Act: The Broad-Based Black Economic Empowerment Act, Act 53 of 2003.

Consortium or Joint Venture: An association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.

Contract The agreement that results from the acceptance of a bid by an organ of state.

Co-operative: A co-operative registered in terms of section 7 of the Co-operatives Act, 2005 (Act no. 14 of 2005).

Designated Group: Black designated groups, black people, women, people with disabilities or small enterprises as defined in section 1 of the National Small Enterprises Act, 1996 (act no. 102 of 1996)

Designated Sector: A sector, sub-sector or industry or product that has been designated in terms of any relevant regulation of the Preferential Procurement Regulations, 2017.

Exempted Micro Enterprise (EME): An exempted micro enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act

Firm Price: The price that is only subject to adjustments in accordance with the actual increase or decrease resulting from the change, imposition, or abolition of customs or excise duty and any other duty, levy, or tax, which, in terms of the law or regulation, is binding on the contractor and demonstrably has an influence on the price of any supplies, or the rendering costs of any service, for the execution of the contract.

Functionality: The ability of a tenderer to provide goods or services in accordance with specifications as set out in the tender documents.

Military Veteran: The meaning assigned to it in section 1 of the Military Veterans Act, 2011 (Act No. 18 of 2011).

National Treasury: The meaning assigned to it in section 1 of the Public Finance Management Act, 1999 (Act No. 18 of 1999).

Non-firm prices: All prices other than "firm" prices.

Person: Includes a juristic person.

People with disabilities: The meaning assigned to it in section 1 of the Employment Equity Act, 1998 (Act No. 55 of 1998).

Price: Includes all applicable taxes less unconditional discounts.

Proof of B-BBEE status level of contributor: The B-BBEE status level certificate issued by an authorised body or person, a sworn affidavit as prescribed by the B-BBEE Codes of good Practice or any other requirement prescribed in terms of the Broad-Based Black Economic Empowerment Act.

Qualifying Small Enterprise (QSE): A qualifying small enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act.

Rand Value: means the total estimated value of a contract in Rand, calculated at the time of bid invitations.

Rural Area: A sparsely populated area in which people farm or depend on natural resources, including villages and small towns that are dispersed through the area or an area including a large settlement which depends on migratory labour and remittances and government social grants for survival, and may have a traditional land tenure system.

Stipulated Minimum Threshold: The minimum threshold stipulated in terms of any relevant regulation of the Preferential Procurement Regulations, 2017.

Sub-contract: The primary contractor's assigning, leasing, making out work to, or employing, another person to support such primary contractor in the execution of part of a project in terms of the contract.

The Act: The Preferential Procurement Policy Framework Act, 2000 (Act No 5 of 2000).

Total Revenue: Bears the same meaning assigned to this expression in the Codes of Good Practice on Black Economic Empowerment, issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act and promulgated in the Government Gazette on 9 February 2007.

Township: An urban living area that at any time from the late 19th century until 27 April 1994, was reserved for black people, including areas developed for historically disadvantaged individuals post 27 April 1994.

Treasury: The meaning assigned to it in section 1 of the Public Finance Management Act, 1999 (Act No. 18 of 1999).

Trust: The arrangement through which the property of one person is made over or bequeathed to a trustee to administer such property for the benefit of another person.

Trustee: Any person, including the founder of a trust, to whom property is bequeathed in order for such property to be administered for the benefit of another person.

Youth: The meaning assigned to it in section 1 of the National Youth Development Agency Act, 2008 (Act No. 54 of 2008).

2 Conditions associated with the granting of preferences

A supplier that is granted a preference undertakes to:

- 1) accept that the number of preference points allocated will be based on the B-BBEE status level of contributor of the supplier as at the closing date for submission of tender offers;
- 2) not sub-contract more than 25% of the value of the contract to sub-contractors that do not have an equal or higher B-BBEE status level of contributor than the supplier, unless the intended sub-contractors are exempted micro enterprises that have the capability and ability to execute the sub-contract works or unless otherwise declared in terms of Section 5 below;
- 3) accept that a contract may not be awarded if the price offered is not market related;
- 4) accept the sanctions set out in Section 3 below should Condition 2(2) be breached, or should the tenderer have submitted any false information regarding its B-BBEE status level of contributor, local production and content, or any other matter required in terms of this bid that will affect, or has affected the bid evaluation;
- 5) accept that, in order to qualify for preference points, it is the responsibility of the supplier to submit documentary proof of its BBBEE level of contribution in accordance with the Codes of Good Practise, 2013, to the CCT at the Supplier Management Unit located within the Tender Distribution Office, 2nd Floor (Concourse Level), Civic Centre, 12 Hertzog Boulevard, Cape Town (Tel 021 400 9242/3/4/5);
- 6) accept that, further to 5) above, Consortiums/Joint Ventures will qualify for preference points, provided that the entity submits the relevant certificate/scorecard in terms of the Preferential Procurement Regulations, 2017. Note that, in the case of unincorporated entities, a verified scorecard in the name of the consortium/Joint Venture must be submitted with the quotation (attached to this schedule);
- 7) accept that if it is found that, in the performance of the contract, the participation of the various partners in a Consortium/ Joint Venture differs substantially from that upon which the consolidated scorecard submitted in terms of 5) above was based, and the impact of which is that the Joint Venture would not have been awarded the contract in terms of the actual B-BBEE level of contribution achieved by the Joint Venture, then a financial penalty shall be applied (in addition to any other remedies that the CCT may have) in accordance with Section 3 below;
- 8) accept that the CCT will verify the B-BBEE level of contributor of the supplier as at the closing date for submission of tender offers, to determine the number of preference points to be awarded to the supplier. In the case of Consortiums/Joint Ventures which tender as unincorporated entities, a verified scorecard submitted with the tender and valid as at the closing date will be used to determine the number of preference points to be awarded to the supplier;
- 9) accept that, notwithstanding 8) above, a supplier will **not** be awarded points for B-BBEE status level of contributor if he indicates in his tender that he intends sub-contracting more than 25% of the value of the contract to sub-contractors that do not qualify for at least the points that the supplier qualifies for unless the intended sub-contractors are exempted micro enterprises that have the capability and ability to execute the sub-contract works;

- 10) accept that any subcontracting arrangements after the award of the tender may only be entered into upon the prior approval of the City of Cape Town; and
- 11) immediately inform the City of Cape Town of any change that may affect the tenderer's B-BBEE level of contribution upon which preference points will be or have been allocated.

3 Sanctions relating to breaches of preference conditions

The sanctions for breaching the conditions associated with the granting of preferences are:

- 1) disqualify the supplier from the tender process;
- 2) recover costs, losses or damages the CCT has incurred or suffered as a result of the supplier's or contractor's conduct;
- 3) cancel the contract in whole or in part and claim any damages which the CCT has suffered as a result of having to make less favourable arrangements due to such cancellation;
- 4) restrict the supplier, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, from obtaining business from the CCT for a period not exceeding 10 years, after the audi alteram partem (hear the other side) rule has been applied and inform the National Treasury accordingly;
- 5) forward the matter for criminal prosecution; and/or
- 6) financial penalties payable to the CCT, as set out below.

Financial penalty for breach of Condition 2 in Section 2 above:

The penalty to be applied for sub-contracting more than 25% of the value of the contract to sub-contractors that do not qualify for at least the preference points that the supplier qualified for (unless so declared or proven to be beyond the control of the supplier, or the sub-contractors are EMEs that have the capability and ability to execute the sub-contract works) shall be as provided for in the following formula:

$$\text{Penalty} = 0.5 \times E(\%) \times P^*$$

where:

E = The value of work (excluding VAT) executed by sub-contractors that do not qualify for at least the preference points that the supplier qualified for, expressed as a percentage of P*, less 25%

P* = Value of the contract

Financial penalty for breach in terms of condition 6 in Section 2 above:

The penalty to be applied where, in the performance of the contract, the participation of the various partners in a Consortium/ Joint Venture differs substantially from that upon which the consolidated scorecard submitted in terms of 5) in Section 2 above was based, and the impact of which is that the Joint Venture would not have been awarded that contract in terms of the actual B-BBEE level of contribution achieved by the Joint Venture, shall be as provided for in the following formula:

$$\text{Penalty} = 5/100 \times (B-BBEE^a - B-BBEE^t) \times P^*$$

where:

B-BBEE^a = The B-BBEE level of contribution that is achieved, determined in accordance with the actual participation of the Joint Venture partners in the performance of the contract

B-BBEE^t = The B-BBEE level of contribution that was used to determine the number of preference points granted to the Joint Venture at the time of tender evaluation

P* = Value of the contract

Financial penalty for breach in terms of condition 10 in Section 2 above:

The penalty to be applied where the supplier fails to disclose subcontracting arrangement after the award of the tender is up to a maximum of 10% of the value of the contract.

4 Level of Contribution in respect of enterprise status or structure of the tendering entity (the supplier)

In the interest of transparency, suppliers are required to complete Table 1: Level of Contribution below.

Table 1: Level of Contribution

Type of B-BBEE Contributor	Status (tick box(es) below as applicable)
----------------------------	---

Exempted Micro Enterprise (EME), 100% black-owned	☐
Exempted Micro Enterprise (EME), at least 51% but less than 100% black-owned	☐
Exempted Micro Enterprise (EME), less than 51% black-owned	☐
Qualifying Small Enterprise (QSE), 100% black-owned	☐
Qualifying Small Enterprise (QSE), at least 51% but less than 100% black-owned	☐
Qualifying Small Enterprise (QSE), less than 51% black-owned	☐
Verified B-BBEE contributor B-BBEE Status Level of Contributor ¹ ☐	☐
Non-compliant contributor	☐

¹ If it is indicated that the company/firm/entity is a verified B-BBEE contributor, then the verified status level of contributor must be inserted in the box provided (insert a number from 1 to 8 as applicable)

5 Declarations

- 1) With reference to Condition 8 in Section 2 above, the supplier declares that:

I/we hereby forfeit my preference points because I /we DO intend sub-contracting more than 25% of the value of the contract to sub-contractors that do not qualify for at least the points that I/we as supplier qualify for or are not exempted micro enterprises that have the capability and ability to execute the sub-contract works

☐

Note: Suppliers who do not tick this box will be allocated preference points but the sanctions relating to breaches of preference conditions in Section 3 will be applicable if the supplier contravenes the conditions in Section 2.

- 2) The undersigned, who warrants that he/she is duly authorised to do so on behalf of the supplier, hereby certifies that the preference claimed based on the B-BBEE status level of contribution indicated in Table 1, qualifies the supplier, subject to condition 8 in Section 2 above, for such preference claimed, and acknowledges that:
- (i) the information furnished is true and correct;
 - (ii) the preference claimed is in accordance with the conditions of this schedule;
 - (iii) the supplier may be required to furnish documentary proof to the satisfaction of the CCT that the BBBEE level of contributor as at the closing date is correct; and
 - iv) he/she understands the conditions under which preferences are granted, and confirms that the supplier will satisfy the conditions pertaining to the granting of preferences.

Signature

Date

Name (PRINT)

(For and on behalf of the Supplier (duly authorised))

For official use.		
SIGNATURE OF CITY OFFICIALS AT TENDER OPENING		
1.	2.	3.

Schedule 4: Declaration of Interest – State Employees (MBD 4 amended)

1. No bid will be accepted from:
 - 1.1 persons in the service of the state¹, or
 - 1.2 if the person is not a natural person, of which any director, manager or principal shareholder or stakeholder is in the service of the state, or
 - 1.3 from persons, or entities of which any director, manager or principal shareholder or stakeholder, has been in the service of the City of Cape Town during the twelve months after the City employee has left the employ of the City, or
 - 1.4 from an entity who has employed a former City employee who was at a level of T14 or higher at the time of leaving the City's employ and involved in any of the City's bid committees for the bid submitted, if:
 - 1.4.1 the City employee left the City's employment voluntarily, during a period of 12 months after the City employee has left the employ of the City;
 - 1.4.2 the City employee left the City's employment whilst facing disciplinary action by the City, during a period of 24 months after the City employee has left the employ of the City, or any other period prescribed by applicable legislative provisions, after having left the City's employ.
2. Any person, having a kinship with persons in the service of the state, including a blood relationship, may make an offer or offers in terms of this invitation to bid. In view of possible allegations of favouritism, should the resulting bid, or part thereof, be awarded to persons connected with or related to persons in service of the state, it is required that the tenderer or their authorised representative declare their position in relation to the evaluating/adjudicating authority.
3. In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.
 - 3.1 Full Name of tenderer or his or her representative:.....
 - 3.2 Identity Number:.....
 - 3.3 Position occupied in the Company (director, trustee, shareholder²).....
 - 3.4 Company or Close Corporation Registration Number:.....
 - 3.5 Tax Reference Number.....
 - 3.6 VAT Registration Number:.....
 - 3.7 The names of all directors / trustees / shareholders members, their individual identity numbers and state employee numbers must be indicated in paragraph 4 below.
 - 3.8 Are you presently in the service of the state? **YES / NO**
 - 3.8.1 If yes, furnish particulars
 - 3.9 Have you been in the service of the state for the past twelve months? **YES / NO**
 - 3.9.1 If yes, furnish particulars
 - 3.9.2 Do you have any relationship (family, friend, other) with persons in the service of the state and who may be involved with the evaluation and or adjudication of this bid? **YES / NO**
 - 3.9.3 If yes, furnish particulars
 - 3.11 Are you, aware of any relationship (family, friend, other) between any other tenderer and any persons in the service of the state who may be involved with the evaluation and or adjudication of this bid? **YES / NO**
 - 3.11.1 If yes, furnish particulars.....
 - 3.12 Are any of the company's directors, trustees, managers, principle shareholders or stakeholders in service of the state? **YES / NO**

3.12.1 If yes, furnish particulars

- 3.13 Are any spouse, child or parent of the company's directors, trustees, managers, principle shareholders or stakeholders in service of the state? **YES / NO**

3.13.1 If yes, furnish particulars

- 3.14 Do you or any of the directors, trustees, managers, principle shareholders, or stakeholders of this company have any interest in any other related companies or business whether or not they are bidding for this contract? **YES / NO**

3.14.1 If yes, furnish particulars

- 3.15 Have you, or any of the directors, trustees, managers, principle shareholders, or stakeholders of this company been in the service of the City of Cape Town in the past twelve months? **YES / NO**

3.15.1 If yes, furnish particulars

- 3.16 Do you have any employees who was in the service of the City of Cape Town at a level of T14 or higher at the time they left the employ of the City, and who was involved in any of the City's bid committees for this bid? **YES / NO**

3.16.1 If yes, furnish particulars

4. Full details of directors / trustees / members / shareholders

Full Name	Identity Number	State Employee Number

If the above table does not sufficient to provide the details of all directors / trustees / shareholders, please append full details to the tender submission.

The tenderer hereby certifies that the information set out in this schedule and/or attached hereto is true and correct, and acknowledges that failure to properly and truthfully complete this schedule may result in steps being taken against the tenderer, the tender being disqualified, and/or (in the event that the tenderer is successful) the cancellation of the contract, restriction of the tenderer or the exercise by the employer of any other remedies available to it.

Signature
Print name:
On behalf of the tenderer (duly authorised)

Date

¹MSCM Regulations: "in the service of the state" means to be –

- (a) a member of –
 - (i) any municipal council;
 - (ii) any provincial legislature; or
 - (iii) the national Assembly or the national Council of provinces;
- (b) a member of the board of directors of any municipal entity;
- (c) an official of any municipality or municipal entity;
- (d) an employee of any national or provincial department, national or provincial public entity or constitutional institution within the meaning of the Public Finance Management Act, 1999 (Act No.1 of 1999);
- (e) an executive member of the accounting authority of any national or provincial public entity; or
- (f) an employee of Parliament or a provincial legislature.

² Shareholder" means a person who owns shares in the company and is actively involved in the management of the company or business and exercises control over the company.

Schedule 5: Conflict of Interest Declaration

1. The tenderer shall declare whether it has any conflict of interest in the transaction for which the tender is submitted. (Please mark with X)

YES		NO	
-----	--	----	--

- 1.1 If yes, the tenderer is required to set out the particulars in the table below:

2. The tenderer shall declare whether it has directly or through a representative or intermediary promised, offered or granted:

2.1 any inducement or reward to the CCT for or in connection with the award of this contract; or

2.2 any reward, gift, favour or hospitality to any official or any other role player involved in the implementation of the supply chain management policy. (Please mark with X)

YES		NO	
-----	--	----	--

If yes, the tenderer is required to set out the particulars in the table below:

Should the tenderer be aware of any corrupt or fraudulent transactions relating to the procurement process of the City of Cape Town, please contact the following:

the City's anti-corruption hotline at 0800 32 31 30 (toll free)

The tenderer hereby certifies that the information set out in this schedule and/or attached hereto is true and correct, and acknowledges that failure to properly and truthfully complete this schedule may result in steps being taken against the tenderer, the tender being disqualified, and/or (in the event that the tenderer is successful) the cancellation of the contract, restriction of the tenderer or the exercise by the employer of any other remedies available to it.

Signature
Print name:
On behalf of the tenderer (duly authorised)

Date

Schedule 6: Declaration of Tenderer's Past Supply Chain Management Practices (MBD 8)

Where the entity tendering is a partnership/joint venture/consortium, each party to the partnership/joint venture/consortium must sign a declaration in terms of the Municipal Finance Management Act, Act 56 Of 2003, and attach it to this schedule.

- 1 The tender offer of any tenderer may be rejected if that tenderer or any of its directors/members have:**
- a) abused the municipality's / municipal entity's supply chain management system or committed any fraudulent conduct in relation to such system;
 - b) been convicted for fraud or corruption during the past five years;
 - c) willfully neglected, reneged on or failed to comply with any government, municipal or other public sector contract during the past five years; or
 - d) been listed in the Register for Tender Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004) or Database of Restricted Suppliers.
- 2 In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.**

Item	Question	Yes	No
2.1	Is the tenderer or any of its directors/members listed on the National Treasury's Database of Restricted Suppliers as companies or persons prohibited from doing business with the public sector? (Companies or persons who are listed on this Database were informed in writing of this restriction by the Accounting Officer/Authority of the institution that imposed the restriction after the <i>audi alteram partem</i> rule was applied). The Database of Restricted Suppliers now resides on the National Treasury's website(www.treasury.gov.za) and can be accessed by clicking on its link at the bottom of the home page.	Yes ☐	No ☐
2.1.1	If so, furnish particulars:		
2.2	Is the tenderer or any of its directors/members listed on the Register for Tender Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004) or Database of Restricted Suppliers? The Register for Tender Defaulters can be accessed on the National Treasury's website (www.treasury.gov.za) by clicking on its link at the bottom of the home page.	Yes ☐	No ☐
2.2.1	If so, furnish particulars:		
2.3	Was the tenderer or any of its directors/members convicted by a court of law (including a court of law outside the Republic of South Africa) for fraud or corruption during the past five years?	Yes ☐	No ☐

2.3.1	If so, furnish particulars:		
Item	Question	Yes	No
2.4	Does the tenderer or any of its directors owe any municipal rates and taxes or municipal charges to the municipality / municipal entity, or to any other municipality / municipal entity, that is in arrears for more than three months?	Yes ☐	No ☐
2.4.1	If so, furnish particulars:		
2.5	Was any contract between the tenderer and the municipality / municipal entity or any other organ of state terminated during the past five years on account of failure to perform on or comply with the contract?	Yes ☐	No ☐
2.7.1	If so, furnish particulars:		

The tenderer hereby certifies that the information set out in this schedule and/or attached hereto is true and correct, and acknowledges that failure to properly and truthfully complete this schedule may result in steps being taken against the tenderer, the tender being disqualified, and/or (in the event that the tenderer is successful) the cancellation of the contract, , restriction of the tenderer or the exercise by the employer of any other remedies available to it.

 Signature
 Print name:
 On behalf of the tenderer (duly authorised)

 Date

Schedule 7: Authorisation for the Deduction of Outstanding Amounts Owed to the City of Cape Town

To: THE CITY MANAGER, CITY OF CAPE TOWN

From: _____
(Name of tenderer)

RE: AUTHORISATION FOR THE DEDUCTION OF OUTSTANDING AMOUNTS OWED TO THE CITY OF CAPE TOWN

The tenderer:

- a) hereby acknowledges that according to SCM Regulation 38(1)(d)(i) the City Manager may reject the tender of the tenderer if any municipal rates and taxes or municipal service charges owed by the tenderer (or any of its directors/members/partners) to the CCT, or to any other municipality or municipal entity, are in arrears for more than 3 (three) months; and
- b) therefore hereby agrees and authorises the CCT to deduct the full amount outstanding by the Tenderer or any of its directors/members/partners from any payment due to the tenderer; and
- c) confirms the information as set out in the tables below for the purpose of giving effect to b) above;
- d) the tenderer hereby certifies that the information set out in this schedule and/or attached hereto is true and correct, and acknowledges that failure to properly and truthfully complete this schedule may result in steps being taken against the tenderer, the tender being disqualified, and/or (in the event that the tenderer is successful) the cancellation of the contract, restriction of the tenderer or the exercise by the employer of any other remedies available to it.

Physical Business address(es) of the tenderer	Municipal Account number(s)

If there is not enough space for all the names, please attach the information to **List of other documents attached by tenderer** schedule in the same format:

Name of Director / Member / Partner	Identity Number	Physical residential address of Director / Member / Partner	Municipal Account number(s)

Signature
Print name:
On behalf of the tenderer (duly authorised)

Date

Schedule 8: Contract Price Adjustment and/or Rate of Exchange Variation

NOT APPLICABLE

Schedule 9: Certificate of Independent Tender Determination

I, the undersigned, in submitting this tender [DRAFTER TO INSERT TENDER NUMBER AND DESCRIPTION] in response to the tender invitation made by THE CITY OF CAPE TOWN, do hereby make the following statements, which I certify to be true and complete in every respect:

I certify, on behalf of : _____ (Name of tenderer)

That:

1. I have read and I understand the contents of this Certificate;
2. I understand that this tender will be disqualified if this Certificate is found not to be true and complete in every respect;
3. I am authorised by the tenderer to sign this Certificate, and to submit this tender, on behalf of the tenderer;
4. Each person whose signature appears on this tender has been authorised by the tenderer to determine the terms of, and to sign, the tender on behalf of the tenderer;
5. For the purposes of this Certificate and this tender, I understand that the word 'competitor' shall include any individual or organisation other than the tenderer, whether or not affiliated with the tenderer, who:
 - (a) has been requested to submit a tender in response to this tender invitation;
 - (b) could potentially submit a tender in response to this tender invitation, based on their qualifications, abilities or experience; and
 - (c) provides the same goods and services as the tenderer and/or is in the same line of business as the tenderer.
6. The tenderer has arrived at this tender independently from and without consultation, communication, agreement or arrangement with any competitor. However, communication between partners in a joint venture or consortium¹ will not be construed as collusive price quoting.
7. In particular, without limiting the generality of paragraphs 5 and 6 above, there has been no consultation, communication, agreement or arrangement with any competitor regarding:
 - (a) prices;
 - (b) geographical area where product or service will be rendered (market allocation);
 - (c) methods, factors or formulas used to calculate prices;
 - (d) the intention or decision to submit or not to submit a tender;
 - (e) the submission of a tender which does not meet the specifications and conditions of the tender; or
 - (f) tendering with the intention not to win the contract.
8. In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications and conditions or delivery particulars of the products or services to which this tender invitation relates.
9. The terms of this tender have not been and will not be disclosed by the tenderer, directly or indirectly, to any competitor, prior to the date and time of the official tender opening or of the awarding of the contract.
10. I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to tenders and contracts, tenders that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act, Act 89 of 1998, and/or may be reported to the National Prosecuting Authority (NPA) for criminal investigation, and/or may be restricted from conducting business with the public sector for a period not exceeding 10 (ten) years in terms of the Prevention and Combating of Corrupt Activities Act, Act 12 of 2004, or any other applicable legislation.

Signature

Date

Name (PRINT)

(For and on behalf of the Tenderer (duly authorised))

⁽¹ Consortium: Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.)

Schedule 10: Local Content Declaration / Annexure C

NOT APPLICABLE

Schedule 11: Price Basis for Imported Resources

NOT APPLICABLE

Schedule 12: Schedule of Pre-Qualification Criteria Sub-Contractors

NOT APPLICABLE

Schedule 13: List of other documents attached by tenderer

The tenderer has attached to this schedule, the following additional documentation:

	Date of Document	Title of Document or Description (refer to clauses / schedules of this tender document where applicable)
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		
13.		
14.		
15.		
16.		
17.		

Attach additional pages if more space is required.

 Signature
 Print name:
 On behalf of the tenderer (duly authorised)

 Date

Schedule 14: Record of Addenda to Tender Documents

We confirm that the following communications received from the Employer before the submission of this tender offer, amending the tender documents, have been taken into account in this tender offer:

	Date	Title or Details
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

Attach additional pages if more space is required.

SIGNED ON BEHALF OF TENDERER:

Schedule 15: Information to be provided with the tender

The following information shall be provided with the Tender:

1. Key Personnel CV's per Part and proof of qualifications per proposed resource
2. Experience of Supplier (Functionality Evaluation Criteria, Pg. 27)
3. Supplier Company Size/ Staff compliment (Functionality Evaluation Criteria, Pg. 27)
4. Schedule 15.1 to be completed
5. Schedule 15.2 to be completed
6. Schedule 15.3 to be completed

Schedule 15.1: Tenderer's Experience

In response to the Functionality Criteria, Tenderer's must complete the table below:

No	Part	Client	Type of Work/ Description	Duration	Client Contact
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					

Schedule 15 2: Key Personnel CV

Tenderers must please complete the table below for each proposed key personnel per each part tendering for.

Resource Name and Surname	
Resource Title (as in the Tender)	
Part (as in the Tender)	
Item No (as in the Tender)	
Qualification (attach highest level of education achieved, attached copy of certified certificate)	
Year that highest level of education was achieved	
Relevant Experience (Experience linked to the Part and title in the Tender. Describe the experience and include dates)	
No. of Years Relevant Experience (linked to the part)	
Reference Contact Details	
Other	

*note that this template must be replicated for all key personnel required.

Schedule 15 3: Selection of Setion and Part tendering for

Tenderers must please indicate the Part/s tendering for

ROLE	ROLE DESCRIPTION	MARK WITH X FOR THE PART TENDERED
SECTION A	TRANSVERSAL MANAGEMENT	
PART A1	ORGANISATIONAL, BUSINESS, DEPARTMENTAL, PROCESS DESIGN & IMPROVEMENT	
A1.1 A1.2 A1.3 A1.4	Organisational Design & Improvement Business Design & Improvement Departmental Design & Improvement Process Design & Improvement (Organisational, Business and Departmental)	
PART A2	CHANGE MANAGEMENT (ORGANISATIONAL, BUSINESS & DEPARTMENT)	
A2.1 A2.2 A2.3 A2.4	Change Management Strategy & Planning Change Management Impact, Readiness Analysis & Assessments Determine Communication Content, Gathering Information, Compiling and Writing of Communications Stakeholder Identification, Analysis, Stakeholder Engagements, Conducting of Presentations	
PART A3	ADVISORY SERVICES	
A3.1 A3.2 A3.3 A3.4	General Services Organisational Services Business Services Departmental Services And Strategic Support Services	
PART A4	FINANCIAL IMPACT ASSESSMENTS, FEASIBILITY STUDIES, BUSINESS CASES AND RETURN ON INVESTMENT STUDIES	
A4.1	Financial Impact Assessments, Feasibility Studies, Business Case Design, Return On Investment Studies, Internal Rate of Return, Financial Management Studies & Cost Benefit Analysis, Options Analysis, Strategic Case Development, Socio-Economic Analysis and Case Development	
PART A5	GENERAL FACILITATION AND WORKSHOPS	
A5.1 A5.2	Facilitation Methodology Reports & Presentations	
SECTION B	PROJECT, PROGRAMME & PORTFOLIO MANAGEMENT	
PART B1	PORTFOLIO MANAGEMENT	
B1.1	Portfolio Project Reviews	
PART B2	PROGRAMME MANAGEMENT	
B2.1 B2.2 B2.3 B2.4	Programme Reviews Programme Preparation Programme Management : Planning, Implementation Programme Monitoring & Evaluation and Programme Facilitation & Support	
ROLE	ROLE DESCRIPTION	MARK WITH X FOR THE PART TENDERED
PART B3	PROJECT MANAGEMENT	
B3.1 B3.2 B3.3 B3.4	Project Reviews Project Preparation Project Management : Planning, Implementation Project Monitoring & Evaluation and Project Facilitation & Support	

SECTION C	ADVISORY SERVICES	
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D1.3	Contract Manager 1	
D1.4	Assistant Contract Administrator	
D1.5	Contract Administrator	
D1.6	Senior Contract Administrator	
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SECTION E	MATURITY MANAGEMENT – TO BE TENDERED AS A WHOLE SECTION, i.e. ALL 3 PARTS	
E1.1	PROJECT, PROGRAMME & PORTFOLIO MANAGEMENT (PPPM) MATURITY DEVELOPMENT	
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E1.3	ENGINEERING MATURITY DEVELOPMENT	

SIGNED ON BEHALF OF TENDERER:

TENDER DOCUMENT GOODS AND SERVICES		 CITY OF CAPE TOWN ISIXEKO SASEKAPA STAD KAAPSTAD	
SUPPLY CHAIN MANAGEMENT			
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TENDER NO: [185C/2021/22]

TENDER DESCRIPTION:PROVISION OF PROFESSIONAL SERVICES TO SUPPORT TRANSVERSAL MANAGEMENT,PROJECT,PROGRAMME AND PORTFOLIO MANAGEMENT (PPPM) AND CONTRACT MANAGEMENT

CONTRACT PERIOD:NOT EXCEEDING 36 MONTHS FROM DATE OF COMMENCEMENT OF CONTRACT

VOLUME 3: DRAFT CONTRACT

TENDERER	
NAME of Company/Close Corporation or Partnership / Joint Venture/ Consortium or Sole Proprietor /Individual	
TRADING AS (if different from above)	

NATURE OF TENDER OFFER (please indicate below)	
Main Offer (see clause 2.2.11.1)	
Alternative Offer (see clause 2.2.11.1)	

VOLUME 3: DRAFT CONTRACT

(7) SPECIAL CONDITIONS OF CONTRACT

The following Special Conditions of Contract, referring to the National Treasury – Conditions of Contract (revised July 2010), are applicable to this Contract:

1. Definitions

Delete Clause 1.15 and substitute with the following

- 1.15 The word 'Goods' is to be replaced everywhere it occurs in the GCC with the phrase 'Goods and / or Services' which means all of the equipment, machinery, materials, services, products, consumables, etc. that the supplier is required to deliver to the purchaser under the contract. This definition shall also be applicable, as the context requires, anywhere where the words "supplies" and "services" occurs in the GCC.

Delete Clause 1.19 and substitute with the following

- 1.19 The word 'Order' is to be replaced everywhere it occurs in the GCC with the words 'Purchase Order' which means the official purchase order authorised and released on the purchaser's SAP System

Delete Clause 1.21 and substitute with the following:

- 1.21 'Purchaser' means the **City of Cape Town**. The address of the Purchaser is **12 Hertzog Boulevard, Cape Town, 8001**.

Add the following after Clause 1.25:

- 1.26 'Supplier' means any provider of goods and / or services with whom the contract is concluded
- 1.27 "Intellectual Property" means any and all intellectual property rights of any nature anywhere in the world whether registered, registerable or otherwise, including patents, trademarks, registered designs and domain names, applications for any of the foregoing, trade or business names, copyright and rights in the nature of copyright, design rights, rights in databases, know-how, trade secrets and any other intellectual property rights which subsist in computer software, computer programs, websites, documents, information, techniques, business methods, drawings, logos, instruction manuals, lists and procedures and particulars of customers, marketing methods and procedures and advertising literature, including the "look and feel" of any websites

3. General Obligations

Delete Clause 3.2 in its entirety and replace with the following clauses.

- 3.2 The parties will be liable to each other arising out of or in connection with any breach of the obligations detailed or implied in this contract, subject to clause 28.
- 3.3 All parties in a joint venture or consortium shall be jointly and severally liable to the purchaser in terms of this contract and shall carry individually the minimum levels of insurance stated in the contract, if any.
- 3.4 The parties shall comply with all laws, regulations and bylaws of local or other authorities having jurisdiction regarding the delivery of the goods and give all notices and pay all charges required by such authorities.
- 3.4.1 The parties agree that this contract shall also be subject to the CCT's Supply Chain Management Policy ('SCM Policy') that was applicable on the date the bid was advertised, **save that if the Employer adopts a new SCM Policy which contemplates that any clause therein would apply to the contract emanating from this tender, such clause shall also be applicable to that contract.** Please refer to this document contained on the CCT's website.
- 3.4.2 Abuse of the supply chain management system is not permitted and may result in cancellation of the contract, restriction of the supplier, and/or the exercise by the City of any other remedies available to it as described in the SCM Policy.

3.5 The **supplier** shall:

- 3.5.1 Arrange for the documents listed below to be provided to the Purchaser prior to the issuing of the order:
 - a) Proof of Insurance (Refer to Clause 11) or Insurance Broker's Warrantee
 - b) Letter of good standing from the Compensation Commissioner, or a licensed compensation insurer (Refer to Clause 11)
 - c) Initial delivery programme
 - d) Other requirements as detailed in the tender documents
- 3.5.2 Only when notified of the acceptance of the bid by the issuing of the order, the supplier shall commence with and carry out the delivery of the goods in accordance with the contract, to the satisfaction, of the purchaser.
- 3.5.3 Provide all of the necessary materials, labour, plant and equipment required for the delivery of the goods including any temporary services that may be required.
- 3.5.4 Insure his workmen and employees against death or injury arising out of the delivery of the goods.
- 3.5.5 Be continuously represented during the delivery of the goods by a competent representative duly authorised to execute instructions.
- 3.5.6 In the event of a loss resulting in a claim against the insurance policies stated in clause 11, pay the first amount (excess) as required by the insurance policy.
- 3.5.7 Comply with all written instructions from the purchaser subject to clause 18.
- 3.5.8 Complete and deliver the goods within the period stated in clause 10, or any extensions thereof in terms of clause 21.
- 3.5.9 Make good at his own expense all incomplete and defective goods during the warranty period.
- 3.5.10 Pay to the purchaser any penalty for delay as due on demand by the purchaser. The supplier hereby consents to such amounts being deducted from any payment to the supplier.
- 3.5.11 Comply with the provisions of the OHAS Act & all relevant regulations.
- 3.5.12 Comply with all laws relating to wages and conditions generally governing the employment of labour in the Cape Town area and any applicable Bargaining Council agreements.
- 3.5.13 Deliver the goods in accordance with the contract and with all reasonable care, diligence and skill in accordance with generally accepted professional techniques and standards.

3.6 The **purchaser** shall:

- 3.6.1 Issue orders for the goods required under this Contract. No liability for payment will ensue for any work done if an official purchase order has not been issued to the supplier.
- 3.6.2 Make payment to the **supplier** for the goods as set out herein.
- 3.6.3 Take possession of the goods upon delivery by the supplier.
- 3.6.4 Regularly inspect the goods to establish that it is being delivered in compliance with the contract.
- 3.6.5 Give any instructions and/or explanations and/or variations to the supplier including any relevant advice to assist the supplier to understand the contract documents.
- 3.6.6 Grant or refuse any extension of time requested by the supplier to the period stated in clause 10.
- 3.6.7 Inspect the goods to determine if, in the opinion of the purchaser, it has been delivered in compliance with the contract, alternatively in such a state that it can be properly used for the purpose for which it was intended.
- 3.6.8 Brief the supplier and issue all documents, information, etc. in accordance with the contract.

5. Use of contract documents and information; inspection, copyright, confidentiality, etc.

Add the following after clause 5.4:

- 5.5 Copyright of all documents prepared by the supplier in accordance with the relevant provisions of the copyright Act (Act 98 of 1978) relating to contract shall be vested in the purchaser. Where copyright is vested in the supplier, the purchaser shall be entitled to use the documents or copy them only for the purposes for which they are intended in regard to the contract and need not obtain the supplier's permission to copy for such use. Where copyright is vested in the purchaser, the supplier shall not be liable in any way for the use of any of the information other than as originally intended for the contract and the purchaser hereby indemnifies the supplier against any claim which may be made against him by any party arising from the use of such documentation for other purposes.

The ownership of data and factual information collected by the supplier and paid for by the purchaser shall, after payment, vest with the purchaser

5.6 **Publicity and publication**

The supplier shall not release public or media statements or publish material related to the services or contract within two (2) years of completion of the services without the written approval of the purchaser, which approval shall not be unreasonably withheld.

5.7 **Confidentiality**

Both parties shall keep all information obtained by them in the context of the contract confidential and shall not divulge it without the written approval of the other party.

5.8 **Intellectual Property**

- 5.8.1 The supplier acknowledges that it shall not acquire any right, title or interest in or to the Intellectual Property of the Employer.

- 5.8.2 The supplier hereby assigns to the Employer, all Intellectual Property created, developed or otherwise brought into existence by it for the purposes of the contract, unless the Parties expressly agree otherwise in writing.

- 5.8.3 The supplier shall, and warrants that it shall:

5.8.3.1 not be entitled to use the Employer's Intellectual Property for any purpose other than as contemplated in this contract;

5.8.3.2 not modify, add to, change or alter the Employer's Intellectual Property, or any information or data related thereto, nor may the supplier produce any product as a result of, including and/or arising from any such information, data and Intellectual Property, and in the event that it does produce any such product, the product shall be, and be deemed in law to be, owned by the Employer;

5.8.3.3 not apply for or obtain registration of any domain name, trademark or design which is similar to any Intellectual Property of the Employer;

5.8.3.4 comply with all reasonable directions or instructions given to it by the Employer in relation to the form and manner of use of the Employer Intellectual Property, including without limitation, any brand guidelines which the Employer may provide to the supplier from time to time;

5.8.3.5 procure that its employees, directors, members and contractors comply strictly with the provisions of clauses 5.8.3.1 to 5.8.3.3 above;

unless the Employer expressly agrees thereto in writing after obtaining due internal authority.

- 5.8.4 The supplier represents and warrants to the Employer that, in providing goods, services or both, as the case may be, for the duration of the contract, it will not infringe or make unauthorised use of the Intellectual Property rights of any third party and hereby indemnifies the Employer from any claims, liability, loss, damages, costs, and expenses arising from the infringement or unauthorised use by the supplier of any third party's Intellectual Property rights.

- 5.8.5 In the event that the contract is cancelled, terminated, ended or is declared void, any and all of the Employer's Intellectual Property, and any and all information and data related thereto, shall be immediately handed over to the Employer by the supplier and no copies thereof shall be retained by the supplier unless the Employer expressly and in writing, after obtaining due internal authority, agrees otherwise.

7. Performance Security

Delete clause 7.1 to 7.4 and replace with the following:

'Not Applicable. Tenderers must disregard **Form of Guarantee / Performance Security** and are not required to complete same.

8. Inspections, tests and analyses

Delete Clause 8.2 and substitute with the following:

- 8.2 If it is a bid condition that supplies to be produced or services to be rendered should at any stage during production or execution or on completion be subject to inspection, the premises of the bidder or contractor shall be open, at all reasonable hours, for inspection by a representative of the purchaser or an organisation acting on behalf of the purchaser.

10. Delivery and documents

Delete clauses 10.1 and 10.2 and replace with the following:

- 10.1 Delivery of the goods shall be made by the supplier in accordance with the terms specified in the contract. The time for delivery of the goods shall be the date as stated on the order. Orders for the supply and delivery of goods may be raised up until the expiry of a framework agreement bid, provided that the goods can be delivered within 30 days of expiry of the framework contract. All orders, other than for the supply and delivery of goods, must be completed prior to the expiry of the contract period.
- 10.2 The purchaser shall determine, in its sole discretion, whether the goods have been delivered in compliance with the contract, alternatively in such a state that it can be properly used for the purpose for which it was intended. When the purchaser determines that the goods have been satisfactorily delivered, the purchaser must issue an appropriate certification, or written approval, to that effect. Invoicing may only occur, and must be dated, on or after the date of acceptance of the goods.

11. Insurance

Add the following after clause 11.1:

- 11.2 Without limiting the obligations of the supplier in terms of this contract, the supplier shall effect and maintain the following additional insurances:
- a) Public liability insurances, in the name of the supplier, covering the supplier and the purchaser against liability for the death of or injury to any person, or loss of or damage to any property, arising out of or in the course of this Contract, in an amount not less than **R20 million** for any single claim;
 - b) Motor Vehicle Liability Insurance, in respect of all vehicles owned and / or leased by the supplier, comprising (as a minimum) "Balance of Third Party" Risks including Passenger Liability Indemnity;
 - c) Registration / insurance in terms of the Compensation for Occupational Injuries and Disease Act, Act 130 of 1993. This can either take the form of a certified copy of a valid Letter of Good Standing issued by the Compensation Commissioner, or proof of insurance with a licenced compensation insurer, from either the bidder's broker or the insurance company itself (see **Proof of Insurance / Insurance Broker's Warranty** section in document for a pro forma version).
 - d) Professional indemnity insurance providing cover in an amount of not less than R5 million in respect of each and every claim during the contract period.

In the event of under insurance or the insurer's repudiation of any claim for whatever reason, the CCT will retain its right of recourse against the supplier.

- 11.3 The supplier shall be obliged to furnish the CCT with proof of such insurance as the CCT may require from time to time for the duration of this Contract. Evidence that the insurances have been effected in terms of this clause, shall be either in the form of an insurance broker's warranty worded precisely as per the pro forma version contained in the **Proof of Insurance/Insurance Broker's Warranty** section of the document or copies of the insurance policies.

15. Warranty

Delete Clause 15 in its entirety.

Add to Clause 15.2:

- 15.2 This warranty for this contract shall remain valid for **six (6) months** after the goods have been delivered.

16. Payment

Delete Clause 16.1 in its entirety and replace with the following:

- 16.1 A monthly payment cycle will be the norm. All invoices which are dated on or before the 20th of a particular month will typically be paid between the 23rd and 26th of the following month. The supplier may submit a fully motivated application regarding more frequent payment to the Employer's Director: Expenditure for consideration. Requests for more frequent payments will be considered at the sole discretion of the Employer and is not a right in terms of this contract.

Delete Clause 16.2 in its entirety and replace with the following:

- 16.2 The supplier shall furnish the purchaser's Accounts Payable Department with an original tax invoice, clearly showing the amount due in respect of each and every claim for payment.

Add the following after clause 16.4

- 16.5 Notwithstanding any amount stated on the order, the supplier shall only be entitled to payment for goods actually delivered in terms of the Project Specification and Drawings, or any variations in accordance with clause 18. Any contingency sum included shall be for the sole use, and at the discretion, of the purchaser.

The CCT is not liable for payment of any invoice that pre-dates the date of delivery of the goods.

- 16.6 The purchaser will only make advanced payments to the supplier in strict compliance with the terms and details as contained on **Proforma Advanced Payment Guarantee** and only once the authenticity of such guarantee has been verified by the City's Treasury Department.

17. Prices

Add the following after clause 17.1

- 17.2 If, as a result of an award of a contract beyond the original tender validity period, the contract execution will be completed beyond a period of twelve (12) months from the expiry of the original tender validity period, then the contract may be subject to contract price adjustment for that period beyond such twelve (12) months. An appropriate contract price adjustment formula will be determined by the Director: Supply Chain Management if such was not included in the bid documents.
- 17.3 If, as a result of any extension of time granted, the contract execution will be completed beyond a period of twelve (12) months from the expiry of the original tender validity period, then contract price adjustment may apply to that period beyond such twelve (12) months. An appropriate contract price adjustment formula will be determined by the Director: Supply Chain Management if such was not included in the bid documents.
- 17.4 The prices for the goods delivered and services performed shall be subject to contract price adjustment and the following conditions will be applicable:

"Not applicable to this contract – Fixed prices to be submitted that is not subject to contract price adjustment.

- 17.5 If price adjustment for variations in the cost of plant and materials imported from outside of South Africa is provided for in the contract, such adjustment shall be based on the information contained on the schedule titled "**Price Basis for Imported Resources**" and as below. For the purposes of this clause the Rand value of imported Plant and Materials inserted on the schedule titled "**Price Basis for Imported Resources**" (column (F)) shall be the value in foreign currency (column (A)) converted to South African Rand (column (C)) by using the closing spot selling rate

quoted by CCT's main banker, NEDBANK, on the Base Date (seven calendar days before tender closing date) rounded to the second decimal place (column(B)), to which shall be added any Customs Surcharge and Customs Duty applicable at that date (columns (D) and (E)).

17.5.1 Adjustment for variations in rates of exchange:

- a) The value in foreign currency inserted in column (A) shall be subject to clause (h) below when recalculating the Rand value.
- b) The rate of exchange inserted in column (B) shall be the closing spot selling rate quoted by Council's main banker, NEDBANK, on the Base Date, rounded to the second decimal place, subject to sub-paragraph (c) below.
- c) If the rate of exchange inserted by the Tenderer differs from the NEDBANK rate referred to above, then the NEDBANK rate shall apply and the Rand value in columns (C) and (F) shall be recalculated accordingly, without altering the price in the Price Schedule for the relevant items.
- d) If a tender from a supplier or sub-contractor provides for variations in rates of exchange, the Supplier may **only** claim for variations in rates of exchange if he binds the supplier or sub-contractor to the same provision to take out forward cover as described in sub-paragraph (e) below.
- e) The Supplier (or sub-contractor) shall within five working days from the date of placing a firm order on an overseas supplier, cover or recover forward by way of a contract with a bank which is an authorised foreign exchange dealer, the foreign exchange component of the cost of any imported Plant and Materials inserted by the Tenderer on the scheduled titled "**Price Basis for Imported Resources**".
- f) When the Supplier (or sub-contractor) so obtains forward cover, the Supplier shall immediately notify the CCT of the rate obtained and furnish the CCT with a copy of the foreign exchange contract note.
- g) Based on the evidence provided in sub-paragraph (f) above, the value in Rand inserted in column (C) of on the schedule titled "**Price Basis for Imported Resources**" shall be recalculated using the forward cover rate obtained, and any increase or decrease in the Rand value defined in this clause shall be adjusted accordingly, subject to sub-paragraph (h) below.
- h) The adjustments shall be calculated upon the value in foreign currency in the Supplier's (or sub-contractor's) **forward cover contract**, provided that, should this value exceed the value in foreign currency inserted in column (A) of on the schedule titled "**Price Basis for Imported Resources**", then the value in column (A) shall be used.

17.5.2 Adjustment for variations in customs surcharge and customs duty

- a) Any increase or decrease in the Rand value between the amounts of Customs Surcharge and Customs Duty inserted in on the schedule titled "**Price Basis for Imported Resources**" and those amounts actually paid to the Customs and Excise Authorities, which are due to changes in the percentage rates applicable or to the foreign exchange rate used by the authorities, shall be adjusted accordingly.
- b) The Tenderer shall state the Customs Duty Tariff Reference applicable to each item and the Supplier shall advise the CCT's Agent of any changes which occur.

17.5.3 Adjustment for variation in labour and material Costs

If the prices for imported Plant and Materials are not fixed, the Supplier shall in his Tender specify the formula for calculating Contract Price Adjustments normally used in the country of manufacture and the indices and relative proportions of labour and material on which his Tender prices are based. Evidence of the indices applicable shall be provided with each claim. The indices applicable 42 days before contractual dispatch date from the factory will be used for the purposes of Contract Price Adjustment.

Failure to specify a formula in the Tender shall mean that the prices are fixed or shall be deemed to be fixed.

18. Contract Amendments

Delete the heading of clause 18 and replace with the following:

18. Contract Amendments and Variations

Add the following to clause 18.1:

Variations means changes to the goods, extension of the duration or expansion of the value of the contract that the purchaser issues to the supplier as instructions in writing, subject to prior approval by the purchaser's delegated authority. Should the supplier deliver any goods not described in a written instruction from the purchaser, such work will not become due and payable until amended order has been issued by the purchaser.

20. Subcontracts

Add the following after clause 20.1:

20.2 The supplier shall be liable for the acts, defaults and negligence of any subcontractor, his agents or employees as fully as if they were the acts, defaults or negligence of the supplier.

20.3 Any appointment of a subcontractor shall not amount to a contract between the CCT and the subcontractor, or a responsibility or liability on the part of the CCT to the subcontractor and shall not relieve the supplier from any liability or obligation under the contract.

21. Delays in the supplier's performance

Delete Clause 21.2 in its entirety and replace with the following:

21.2 If at any time during the performance of the contract the supplier or its sub-contractors should encounter conditions beyond their reasonable control which impede the timely delivery of the goods, the supplier shall notify the purchaser in writing, within 7 Days of first having become aware of these conditions, of the facts of the delay, its cause(s) and its probable duration. As soon as practicable after receipt of the supplier's notice, the purchaser shall evaluate the situation, and may at his discretion extend the time for delivery.

Where additional time is granted, the purchaser shall also determine whether or not the supplier is entitled to payment for additional costs in respect thereof. The principle to be applied in this regard is that where the purchaser or any of its agents are responsible for the delay, reasonable costs shall be paid. In respect of delays that were beyond the reasonable control of both the supplier and the purchaser, additional time only (no costs) will be granted.

The purchaser shall notify the supplier in writing of his decision(s) in the above regard.

21.3 No provision in a contract shall be deemed to prohibit the obtaining of goods from a national department, provincial department, or a local authority.

22. Penalties

Delete clause 22.1 and replace with the following:

22.1 Subject to GCC Clause 25, if the supplier fails to deliver any or all of the goods within the period(s) specified in the contract, the purchaser may, without prejudice to its other remedies under the contract, deduct from the amounts payable to the Supplier, a penalty for not delivering on deliverables as per the agreed timeframe/milestones contained in the relevant Work Brief. The penalty will be 0.5% per day limited to 10% of the Work Brief value.

22.2 The purchaser shall, without prejudice to its other remedies under the contract, deduct from the contract price, financial penalties as contained on the **Preference Schedule** relating to breaches of the conditions upon which preference points were awarded.

23. Termination for default

Delete the heading of clause 23 and replace with the following:

23. Termination

Add the following to the end of clause 23.1:

if the supplier fails to remedy the breach in terms of such notice

Add the following after clause 23.7:

- 23.8 In addition to the grounds for termination due to default by the supplier, the contract may also be terminated:
- 23.8.1 Upon the death of the supplier who was a Sole Proprietor, or a sole member of a Close Corporation, in which case the contract will terminate forthwith.
 - 23.8.2 The parties by mutual agreement terminate the contract.
 - 23.8.3 If an Order has been issued incorrectly, or to the incorrect recipient, the resulting contract may be terminated by the purchaser by written notice
 - 23.8.4 If a material irregularity vitiates the procurement process leading to the conclusion of the contract, rendering the procurement process and the conclusion of the resulting contract unfair, inequitable, non-transparent, uncompetitive or not cost-effective, provided the City Manager follows the processes as described in the purchasers SCM Policy.
 - 23.8.5 After providing notice to the supplier, if the implementation of the contract may result in reputational risk or harm to the City as a result of (inter alia):
 - 23.8.5.1 reports of poor governance and/or unethical behaviour;
 - 23.8.5.2 association with known family of notorious individuals;
 - 23.8.5.3 poor performance issues, known to the Employer;
 - 23.8.5.4 negative social media reports; or
 - 23.8.5.5 adverse assurance (e.g. due diligence) report outcomes.
- 23.9 If the contract is terminated in terms of clause 23.8, all obligations that were due and enforceable prior to the date of the termination must be performed by the relevant party.

26. Termination for insolvency

Delete clause 26.1 and replace with the following:

- 26.1 The purchaser may make either of the following elections to ensure its rights are protected and any negative impact on service delivery is mitigated:
- 26.1.1 accept a supplier proposal (via the liquidator) to render delivery utilising the appropriate contractual mechanisms; or
 - 26.1.2 terminate the contract, as the liquidator proposed supplier is deemed unacceptable to the purchaser, at any time by giving written notice to the supplier (via the liquidator).
- 26.2 Termination will be without compensation to the supplier, provided that such termination will not prejudice or affect any right of action or remedy which has accrued or will accrue thereafter to the purchaser.

27. Settlement of Disputes

Amend clause 27.1 as follows:

- 27.1 If any dispute or difference of any kind whatsoever, with the exception of termination in terms of clause 23.1(c), arises between the purchaser and the supplier in connection with or arising out of the contract, the parties shall make every effort to resolve such dispute or difference amicably, by mutual consultation.

Delete Clause 27.2 in its entirety and replace with the following:

- 27.2 Should the parties fail to resolve any dispute by way of mutual consultation, either party shall be entitled to refer the matter for mediation before an independent and impartial person appointed by the City Manager in accordance with Regulation 50(1) of the Local Government: Municipal Finance Management Act, 56 of 2003 – Municipal Supply Chain Management Regulations (Notice 868 of 2005). Such referral shall be done by either party giving written notice to the other of its intention to commence with mediation. No mediation may be commenced unless such notice is given to the other party.

Irrespective whether the mediation resolves the dispute, the parties shall bear their own costs concerning the mediation and share the costs of the mediator and related costs equally.

The mediator shall agree the procedures, representation and dates for the mediation process with the parties. The mediator may meet the parties together or individually to enable a settlement.

Where the parties reach settlement of the dispute or any part thereof, the mediator shall record such agreement and on signing thereof by the parties the agreement shall be final and binding.

Save for reference to any portion of any settlement or decision which has been agreed to be final and binding on the parties, no reference shall be made by or on behalf of either party in any subsequent court proceedings, to any outcome of an amicable settlement by mutual consultation, or the fact that any particular evidence was given, or to any submission, statement or admission made in the course of amicable settlement by mutual consultation or mediation.

28. Limitation of Liability

Delete clause 28.1 (b) and replace with the following:

- (b) the aggregate liability of the supplier to the purchaser, whether under the contract, in tort or otherwise, shall not exceed the sums insured in terms of clause 11 in respect of insurable events, or where no such amounts are stated, to an amount equal to twice the contract price, provided that this limitation shall not apply to the cost of repairing or replacing defective equipment.

Add the following after clause 28.1:

28.2 Without detracting from, and in addition to, any of the other indemnities in this contract, the supplier shall be solely liable for and hereby indemnifies and holds harmless the purchaser against all claims, charges, damages, costs, actions, liability, demands and/or proceedings and expense in connection with:

- a) personal injury or loss of life to any individual;
- b) loss of or damage to property;

arising from, out of, or in connection with the performance by the supplier in terms of this Contract, save to the extent caused by the gross negligence or wilful misconduct of the purchaser.

28.3 The supplier and/or its employees, agents, concessionaires, suppliers, sub-contractors or customers shall not have any claim of any nature against the purchaser for any loss, damage, injury or death which any of them may directly or indirectly suffer, whether or not such loss, damages, injury or death is caused through negligence of the purchaser or its agents or employees.

28.4 Notwithstanding anything to the contrary contained in this Contract, under no circumstances whatsoever, including as a result of its negligent (including grossly negligent) acts or omissions or those of its servants, agents or contractors or other persons for whom in law it may be liable, shall any party or its servants (in whose favour this constitutes a *stipulatio alteri*) be liable for any indirect, extrinsic, special, penal, punitive, exemplary or consequential loss or damage of any kind whatsoever, whether or not the loss was actually foreseen or reasonably foreseeable), sustained by the other party, its directors and/or servants, including but not limited to any loss of profits, loss of operation time, corruption or loss of information and/or loss of contracts.

28.5 Each party agrees to waive all claims against the other insofar as the aggregate of compensation which might otherwise be payable exceeds the aforesaid maximum amounts payable.

31. Notices

Delete clauses 31.1 and 31.2 and replace with the following:

31.1 Any notice, request, consent, approvals or other communications made between the Parties pursuant to the Contract shall be in writing and forwarded to the addresses specified in the contract and may be given as set out hereunder and shall be deemed to have been received when:

- a) hand delivered – on the working day of delivery
- b) sent by registered mail – five (5) working days after mailing
- c) sent by email or telefax – one (1) working day after transmission

32. Taxes and Duties

Delete the final sentence of 32.3 and replace with the following:

In this regard, it is the responsibility of the supplier to submit documentary evidence in the form of a valid Tax Clearance Certificate issued by SARS to the CCT at the Supplier Management Unit located within the Supplier Management / Registration Office, 2nd Floor (Concourse Level), Civic Centre, 12 Hertzog Boulevard, Cape Town (Tel 021 400 9242/3/4/5).

Add the following after clause 32.3:

32.4 The **VAT registration** number of the City of Cape Town is **4500193497**.

ADDITIONAL CONDITIONS OF CONTRACT

Add the following Clause after Clause 34:

35. Reporting Obligations.

- 35.1 The supplier shall complete, sign and submit with each delivery note, all the documents as required in the Specifications. Any failure in this regard may result in a delay in the processing of any payments.

Generic Work Brief Template and Work Brief Process

(8) GENERAL CONDITIONS OF CONTRACT

(National Treasury - General Conditions of Contract (revised July 2010))

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1. Definitions

1. The following terms shall be interpreted as indicated:

- 1.1 'Closing time' means the date and hour specified in the bidding documents for the receipt of bids.
- 1.2 'Contract' means the written agreement entered into between the purchaser and the supplier, as recorded in the contract form signed by the parties, including all attachments and appendices thereto and all documents incorporated by reference therein.
- 1.3 'Contract price' means the price payable to the supplier under the contract for the full and proper performance of his or her contractual obligations.
- 1.4 'Corrupt practice' means the offering, giving, receiving, or soliciting of anything of value to influence the action of a public official in the procurement process or in contract execution.
- 1.5 'Countervailing duties' are imposed in cases in which an enterprise abroad is subsidised by its government and encouraged to market its products internationally.

- 1.6 'Country of origin' means the place where the goods were mined, grown or produced or from which the services are supplied. Goods are produced when, through manufacturing, processing or substantial and major assembly of components, a commercially recognised new product results that is substantially different in basic characteristics or in purpose or utility from its components.
- 1.7 'Day' means calendar day.
- 1.8 'Delivery' means delivery in compliance with the conditions of the contract or order.
- 1.9 'Delivery ex stock' means immediate delivery directly from stock actually on hand.
- 1.10 'Delivery into consignee's store or to his site' means delivered and unloaded in the specified store or depot or on the specified site in compliance with the conditions of the contract or order, the supplier bearing all risks and charges involved until the supplies are so delivered and a valid receipt is obtained.
- 1.11 'Dumping' occurs when a private enterprise abroad markets its goods on its own initiative in the RSA at lower prices than that of the country of origin, and which action has the potential to harm the local industries in the RSA.
- 1.12 'Force majeure' means an event beyond the control of the supplier, not involving the supplier's fault or negligence, and not foreseeable. Such events may include, but are not restricted to, acts of the purchaser in its sovereign capacity, wars or revolutions, fires, floods, epidemics, quarantine restrictions and freight embargoes.
- 1.13 'Fraudulent practice' means a misrepresentation of facts in order to influence a procurement process or the execution of a contract to the detriment of any bidder, and includes collusive practice among bidders (prior to or after bid submission) designed to establish bid prices at artificial, non-competitive levels and to deprive the bidder of the benefits of free and open competition.
- 1.14 'GCC' means the General Conditions of Contract.
- 1.15 'Goods' means all of the equipment, machinery, and/or other materials that the supplier is required to supply to the purchaser under the contract.
- 1.16 'Imported content' means that portion of the bidding price represented by the cost of components, parts or materials which have been or are still to be imported (whether by the supplier or his subcontractors) and which costs are inclusive of the costs abroad, plus freight and other direct importation costs such as landing costs, dock dues, import duty, sales duty or other similar tax or duty at the South African place of entry as well as transportation and handling charges to the factory in the Republic where the supplies covered by the bid will be manufactured.
- 1.17 'Local content' means that portion of the bidding price which is not included in the imported content, provided that local manufacture does take place.
- 1.18 'Manufacture' means the production of products in a factory using labour, materials, components and machinery, and includes other, related value-adding activities.
- 1.19 'Order' means an official written order issued for the supply of goods or works or the rendering of a service.
- 1.20 'Project site', where applicable, means the place indicated in bidding documents.
- 1.21 'Purchaser' means the organisation purchasing the goods.
- 1.22 'Republic' means the Republic of South Africa.
- 1.23 'SCC' means the Special Conditions of Contract.
- 1.24 'Services' means those functional services ancillary to the supply of the goods, such as transportation and any other incidental services, such as installation, commissioning, provision of technical assistance, training, catering, gardening, security, maintenance, and other such obligations of the supplier covered under the contract.
- 1.25 'Written' or 'in writing' means handwritten in ink or any form of electronic or mechanical writing.

2. Application

- 2.1 These general conditions are applicable to all bids, contracts and orders, including bids for functional and professional services, sales, hiring, letting and the granting or acquiring of rights, but excluding immovable property, unless otherwise indicated in the bidding documents.
- 2.2 Where applicable, special conditions of contract are also laid down to cover specific supplies, services or works.
- 2.3 Where such special conditions of contract are in conflict with these general conditions, the special conditions shall apply.

3. General

- 3.1 Unless otherwise indicated in the bidding documents, the purchaser shall not be liable for any expense incurred in the preparation and submission of a bid. Where applicable, a non-refundable fee for documents may be charged.
- 3.2 With certain exceptions, invitations to bid are only published in the Government Tender Bulletin. The Government Tender Bulletin may be obtained directly from the Government Printer, Private Bag X85, Pretoria 0001, or accessed electronically from www.treasury.gov.za.

4. Standards

- 4.1 The goods supplied shall conform to the standards mentioned in the bidding documents and specifications.

5. Use of contract documents and information; inspection.

- 5.1 The supplier shall not, without the purchaser's prior written consent, disclose the contract, or any provision thereof, or any specification, plan, drawing, pattern, sample, or information furnished by or on behalf of the purchaser in connection therewith, to any person other than a person employed by the supplier in the performance of the contract. Disclosure to any such employed person shall be made in confidence and shall extend only so far as may be necessary for the purposes of such performance.
- 5.2 The supplier shall not, without the purchaser's prior written consent, make use of any document or information mentioned in GCC clause 5.1, except for purposes of performing the contract.
- 5.3 Any document, other than the contract itself, mentioned in GCC clause 5.1 shall remain the property of the purchaser and shall be returned (all copies) to the purchaser on completion of the supplier's performance under the contract if so required by the purchaser.
- 5.4 The supplier shall permit the purchaser to inspect the supplier's records relating to the performance of the supplier and to have them audited by auditors appointed by the purchaser, if so required by the purchaser.

6. Patent rights

- 6.1 The supplier shall indemnify the purchaser against all third-party claims of infringement of patent, trademark, or industrial design rights arising from the use of the goods or any part thereof by the purchaser.

7. Performance Security

- 7.1 Within 30 (thirty) days of receipt of the notification of contract award, the successful bidder shall furnish to the purchaser the performance security of the amount specified in the SCC.
- 7.2 The proceeds of the performance security shall be payable to the purchaser as compensation for any loss resulting from the supplier's failure to complete his obligations under the contract.
- 7.2 The performance security shall be denominated in the currency of the contract or in a freely convertible currency acceptable to the purchaser, and shall be in one of the following forms:
 - a) a bank guarantee or an irrevocable letter of credit issued by a reputable bank located in the purchaser's country or abroad, acceptable to the purchaser, in the form provided in the bidding documents or another form acceptable to the purchaser; or
 - b) a cashier's or certified cheque.

- 7.4 The performance security will be discharged by the purchaser and returned to the supplier not later than 30 (thirty) days following the date of completion of the supplier's performance obligations under the contract, including any warranty obligations, unless otherwise specified in the SCC.

8. Inspections, tests and analyses

- 8.1 All pre-bidding testing will be for the account of the bidder.
- 8.2 If it is a bid condition that supplies to be produced or services to be rendered should at any stage during production or execution or on completion be subject to inspection, the premises of the bidder or contractor shall be open, at all reasonable hours, for inspection by a representative of the Department or an organisation acting on behalf of the Department.
- 8.3 If there are no inspection requirements indicated in the bidding documents and no mention of such is made in the contract, but during the contract period it is decided that inspections shall be carried out, the purchaser shall itself make the necessary arrangements, including payment arrangements with the testing authority concerned.
- 8.4 If the inspections, tests and analyses referred to in clauses 8.2 and 8.3 show the supplies to be in accordance with the contract requirements, the cost of the inspections, tests and analyses shall be defrayed by the purchaser.
- 8.5 Where the supplies or services referred to in clauses 8.2 and 8.3 do not comply with the contract requirements, irrespective of whether such supplies or services are accepted or not, the cost in connection with these inspections, tests or analyses shall be defrayed by the supplier.
- 8.6 Supplies and services which are referred to in clauses 8.2 and 8.3 and which do not comply with the contract requirements may be rejected.
- 8.7 Any contract supplies may on or after delivery be inspected, tested or analysed and may be rejected if found not to comply with the requirements of the contract. Such rejected supplies shall be held at the cost and risk of the supplier, who shall, when called upon, remove them immediately at his own cost and forthwith substitute them with supplies which do comply with the requirements of the contract. Failing such removal, the rejected supplies shall be returned at the suppliers cost and risk. Should the supplier fail to provide the substitute supplies forthwith, the purchaser may, without giving the supplier further opportunity to substitute the rejected supplies, purchase such supplies as may be necessary at the expense of the supplier.
- 8.8 The provisions of clauses 8.4 to 8.7 shall not prejudice the right of the purchaser to cancel the contract on account of a breach of the conditions thereof, or to act in terms of Clause 23 of the GCC.

9. Packing

- 9.1 The supplier shall provide such packing of the goods as is required to prevent their damage or deterioration during transit to their final destination, as indicated in the contract. The packing shall be sufficient to withstand, without limitation, rough handling during transit and exposure to extreme temperatures, salt and precipitation during transit, and open storage. Packing, case size and weights shall take into consideration, where appropriate, the remoteness of the goods' final destination and the absence of heavy handling facilities at all points in transit.
- 9.2 The packing, marking, and documentation within and outside the packages shall comply strictly with such special requirements as shall be expressly provided for in the contract, including additional requirements, if any, specified in the SCC, and in any subsequent instructions ordered by the purchaser.

10. Delivery and documents

- 10.1 Delivery of the goods shall be made by the supplier in accordance with the terms specified in the contract. The details of shipping and/or other documents to be furnished by the supplier are specified in the SCC.
- 10.2 Documents to be submitted by the supplier are specified in the SCC.

11. Insurance

- 11.1 The goods supplied under the contract shall be fully insured, in a freely convertible currency, against loss or damage incidental to manufacture or acquisition, transportation, storage and delivery in the manner specified in the SCC.

12. Transportation

12.1 Should a price other than an all-inclusive delivered price be required, this shall be specified in the SCC.

13. Incidental Services

13.1 The supplier may be required to provide any or all of the following services, including additional services (if any) specified in the SCC:

- (a) performance or supervision of on-site assembly, and/or commissioning of the supplied goods;
- (b) furnishing of tools required for the assembly and/or maintenance of the supplied goods;
- (c) furnishing of a detailed operations and maintenance manual for each appropriate unit of the supplied goods;
- (d) performance or supervision or maintenance and/or repair of the supplied goods, for a period of time agreed by the parties, provided that this service shall not relieve the supplier of any warranty obligations under this contract; and
- (e) training of the purchaser's personnel, at the supplier's plant and/or on-site, in assembly, start-up, operation, maintenance, and/or repair of the supplied goods.

13.2 Prices charged by the supplier for incidental services, if not included in the contract price for the goods, shall be agreed upon in advance by the parties and shall not exceed the prevailing rates charged to other parties by the supplier for similar services.

14. Spare parts

14.1 As specified in the SCC, the supplier may be required to provide any or all of the following materials, notifications, and information pertaining to spare parts manufactured or distributed by the supplier:

- (a) such spare parts as the purchaser may elect to purchase from the supplier, provided that this election shall not relieve the supplier of any warranty obligations under the contract; and
- (b) in the event of termination of production of the spare parts:
 - (i) Advance notification to the purchaser of the pending termination, in sufficient time to permit the purchaser to procure needed requirements; and
 - (ii) following such termination, furnishing at no cost to the purchaser, the blueprints, drawings, and specifications of the spare parts, if requested.

15. Warranty

15.1 The supplier warrants that the goods supplied under the contract are new, unused, of the most recent or current models, and that they incorporate all recent improvements in design and materials unless provided otherwise in the contract. The supplier further warrants that all goods supplied under this contract shall have no defect arising from design, materials, or workmanship (except when the design and/or material is required by the purchaser's specifications), or from any act or omission of the supplier, that may develop under normal use of the supplied goods in the conditions prevailing in the country of final destination.

15.2 This warranty shall remain valid for 12 (twelve) months after the goods, or any portion thereof, as the case may be, have been delivered to and accepted at the final destination indicated in the contract, or for 18 (eighteen) months after the date of shipment from the port or place of loading in the source country, whichever period concludes earlier, unless specified otherwise in the SCC.

15.3 The purchaser shall notify the supplier promptly, in writing, of any claims arising under this warranty.

15.4 Upon receipt of such notice, the supplier shall, within the period specified in the SCC and with all reasonable speed, repair or replace the defective goods or parts thereof, without costs to the purchaser.

15.5 If the supplier, having been notified, fails to remedy the defect(s) within the period specified in the SCC, the purchaser may proceed to take such remedial action as may be necessary, at the supplier's risk and expense and without prejudice to any other rights which the purchaser may have against the supplier under the contract.

16. Payment

16.1 The method and conditions of payment to be made to the supplier under this contract shall be specified in the SCC.

16.2 The supplier shall furnish the purchaser with an invoice accompanied by a copy of the delivery note and upon fulfilment of any other obligations stipulated in the contract.

16.3 Payments shall be made promptly by the purchaser, but in no case later than 30 (thirty) days after submission of an invoice or claim by the supplier.

16.4 Payment will be made in Rand unless otherwise stipulated in the SCC.

17. Prices

17.1 Prices charged by the supplier for goods delivered and services performed under the contract shall not vary from the prices tendered by the supplier in his bid, with the exception of any price adjustments authorized in the SCC or in the purchaser's request for bid validity extension, as the case may be.

18. Contract Amendments

18.1 No variation in or modification of the terms of the contract shall be made except by written amendment signed by the parties concerned.

19. Assignment

19.1 The supplier shall not assign, in whole or in part, its obligations to perform under the contract, except with the purchaser's prior written consent.

20. Subcontracts

20.1 The supplier shall notify the purchaser in writing of all subcontracts awarded under this contract if not already specified in the bid. Such notification, in the original bid or later, shall not relieve the supplier from any liability or obligation under the contract.

21. Delays in the supplier's performance

21.1 Delivery of the goods and performance of services shall be made by the supplier in accordance with the time schedule prescribed by the purchaser in the contract.

21.2 If at any time during the performance of the contract, the supplier or its subcontractor(s) should encounter conditions impeding timely delivery of the goods and performance of services, the supplier shall promptly notify the purchaser in writing of the fact of the delay, its likely duration and its cause(s). As soon as practicable after receipt of the supplier's notice, the purchaser shall evaluate the situation and may at his or her discretion extend the supplier's time for performance, with or without the imposition of penalties, in which case the extension shall be ratified by the parties by amendment of contract.

21.3 No provision in a contract shall be deemed to prohibit the obtaining of supplies or services from a national department, provincial department, or a local authority.

21.4 The right is reserved to procure, outside of the contract, small quantities of supplies; or to have minor essential services executed if an emergency arises, or the supplier's point of supply is not situated at or near the place where the supplies are required, or the supplier's services are not readily available.

21.5 Except as provided under GCC Clause 25, a delay by the supplier in the performance of its delivery obligations shall render the supplier liable to the imposition of penalties, pursuant to GCC Clause 22, unless an extension of time is agreed upon pursuant to GCC Clause 21.2 without the application of penalties.

21.6 Upon any delay beyond the delivery period in the case of a supplies contract, the purchaser shall, without cancelling the contract, be entitled to purchase supplies of a similar quality and up to the same quantity in substitution of the goods not supplied in conformity with the contract and to return any goods delivered later at the supplier's expense and risk, or to cancel the contract and buy such goods as may be required to complete the contract and, without prejudice to his other rights, be entitled to claim damages from the supplier.

22. Penalties

22.1 Subject to GCC Clause 25, if the supplier fails to deliver any or all of the goods or to perform the services within the period(s) specified in the contract, the purchaser shall, without prejudice to its other remedies under the contract, deduct from the contract price, as a penalty, a sum calculated on the delivered price of the delayed

goods or unperformed services, using the current prime interest rate, calculated for each day of the delay until actual delivery or performance. The purchaser may also consider termination of the contract pursuant to GCC Clause 23.

23. Termination for default

23.1 The purchaser, without prejudice to any other remedy for breach of contract, by written notice of default sent to the supplier, may terminate this contract in whole or in part:

- (a) if the supplier fails to deliver any or all of the goods within the period(s) specified in the contract, or within any extension thereof granted by the purchaser pursuant to GCC Clause 21.2;
- (b) if the supplier fails to perform any other obligation(s) under the contract; or
- (c) if the supplier, in the judgment of the purchaser, has engaged in corrupt or fraudulent practices in competing for or in executing the contract.

23.2 In the event the purchaser terminates the contract in whole or in part, the purchaser may procure, upon such terms and in such manner as it deems appropriate, goods, works or services similar to those undelivered, and the supplier shall be liable to the purchaser for any excess costs for such similar goods, works or services. However, the supplier shall continue performance of the contract to the extent not terminated.

23.3 Where the purchaser terminates the contract in whole or in part, the purchaser may decide to impose a restriction penalty on the supplier by prohibiting such supplier from doing business with the public sector for a period not exceeding 10 years.

23.4 If a purchaser intends imposing a restriction on a supplier or any person associated with the supplier, the supplier will be allowed a time period of not more than 14 (fourteen) days to provide reasons why the envisaged restriction should not be imposed. Should the supplier fail to respond within the stipulated 14 (fourteen) days the purchaser may regard the intended penalty as not objected against and may impose it on the supplier.

23.5 Any restriction imposed on any person by the Accounting Officer/Authority will, at the discretion of the Accounting Officer/Authority, also be applicable to any other enterprise or any partner, manager, director or other person who wholly or partly exercises or exercised or may exercise control over the enterprise of the first-mentioned person, and with which enterprise or person the first-mentioned person is or was, in the opinion of the Accounting Officer/Authority, actively associated.

23.6 If a restriction is imposed, the purchaser must, within 5 (five) working days of such imposition, furnish the National Treasury with the following information:

- (a) the name and address of the supplier and/or person restricted by the purchaser;
- (b) the date of commencement of the restriction;
- (c) the period of restriction; and
- (d) the reasons for the restriction.

These details will be loaded in the National Treasury's central database of suppliers or persons prohibited from doing business with the public sector.

23.7 If a court of law convicts a person of an offence as contemplated in sections 12 or 13 of the Prevention and Combating of Corrupt Activities Act, Act 12 of 2004, the court may also rule that such person's name be endorsed on the Register for Tender Defaulters. When a person's name has been endorsed on the Register, the person will be prohibited from doing business with the public sector for a period of not less than five years and not more than 10 years. The National Treasury is empowered to determine the period of restriction, and each case will be dealt with on its own merits. According to section 32 of the Act the Register must be open to the public. The Register can be perused on the National Treasury website.

24. Anti-dumping and countervailing duties and rights

24.1 When, after the date of bid, provisional payments are required, or anti-dumping or countervailing duties are imposed, or the amount of a provisional payment or anti-dumping or countervailing right is increased in respect of any dumped or subsidised import, the State is not liable for any amount so required or imposed, or for the amount of any such increase. When, after the said date, such a provisional payment is no longer required or any such anti-dumping or countervailing right is abolished, or where the amount of such provisional payment or any such right is reduced, any such favourable difference shall, on demand, be paid forthwith by the contractor to the State, or the State may deduct such amounts from moneys (if any) which may otherwise be due to the contractor in regard to supplies or services which he or she delivered or rendered, or is to deliver or render in terms of the contract or any other contract or any other amount which may be due to him or her.

25. Force majeure

25.1 Notwithstanding the provisions of GCC Clauses 22 and 23, the supplier shall not be liable for forfeiture of its performance security, damages, or termination for default if, and to the extent that, his delay in performance or other failure to perform his obligations under the contract is the result of an event of force majeure.

25.2 If a force majeure situation arises, the supplier shall notify the purchaser promptly, in writing, of such condition and the cause thereof. Unless otherwise directed by the purchaser in writing, the supplier shall continue to perform its obligations under the contract as far as is reasonably practical, and shall seek all reasonable alternative means for performance not prevented by the force majeure event.

26. Termination for insolvency

26.1 The purchaser may at any time terminate the contract by giving written notice to the supplier if the supplier becomes bankrupt or otherwise insolvent. In this event, termination will be without compensation to the supplier, provided that such termination will not prejudice or affect any right of action or remedy which has accrued or will accrue thereafter to the purchaser.

27. Settlement of Disputes

27.1 If any dispute or difference of any kind whatsoever arises between the purchaser and the supplier in connection with or arising out of the contract, the parties shall make every effort to resolve such dispute or difference amicably, by mutual consultation.

27.2 If, after 30 (thirty) days, the parties have failed to resolve their dispute or difference by such mutual consultation, then either the purchaser or the supplier may give notice to the other party of his intention to commence with mediation. No mediation in respect of this matter may be commenced unless such notice is given to the other party.

27.3 Should it not be possible to settle a dispute by means of mediation, it may be settled in a South African court of law.

27.4 Mediation proceedings shall be conducted in accordance with the rules of procedure specified in the SCC.

27.5 Notwithstanding any reference to mediation and/or court proceedings herein,
 (a) the parties shall continue to perform their respective obligations under the contract unless they otherwise agree; and
 (b) the purchaser shall pay the supplier any monies due to the supplier.

28. Limitation of Liability

28.1 Except in cases of criminal negligence or wilful misconduct, and in the case of infringement pursuant to Clause 6:

- (a) the supplier shall not be liable to the purchaser, whether in contract, tort, or otherwise, for any indirect or consequential loss or damage, loss of use, loss of production, or loss of profits or interest costs, provided that this exclusion shall not apply to any obligation of the supplier to pay penalties and/or damages to the purchaser; and
- (b) the aggregate liability of the supplier to the purchaser, whether under the contract, in tort or otherwise, shall not exceed the total contract price, provided that this limitation shall not apply to the cost of repairing or replacing defective equipment.

29. Governing language

29.1 The contract shall be written in English. All correspondence and other documents pertaining to the contract that is exchanged by the parties shall also be written in English.

30. Applicable Law

30.1 The contract shall be interpreted in accordance with South African laws, unless otherwise specified in the SCC.

31. Notices

31.1 Every written acceptance of a bid shall be posted to the supplier concerned by registered or certified mail, and any other notice to him shall be posted by ordinary mail, to the address furnished in his bid or to the address notified later by him in writing; and such posting shall be deemed to be proper service of such notice.

31.2 The time mentioned in the contract documents for performing any act after such aforesaid notice has been given, shall be reckoned from the date of posting of such notice.

32. Taxes and Duties

32.1 A foreign supplier shall be entirely responsible for all taxes, stamp duties, licence fees, and other such levies imposed outside the purchaser's country.

32.2 A local supplier shall be entirely responsible for all taxes, duties, licence fees, etc., incurred until delivery of the contracted goods to the purchaser.

32.3 No contract shall be concluded with any bidder whose tax matters are not in order. Prior to the award of a bid the Department must be in possession of a tax clearance certificate submitted by the bidder. This certificate must be an original issued by the South African Revenue Services.

33. National Industrial Participation (NIP) Programme

33.1 The NIP Programme administered by the Department of Trade and Industry shall be applicable to all contracts that are subject to the NIP obligation.

34 Prohibition of Restrictive practices

34.1 In terms of section 4 (1) (b) (iii) of the Competition Act, Act 89 of 1998, as amended, an agreement between or concerted practice by firms, or a decision by an association of firms, is prohibited if it is between parties in a horizontal relationship and if a bidder(s) is/are or a contractor(s) was/were involved in collusive bidding (or bid rigging).

34.2 If a bidder(s) or contractor(s), based on reasonable grounds or evidence obtained by the purchaser, has/have engaged in the restrictive practice referred to above, the purchaser may refer the matter to the Competition Commission for investigation and possible imposition of administrative penalties as contemplated in the Competition Act, Act 89 of 1998.

34.3 If a bidder(s) or contractor(s) has/have been found guilty by the Competition Commission of the restrictive practice referred to above, the purchaser may, in addition and without prejudice to any other remedy provided for, invalidate the bid(s) for such item(s) offered, and/or terminate the contract in whole or part, and/or restrict the bidder(s) or contractor(s) from conducting business with the public sector for a period not exceeding 10 (ten) years and/or claim damages from the bidder(s) or contractor(s) concerned.

(9) FORM OF GUARANTEE / PERFORMANCE SECURITY**FORM OF GUARANTEE / PERFORMANCE SECURITY****GUARANTOR DETAILS AND DEFINITIONS**

"Guarantor" means:

Physical address of Guarantor:

"Supplier" means:

"Contract Sum" means: The accepted tender amount (INCLUSIVE OF VAT) of R

Amount in words:

"Guaranteed Sum" means: The maximum amount of R

Amount in words:

"Contract" means: The agreement made in terms of the Form of Offer and Acceptance for tender no _____: _____ and such amendments or additions to the contract as may be agreed in writing between the parties.

PERFORMANCE GUARANTEE

1. The Guarantor's liability shall be limited to the amount of the Guaranteed Sum.
2. The Guarantor's period of liability shall be from and including the date of issue of this Guarantee/Performance Security up to and including the termination of the Contract or the date of payment in full of the Guaranteed Sum, whichever occurs first.
3. The Guarantor hereby acknowledges that:
 - 3.1 any reference in this Guarantee/Performance to "Contract" is made for the purpose of convenience and shall not be construed as any intention whatsoever to create an accessory obligation or any intention whatsoever to create a suretyship;
 - 3.2 its obligation under this Guarantee/Performance Security is restricted to the payment of money.
4. Subject to the Guarantor's maximum liability referred to in 1, the Guarantor hereby undertakes to pay the City of Cape Town the sum due and payable upon receipt of the documents identified in 4.1 to 4.2:
 - 4.1 A copy of a first written demand issued by the City of Cape Town to the Supplier stating that payment of a sum which is due and payable has not been made by the Supplier in terms of the Contract and failing such payment within seven (7) calendar days, the City of Cape Town intends to call upon the Guarantor to make payment in terms of 4.2;
 - 4.2 A first written demand issued by the City of Cape Town to the Guarantor at the Guarantor's physical address with a copy to the Supplier stating that a period of seven (7) days has elapsed since the first written demand in terms of 4.1 and the sum has still not been paid.
5. Subject to the Guarantor's maximum liability referred to in 1, the Guarantor undertakes to pay to the City of Cape Town the Guaranteed Sum or the full outstanding balance upon receipt of a first written demand from the City of Cape Town to the Guarantor at the Guarantor's physical address calling up this Guarantee / Performance Security, such demand stating that:
 - 5.1 the Contract has been terminated due to the Supplier's default and that this Guarantee/Performance Security is called up in terms of 5; or

- 5.2 a provisional or final sequestration or liquidation court order has been granted against the Supplier and that the Guarantee/Performance Guarantee is called up in terms of 5; and
- 5.3 the aforesaid written demand is accompanied by a copy of the notice of termination and/or the provisional/final sequestration and/or the provisional liquidation court order.
6. It is recorded that the aggregate amount of payments required to be made by the Guarantor in terms of 4 and 5 shall not exceed the Guarantor's maximum liability in terms of 1.
7. Where the Guarantor has made payment in terms of 5, the City of Cape Town shall upon the termination date of the Contract, submit an expense account to the Guarantor showing how all monies received in terms of this Guarantee/Performance Security have been expended and shall refund to the Guarantor any resulting surplus. All monies refunded to the Guarantor in terms of this Guarantee/Performance Security shall bear interest at the prime overdraft rate of the City of Cape Town's bank compounded monthly and calculated from the date payment was made by the Guarantor to the City of Cape Town until the date of refund.
8. Payment by the Guarantor in terms of 4 or 5 shall be made within seven (7) calendar days upon receipt of the first written demand to the Guarantor.
9. The City of Cape Town shall have the absolute right to arrange its affairs with the Supplier in any manner which the City of Cape Town may deem fit and the Guarantor shall not have the right to claim his release from this Guarantee /Performance Security on account of any conduct alleged to be prejudicial to the Guarantor.
10. The Guarantor chooses the physical address as stated above for the service of all notices for all purposes in connection herewith.
11. This Guarantee/Performance Security is neither negotiable nor transferable and shall expire in terms of 2, where after no claims will be considered by the Guarantor. The original of this Guarantee / Performance Security shall be returned to the Guarantor after it has expired.
12. This Guarantee/Performance Security, with the required demand notices in terms of 4 or 5, shall be regarded as a liquid document for the purposes of obtaining a court order.
13. Where this Guarantee/Performance Security is issued in the Republic of South Africa the Guarantor hereby consents in terms of Section 45 of the Magistrate's Courts Act No 32 of 1944, as amended, to the jurisdiction of the Magistrate's Court of any district having jurisdiction in terms of Section 28 of the said Act, notwithstanding that the amount of the claim may exceed the jurisdiction of the Magistrate's Court.

Signed at

Date

Guarantor's signatory (1)

Capacity

Guarantor's signatory (2)

Capacity

Witness signatory (1)

Witness signatory (2)

ANNEXURE**LIST OF APPROVED FINANCIAL INSTITUTIONS**

The following financial institutions are currently (as at 18 October 2016) approved for issue of contract guarantees to the City:

National Banks:

ABSA Bank Ltd.
FirstRand Bank Ltd.
Investec Bank Ltd.
Nedbank Ltd.
Standard Bank of SA Ltd.

International Banks (with branches in SA):

Barclays Bank plc.
Citibank n.a.
Credit Agricole Corporate and Investment Bank
HSBC Bank plc.
JP Morgan Chase Bank
Societe Generale
Standard Chartered Bank

Insurance companies:

ABSA Insurance
Coface s.a.
Compass Insurance Co.
Constantia Insurance Co.
Credit Guarantee Insurance Co.
Guardrisk Insurance Co.
Hollard Insurance Company Ltd.
Infiniti Insurance Limited
Lombard Insurance
New National Assurance Co.
Regent Insurance Co.
Renasa Insurance Company Ltd.
Santam Limited
Zurich Insurance Co.

(10) FORM OF ADVANCE PAYMENT GUARANTEE

NOT APPLICABLE

(10.1) ADVANCE PAYMENT SCHEDULE

NOT APPLICABLE

(11) OCCUPATIONAL HEALTH AND SAFETY AGREEMENT**AGREEMENT MADE AND ENTERED INTO BETWEEN THE CITY OF CAPE TOWN (HEREINAFTER CALLED THE "CCT") AND**

..... ,
 (Supplier/Mandatory/Company/CC Name)

IN TERMS OF SECTION 37(2) OF THE OCCUPATIONAL HEALTH AND SAFETY ACT, 85 OF 1993 AS AMENDED.

I, , representing

..... , as an employer
 in its own right, do hereby undertake to ensure, as far as is reasonably practicable, that all work will be performed, and all equipment, machinery or plant used in such a manner as to comply with the provisions of the Occupational Health and Safety Act (OHSA) and the Regulations promulgated thereunder.

I furthermore confirm that I am/we are registered with the Compensation Commissioner and that all registration and assessment monies due to the Compensation Commissioner have been fully paid or that I/We are insured with an approved licensed compensation insurer.

COID ACT Registration Number:

OR Compensation Insurer: Policy No.:

I undertake to appoint, where required, suitable competent persons, in writing, in terms of the requirements of OHSA and the Regulations and to charge him/them with the duty of ensuring that the provisions of OHSA and Regulations as well as the Council's Special Conditions of Contract, Way Leave, Lock-Out and Work Permit Procedures are adhered to as far as reasonably practicable.

I further undertake to ensure that any subcontractors employed by me will enter into an occupational health and safety agreement separately, and that such subcontractors comply with the conditions set.

I hereby declare that I have read and understand the Occupational Health and Safety Specifications contained in this tender and undertake to comply therewith at all times.

I hereby also undertake to comply with the Occupational Health and Safety Specification and Plan submitted and approved in terms thereof.

Signed aton the.....day of.....20....

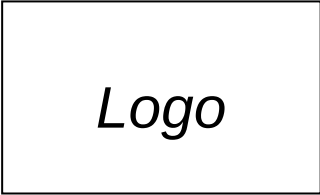
Witness

Mandatory

Signed at on the.....day of.....20

 Witness

 for and on behalf of
 City of Cape Town

(12) INSURANCE BROKER'S WARRANTY (PRO FORMA)Logo*Letterhead of supplier's Insurance Broker*

Date _____

CITY OF CAPE TOWN
City Manager
Civic Centre
12 Hertzog Boulevard
Cape Town
8000

Dear Sir

TENDER NO.: 2013/14**TENDER DESCRIPTION:**

NAME OF SUPPLIER: _____

I, the undersigned, do hereby confirm and warrant that all the insurances required in terms of the abovementioned contract have been issued and/or in the case of blanket/umbrella policies, have been endorsed to reflect the interests of the CITY OF CAPE TOWN with regard to the abovementioned contract, and that all the insurances and endorsements, etc., are all in accordance with the requirements of the contract.

I furthermore confirm that all premiums in the above regard have been paid.

Yours faithfully

Signed: _____

For: _____ (Supplier's Insurance Broker)

(13) SPECIFICATION(S)

Transversal management refers to the cross cutting of different functions and management practices within the City of Cape Town. The management approach is suitable for various applications across all directorates. Transverse management goes beyond the traditional top-down approach to encompass different hierarchies and functions, but also to ensure horizontal and vertical integration between departments and functions. The purpose of the transversal management is to:

- Improve collaboration between stakeholders, branches, departments and directorates.
- Improve integration and coordination of service delivery and planning by creating structures in which political leadership, senior managers and officials can work together and communicate.
- Provide a method of changing organisational culture within an existing statutory and delegated framework from hierarchical- and silo-management to an integrated and coordinated administration.
- Improve City-wide strategic alignment through inclusive strategic planning processes to improve integration and coordination of service delivery and planning.
- Operate within the existing hierarchical structure, but complement this structure with additional platforms for cross-directorate communication and decision-making.

The TMS aims to ensure that directorates collaborate around identified themes and through 'organic' groupings (issues falling into the mandate of multiple departments).

THE TRANSVERSAL MANAGEMENT SECTIONS CONSISTS OF THE FOLLOWING FIVE PARTS:

- **13.1.1: Organisational, Business, Departmental, Process Design and Improvement**
- **13.1.2: Change Management (Organisational, Business and Department)**
- **13.1.3: Advisory Services**
- **13.1.4: Financial Impact Assessments, Feasibility Studies, Business Cases and Return On Investment Studies**
- **13.1.5: Facilitation Workshops**

13.1.1	PART A1 ORGANISATIONAL, BUSINESS, DEPARTMENTAL, PROCESS DESIGN AND IMPROVEMENT
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This part consists of four (4) sub-parts:

- | | |
|-------------------|---|
| • 13.1.1.1 | Organisation Design and Improvement |
| • 13.1.1.2 | Business Design and Improvement |
| • 13.1.1.3 | Departmental Design and Improvement |
| • 13.1.1.4 | Process Design and Improvement (Organizational, Business and Departmental) |

Organizational Design is the methodology which identifies aspects of work flow, procedures, structures and systems and realigns them to suite current organisational realities/goals and then develops plans to implement the new changes whilst Organisational Improvement is the process of setting organizational goals and objectives towards increased performance.

Business Design applies the principles and practices of design to help the organisation to create new value and new forms of competitive advantage. At its core, Business Design is the integration of customer empathy, experience design and business strategy, whilst Business Improvement is a management exercise to identify areas where accuracy, efficiency and effectiveness can be improved.

Departmental Design is the definition of the organisation work functions, taking a bottom-up approach to Business design, whilst Departmental Improvement is measuring the output of a particular business processes or procedures, then modifying the process or procedure to increase the output, increase efficiency, or increase the effectiveness of the process or procedure.

Process Design & Improvement for the organizational, Business & Departmental functions is the process of originating and developing a plan for a product, service or process, which takes a set of input resources which are then used to transform something into outputs of products or services whilst the Process Improvement is the proactive task of identifying, analysing and improving upon existing organisational, business and departmental processes to

optimize and to meet new quotas or standards of quality. It often involves a systematic approach which follows a specific methodology but there are different approaches to be considered. Processes can either be modified or complemented with sub-processes or even eliminated for the ultimate goal of improvement.

This part would include deliverables such as service delivery models, service menus, functional analysis, organisational design, business process analysis and re-engineering. This would include an AS-IS analysis and TO-BE proposals, and could include implementation plans. All deliverables are required to be in a documented format and templates which will be agreed upfront with the City. This can include but is not limited to:

- Comprehensive Organisational, Business and Departmental AS-IS analysis.
- Recommendations and case for change.
- Design of possible Organisational, Business and Departmental TO-BE solutions.
- Organisational, Business and Departmental Performance Framework.
- Organisational, Business and Departmental Improvement Plans.
- Organisational, Business and Departmental service delivery models & arrangements.
- Benchmark or research any of the above mentioned areas as basis for proposals or approaches.
- Impact assessment of proposals.
- Organisational, Business and Departmental implementation plans, including change management recommendations.
- Organisational, Business and Departmental processes.
- Mapping levels of Organisational, Business and Departmental process.
- Illustrates opportunities for improvement.
- Improves compliance with, or provide documentation for, quality and regulatory standards.
- The collation, analysis, preparation, report writing and delivery of presentations as well as in certain instances supplying specialised resources to work with the city for a specific piece of work related to Organisational, Business, Departmental, Process design and improvement.

13.1.2 PART A2 CHANGE MANAGEMENT (ORGANISATIONAL, BUSINESS AND DEPARTMENT)

This part consists of four (4) sub-parts:

- **13.1.2.1 Change Management Strategy & Planning**
- **13.1.2.2 Change Management Impact, Readiness Analysis & Assessments**
- **13.1.2.3 Determine Communication Content, Gathering Information, Compiling & Writing of Communications**
- **13.1.2.4 Stakeholder Identification, Analysis, Stakeholder Engagements and Conducting of Presentations**

At the City of Cape Town, a **Change Management** strategy describes specific ways in which an organization will address change. Defining change management elements ensures a common understanding of what change management is. Tools or components of change management include: readiness assessments, communication planning, organisational, business & department activities and organisational, business & department roadmaps.

Change Impact is identifying the potential consequences of a change, or estimating what needs to be modified to accomplish a change, whilst the change concept is a general notion or approach that has been found to be useful in developing specific ideas which may lead to improvement.

Readiness Analysis & Assessments is a pre-review to evaluate the organization's overall readiness to change and to identify areas needing more attention. This includes making recommendations that significantly increase the likelihood of change success.

Determining Communication is the method to determine what the best communication method might be. Communication is the imparting or exchanging of information by speaking, writing or using some other medium. Determining communication must ensure communication is clear, correct, complete, concise and coherent. To gather information related to change documentation includes interviews, questionnaires, observation, study of existing organizational, business and departmental documents, forms and reports.

Compiling of Communication towards change is to produce a list or document by assembling communication information collected from various sources, whilst the writing refers to the composition of the list or communication document related to the specific change.

Stakeholders are any persons or organizations that are or might be involved in a project, or whose interests may be affected positively or negatively by execution of a project or change. The various stakeholders must be identified and the impact on the stakeholders must be determined and be clear dependent on the change.

Stakeholder Engagement is the process used by an organisation to engage relevant stakeholders for a purpose to achieve accepted outcomes, whilst presentations are used to present various topics to various stakeholders. Presentation is typically a demonstration, introduction meant to inform, persuade, inspire, motivate, or to build good will or to present a new idea or product.

The following activities will be considered under the various change management sub-parts but are not limited to them:

- Change Management services which could be internally (employees) or externally (public) focussed depending on the nature of the project and scope, could include the following documented deliverables:
- Change Impact Analysis (baseline measurement and improvement tracking), which includes applying a recommended methodology for conducting, analysing and compiling the outcomes into a report with recommendations.
- Change Readiness Assessments which includes applying a recommended methodology for conducting, analysing and compiling the outcomes into a report with recommendations.
- Stakeholder Analysis, including conducting, analysing and compiling the outcomes into a report with recommendations.
- Development of a Change Management Strategy and Plan which would achieve the desired outcomes per the project objectives. It must include the logic and approach for each stakeholder group, detail change activities per stakeholder group, including the communication type, medium and timeframes.
- Gathering and analysing the relevant information to develop a fit-for-purpose Change Management Strategy and Plan. This includes consultation with relevant stakeholders in order to get buy-in and agreement to the plan.
- Determining the content, gathering the information and compiling of the written communication and or presentations per the stakeholder analysis and communication plan.
- Conducting of presentations and stakeholder engagements to assist in the implementation of the Change Management Plan.

13.1.3 PART A3 ADVISORY SERVICES

This Part consist of four (4) sub-parts:

- **13.1.3.1 General Services**
- **13.1.3.2 Organisational Services**
- **13.1.3.3 Business Services**
- **13.1.3.4 Departmental Services and Strategic Support Services**

Advisory Service is consulting service in which the bidder develops findings and conclusions and recommendations that are presented to the client for consideration and decision making. It consists of multi-disciplinary deliverables to inform decision making within the City of Cape Town. This could include information gathering and best practices done to inform the various approaches, resourcing models and stakeholder identification and engagement to obtain approval and buy-in to the proposed approach. Deliverables include but are not limited to:

- Management systems, technical notes, strategies, management tools, methodologies, guides, reports, prioritisation criteria and advice, business plans, collaboration, spatial-, urbanisation- and city-wide general reports, planning advice, views, policies, tools, proposals.
- Presentation decks describing approach, methods, outputs, results, inferences, plan ahead, etc. A deck is described as evidence listing everything done, measured and delivered.
- Implementation plan documents.

- Implementation / planning trackers. Detailed step-by-step excel sheets to track progress of implementation of new process, etc.
- Dashboards to measure and report key business metrics to measure / update status and performance.
- Process maps / process documents could be for any and every new process design done.
- Specialist recommendation and advice.
- Prototypes / Tools.

13.1.4 PART A4 FINANCIAL IMPACT ASSESSMENTS, FEASIBILITY STUDIES, BUSINESS CASES AND RETURN ON INVESTMENT STUDIES

This part consists of one (1) sub-parts:

- **13.1.4.1 Financial Impact Assessments, Feasibility Studies, Business Case Design, Return On Investment Studies, Internal Rate of Return, Financial Management Studies & Cost Benefit Analysis, Options Analysis, Strategic Case Development, Socio-Economic Analysis and Case Development**

Finance Impact Assessments and feasibility studies is essential for initiating and controlling projects and changes across the organisation. Financial management ensures that the likely costs of the initiative are captured and evaluated within a formal business case and that costs are categorised and managed over the investment life cycle. There should be evidence of the appropriate involvement of the organisation's financial functions, with approvals being embedded in the broader organisational hierarchy. The business justification, or equivalent, should define the value of the initiative to the business and contain a financial appraisal of the possible options. The business justification will be at the core of decision-making during the initiative's life cycle, and may be linked to formal review stages and evaluation of the cost and benefits associated with alternative actions. Financial management will schedule the availability of funds to support the investment decisions. Financial Impact Assessments & Feasibility Studies takes all the relevant factors into account—including economic, technical, legal, and scheduling considerations to ascertain the likelihood of success. This part would include deliverables such as:

- Undertake costing, impact assessments and / or Return on investment (ROI) studies to test the viability, social and financial impact of suggested models / strategies as well as measure the value or impact of performance as a result of the project.
- Social ROI measures change in ways that are relevant to the people or organisations that experience or contribute to it. It tells the story of how change is being created by measuring social, environmental and economic outcomes and uses monetary values to represent them.
- Financial ROI measures the financial benefit of the project in relation to the implementation cost thereof.
- Financial costing of various options / proposals to provide information to inform decision making. Where a number of options / solutions are proposed for consideration, to determine the best option to take forward or to understand what the detailed and / or high level cost implications are of a particular intervention.

A Business Case is a written value proposition that is intended to educate a decision maker and convince them to take some kind of action. The document itself is referred to as a business case.

Financial Management studies is the planning, organizing, directing and controlling of financial activities across the organisation. It means applying general management principles to financial resources of the enterprise. Cost Benefits Analysis takes into account both quantitative and qualitative factors for analysis of the value for money for a particular project or investment opportunity. Benefits to costs ratio and other indicators are used to conduct such analyses.

13.1.5 PART A5 GENERAL FACILITATION AND FACILITATION WORKSHOPS

This Part consists of two (2) sub-parts:

- **13.1.5.1: Facilitation Methodology**
- **13.1.5.2: Reports & Presentations**

Facilitation is the act of engaging participants in creating, discovering and applying learning insights. In contrast to presentation, which is typically characterized by a “sage on the stage” delivering content to an audience, facilitation usually involves a “guide on the side” who asks questions, moderates discussions, introduces activities and helps

participants learn. Facilitation aims to:

- Define success ahead of time, so activities can be designed to help learners achieve a specific goal.
- Prepare relentlessly, including self-preparation, preparing the learning environment, preparing the content. When moving from an in-person classroom to a virtual environment, follow these facilitation tips.
 - Start with impact so that learners are excited, empowered and involved from the beginning.
 - Keep learners engaged throughout the session by including a variety of learning experiences, such as questions, role plays, practice exercises and opportunities for learners to share their experiences and learn from one another.
 - Manage dysfunction that occurs when a learner, whether consciously or unconsciously, expresses displeasure with the training purpose, content, method or outside factors.

General Facilitation:

Facilitation Methodology is the deliverable that must be created to help the Organisational, Business and Departments to prepare, facilitate and assess a learning activity / process / learning experience. Reports and Presentation must be utilised as deliverables during facilitation sessions and be executed at a professional level. This part includes deliverables such as, but not limited to:

- Facilitation of Workshops for internal and external stakeholders on a number of topics and a range of scale at any geographic location within the boundaries of the City of Cape Town.
- Compiling the program for the facilitation with the City to ensure the desired outcome/s is / are achieved.
- It could also include the identification of stakeholders, managing the invitation process and management of responses (RSVPs).
- This includes arrangements such as all supplementary items, stationary, name tags, support staff to receive participants and to assist facilitators to ensure the success of the intervention.
- The synthesis of the information gathered during the workshop/s held and delivered in a report format which will be agreed to, based on the scope of the intervention between the City and the Service Provider.

Strategic Management is the formulation and implementation of the major goals and initiatives taken by the Executive Directors, based on consideration of resources and an assessment of the internal and external environments in which the City operates. Project, Programme and Portfolio Management manages packages of work to achieve objectives and services to deliver key projects, based on the City of Cape Town's project management methodology and resulting requirements. Project Management focuses on "doing projects right", Programme Management focusses on "benefits realization" whilst Portfolio Management focuses on "doing the right projects".

These services could include all or any of the deliverables listed below but not limited to:

- Enables everyone to visualise and understand the process in the same way.
- Focuses stakeholders on the actual process.
- Builds understanding between cross functional work areas.
- Provides a "current state" upon which to base future improvements.
- Improves compliance with, or provides documentation for, quality and regulatory standards.
- Stakeholder Analysis – which includes the conducting, analysing and compiling the outcomes into a report with recommendations.
- Determining Project, Programme and Portfolio Management strategy and approach.
- Proposing and implementing of project, programme and portfolio governance structure.
- Managing the Project, Programme and Portfolio Management risks, opportunities and issues.
- Reporting on Project, Programme and Portfolio Management progress and compiling project reports for the purpose of communication to key stakeholders.
- Project, Programme and Portfolio Management Monitoring (M), Evaluation (E) and reporting services.
- Managing project, programme and portfolio budgets and documentations.
- Negotiation between various stakeholders to achieve a common understanding and agreement to the way forward.

THE PROJECT, PROGRAMME AND PORTFOLIO MANAGEMENT SECTION CONSISTS OF THE FOLLOWING THREE PARTS:

- **13.2.1: Portfolio Management**
- **13.2.2: Programme Management**
- **13.3.3: Project Management**

**13.2.1 PART B1
PORTFOLIO MANAGEMENT**

This part consists of one (1) sub-part:

- **13.2.1.1: Portfolio Project Reviews**

Project Portfolio Reviews is the continuous review process of selecting and managing the optimum set of project-oriented initiatives that deliver the maximum in organisation value or return on investment. It is a dynamic decision-making process, enabling management to reach consensus on the best use of resources to focus on projects that are achievable and strategically aligned with the organisation goals and objectives. It consists of a group of projects or programmes and other work that are grouped together to facilitate effective management of that work to meet strategic business objectives. Project Portfolio Management is a co-ordinated collection of strategic processes and decisions that together enable the most effective balance of organisational change and project delivery. Project Portfolio Management (PPM) achieves this by ensuring:

- Project Portfolio Planning is agreed at the appropriate management level and contributes to strategic objectives.
- Strategic decisions are made based on a clear understanding of cost, risk, impact and the strategic benefits to be realised.
- Resources and changes are prioritised in line with the current environment, existing changes, capacity and capability.
- Project Portfolio Planning is reviewed frequently in terms of progress, cost, risk, priority, benefits and strategic alignment.
- The PPM management structures work with Programmes and Projects, all of which may add value at various stages of their lifecycles.
- The PPM management structures provide various levels decision support to enable successful project portfolio management.
- The PPM management structures provide decision support on the portfolio, its progress against plans and any problems with conflicting priorities, risks and issues.
- The Executive Management Team may have to make hard choices about programmes, projects and resources in the light of changing priorities and requires the PPM management structures to provide the challenge and scrutiny of project portfolio information.
- Management Control covers the internal controls of the initiative and how its direction of travel is maintained throughout its life cycle, with appropriate break points to enable it to be stopped or redirected by a controlling body, if necessary.
- Organisational Management is the delivery of initiatives and the alignment to the strategic direction of the organisation. It considers how start-up and closure controls are applied to initiatives and how alignment is maintained during an initiative's life cycle. This differs from management control, which views how control of initiatives is maintained internally, as this perspective looks at additional factors that impact on initiatives are controlled (where possible, or mitigated if not) and used to maximize the final result.
- Management and Governance Structure Integration.
- Risk Management views the way in which the organisation manages threats to, and opportunities presented by, the initiative. Risk management maintains a balance of focus on threats and opportunities, with appropriate management actions to minimize or eliminate the likelihood of any identified threat occurring, or to minimize its impact if it does occur, and maximize opportunities. It will look at a variety of risk types, both internal and external, that affect the initiative and will focus on tracking the triggers that create risks.
- Project Portfolio Management Stakeholder plan.
- Project Portfolio Management advice.

The City of Cape Town continues to improve the delivery of projects within the project portfolio to target improved spend for each of the Directorates. It is within this context that the City Manager has requested continued Capex Project reviews against the baseline approved budget and project plans

These Capex project review sessions will be conducted using project information from the portfolio management tool as supporting project information and documentation. Key data used to support these review sessions is detailed below and should be up to date and maintained in the portfolio management tool:

- PM Comments
- Screening questionnaire
- Implementation risk questionnaire
- Financials including forecasted cash flow
- GIS mapping
- Themes questionnaire
- Project Description, Reasons, Goals and Benefits
- Risks, Issues, Actions, Decisions and Changes logged and maintained
- Project Documentation
- Project Governance (documentation and project lifecycle management)
- Project Procurement
- Benefits Tracking

Project Managers are requested to ensure that supporting documentation is linked to the project in portfolio management tool or available for the review according to the phase of the project(s). This documentation includes, but is not limited to, the following:

Project Scope / Deliverables statement, Design reports, any regulatory requirements (EIA etc.), SCM BIF-Specifications, Contracts, Overall Project Schedule, Project Financial Plans, Contractor Progress reports, Progress Certificates, Completion Certificates and Snag lists.

The objectives of the Capex Project Reviews are as follows:

- Review and determine the status of the current project within the portfolio against the baseline approved budget and project plan.
- Review and determine the readiness for implementation of the all projects and programmes.
- Identify and manage the risk of non-delivery of projects and programmes and therefore underspend of the budget, identify corrective actions where required.
- Determine and track the active status of the all projects.
- Ensure the early review of any projects in the outer years.
- Where necessary, adjust the forecast and project plans to ensure optimal performance and delivery of the portfolio of projects.
- Ensure project documentation is lodged and the correct governance phase for the project is reflected on the system.

A number of informants need to be considered when designing the Management structures for Project Portfolio Management. The analysis and review as actions will include but is not limited to the following deliverables:

- Project, Programme Implementation readiness assessments within the overall portfolio.
- Types of projects to be implemented (hard engineering vs. soft service related).
- Strategic and / or operating significance of the projects/programmes / portfolios to be implemented.
- Project complexities within the project environment (e.g. a multi-phase housing development and community dynamics).
- Degree of specialisation /engineering or / and cross functional (social development) skills and expertise required.
- Budget or spend of the projects (a multi-million-rand contract).
- Balance between project approach and routine operational approach to performing work (e.g. construction vs. health care).
- Whether projects are of a transversal nature across the entire organisation or an area, across specific disciplines or departments.
- Whether projects are line or function specific and have an integral link to the general operations of a department / branch / unit (e.g. build, operate, maintain).
- Size of the resource pools.
- Structure of the Directorate / Department and functions to be performed.
- Fact sheets for screenings and reviews.
- Calculation of Value at Risk on the portfolio.

- Executive Directors' scorecard KPI's.
- Project Portfolio Advice.

13.2.2 PART B2 PROGRAMME MANAGEMENT

Programme Management is the delivery of change in the form of outcomes, and thus benefits. It is a framework for implementing business strategies, policies and initiatives, or large-scale change, within an overall vision of the desired outcome. It breaks things into manageable chunks (tranches) with review points for monitoring progress and assessing performance. Programme Management provides a framework that integrates and reconciles competing demands for resources, and provides a focus for projects.

A programme will involve considerable commitment in terms of resources (from a number of areas), a significant budget, lengthy timescales, potential disruption of extant projects or programmes, and major business or organisational change. The attributes of a successful programme are:

- A clear and consistent vision of the changed business or other outcome.
- A focus on benefits and the internal and external threats to their achievement.
- Co-ordination of a number of projects and their interdependencies in pursuit of these goals.
- Leadership, influence, management and direction of the transition, including handling cultural change.

To achieve the above, it is important to incorporate Programme Management Reviews, Preparation, Planning & Implementation, Monitoring & Evaluation and Facilitation & Support. Programme reviews are a structured process that reviews the Programme and is conducted by the Programme Manager with all key stakeholders. Programme preparation is the development of a programme preparation plan.

This Part consist of four (4) sub-parts:

- **13.2.2.1: Programme Reviews**
- **13.2.2.2: Programme Preparation**
- **13.2.2.3: Programme Management: Planning, Implementation**
- **13.2.2.4: Programme Monitoring & Evaluation and Facilitation & Support**

A Program Review is a rigorous, systematic, objective, impartial, expert-based examination and evaluation of how effectively programmes and the respective projects within the respective programmes are working, and being managed as part of the on-going pursuit of higher levels of achievement and service delivery within the City of Cape Town.

Programme reviews aim to addresses questions such as:

- What are the programme's objectives?
- Is the programme delivering on its stated objectives?
- Why was the programme established and what has changed since the programme was initiated?
- How can the programme be improved and the improvement sustained?

Programme Reviews within the City of Cape Town Context will include the following and will ultimately provide the following outputs/deliverables:

- Provide an objective status of the programme at the point of the review.
- Review the programme mandate, approvals and business case.
- Alignment status with the respective directorate and or department strategy.
- Collection and submission of additional documentation to the Programme Review Panel.
- Scrutiny of the documentation by the Programme Review Panel.
- Provide a clear assessment of the programme's strengths and weaknesses and develop a guide for the programme's future direction.
- The production of a report that comments on assessments about the programme, the strengths of the programme, areas for improvement, and recommendations for further action.
- Following the receipt of the report, a follow-up action plan for the program's development.
- Review of lessons learned from previous concluded programme reviews within the City of Cape Town.
- Provide a timeline of events and history of the programme since conception to the date of the review.

- Provide the detail of the various resours (human, cost, physical and intellectual) that has and are utilised and that are assigned to the programme under review.
- Documentation management and evidence that is relevant to the programme under review (saved in a separate SharePoint site).
- Identify and recommend possible corrective actions.
- Identify and document key lessons learnt and areas for improvement.
- Review the benefits strategy, plan and progress to date of review.
- Review the Programme definition, planning and current delivery status.
- Review the programme structure, governance and reporting.
- Review the overall deliverables alignment with the stated business strategic objectives.
- Review the financial and delivery management of the programme to date of review.
- Review the procurement strategy, planning and contract management.
- Review the broad timeline, critical path and map key events, milestones, changes and impacts to date of review.

Programme Preparation is the front end loading of Programme Management to ensure the correct programmes are selected, developed and the benefits properly defined. It is the front end loading process to successfully manage programmes.

This includes but is not limited to:

- Informing how to establishing a program office (with more than one program manager).
- Defining the programme control processes.
- Communicating the particularities of the program.
- Determining the Programme work breakdown structure.
- Defining the interface between the projects.
- Define the benefits (outputs, outcomes and impacts).
- Obtaining an efficient Project and Programme Management system.
- Synchronization of the various project interfaces.
- Establishing of early-warning system.
- Roadmaps / frameworks to integrate many projects.
- Assists in the management of long-term programmes.
- Focuses on strategy for programme roll outs.
- Provides a business outcome.

Programme Management: Planning, Implementation includes, amongst other:

- Defining and managing all project and programme interfaces related to the programme.
- Programme Strategy Alignment.
- Programme Benefits Management.
- Programme Stakeholder Engagement.
- Programme Governance.
- Programme Life Cycle Management.
- Programme Task and Activity Management (programme formulation, programme planning, programme delivery, change and change monitoring, programme communication management, programme information management, programme procurement management, programme quality assurance, control and management, programme resource management, programme scheduling, monitoring and control, risk management, programme closure).
- Joint change control.

Programme Management outputs include but are not limited to:

- Programme management interface logs.
- Programme benefits maps.
- Stakeholder registers.
- Programme charters.
- Programme plans.
- Programme execution plans.
- Progress reports.

- Closure reports.
- Quality plans and reports.
- Resource plans.
- Time schedules.
- Scope statements.
- Business plans.
- Risk registers.
- All documents related to standard programme management governance.
- Manages programme scope, schedule, budget and quality.

Programme Monitoring and Evaluation is the process that helps improve performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact.

The objectives and deliverables of Programme Monitoring and evaluation include but is not limited to:

- Covering the programme value chain from inputs to impacts.
- Track the various benefits achieved on programmes.
- Develop programme benefits tracking reports and tools.
- Capturing and tracking of outputs, outcomes and impacts.
- Contribute towards the reporting of value for money with regards to programmes.
- Validate programmes to each original baselines and report on status.

Programme Support and Facilitation is the process that helps improve programme performance and achieve programme results. It helps to identify the most valuable and efficient use of resources and it provide the necessary data to guide strategic planning, to design and implement programmes and projects, and to allocate, and re-allocate resources in better ways. It is use towards the successful delivery of the numerous programmes and projects. It is important to understand the complete project landscape within the organisation and the various directorates in order to fully understand the dependencies between projects and the challenges that arise as a result of these inter-dependencies. Understanding the complete project landscape will also contribute to understanding the issues and risks faced by the projects by allowing collation of the issues and risks and managing certain issues and risks at a programme / portfolio / department or directorate level. The programme support facilitation process will provide an advisory support service to the Directors and Management team involved with existing programmes & projects in progress and future projects.

The objectives of support and facilitation engagement are:

- Provide programme/project management support to all identified programmes and projects through the organisation, which include, but is not limited to:
- PPM Governance.
- PPM Reporting including risk management.
- Providing an integrated plan/schedule.
- Provide day-to-day support for responsible persons and project managers w.r.t.
 - Planning of projects
 - Tracking of projects
 - Reporting on projects
- Provide PPM support & embedding aligned to PPM enablement, PPM SOP and PPM Roadmap (underway).
- Facilitate identification of corrective actions for implementation by responsible project managers and line departments, where required.
- Support and facilitate engagement sessions to resolve identified corrective actions by responsible project managers and line departments.
- Collate and provide updated statuses on identified action plans and progress monitoring.
- Knowledge Transfer to the various Project Management Offices via C3PM.

Outcomes and deliverables include but are not limited to:

- Visibility of all risks and progress relating to the programme landscape throughout the organisation and within the various directorates and departments.
- Identification and facilitation of status updating of existing and in progress programmes and projects, as well as

programmes and projects in planning stages.

- Identification of corrective actions and plans for all programmes and projects reviewed.
- An indication of core reasons for any delays in progressing the programmes and projects.
- The embedding of PPM and growth in PPM usage and maturity through the organisation and its directorates.
- Analyse and support integration of project planning and delivery with the budgeting processes, Demand Planning and Contract Performance monitoring (It needs to be noted that SCM is responsible for the DP and PM is responsible for CM. The service that will be provided will however support the various requests.
- Analysis and assessment of key programmes/projects in progress.
- Facilitation and identification of corrective actions.
- Collation and reporting on identified corrections actions.
- Day-to-day support of project/programme managers.
- Screening support of all agreed projects across the organisation and / or within the various directorates.

13.2.3 PART B3 PROJECT MANAGEMENT

Project management is the practice of initiating, planning, executing, controlling and closing the work of a team to achieve specific goals and meet specific success criteria at the specified time. The primary challenge of project management is to achieve all of the project goals within the given constraint. Project management is the application of processes, methods, knowledge, skills and experience to achieve the project objectives. To achieve the objective, Project Management Reviews, Preparation, Planning and Implementation, Monitoring and Evaluation, Facilitation and Support must be incorporated.

This Part consist of four (4) sub-parts:

- **13.2.3.1: Project Reviews**
- **13.2.3.2: Project Preparation**
- **13.2.3.3: Project Management: Planning, Implementation**
- **13.2.3.4: Project Monitoring & Evaluation, Facilitation & Support**

Whilst the Project Portfolio Reviews review projects, the Project Reviews refer to a more detailed, in-depth review (in most instances ad-hoc and as and when required). A Project Management Review is an exercise undertaken to identify the detailed status of the project and compare it against the project baseline. The Project Review identifies the deliverables which have been produced to date and determines whether or not the project has met the objectives set. Project Reviews include the following and will ultimately provide the following outputs / deliverables:

- Provide an objective status of the projects at the point of the review.
- Review the project mandate, approvals and business case.
- Alignment status with the respective directorate and or department strategy.
- Collection and submission of additional documentation to the Project Review Panel.
- Scrutiny of the documentation by the Project Review Panel.
- The production of a report and assessment that comments on assessments about the Project, the strengths of the Project, areas for improvement, and recommendations for further action.
- Following the receipt of the report, a follow-up action plan for the project's development.
- Review of lessons learned from previous concluded project reviews within the City of Cape Town.
- Provide a timeline of events and history of the project since conception to the date of the review.
- Provide the detail of the various resources (human, cost, physical and intellectual) that has and are utilised and that are assigned to the project under review.
- Documentation management and evidence that is relevant to the project under review (saved in a separate SharePoint site).

Furthermore, Project Reviews include and provide the following outputs / deliverables:

- Identify and recommend possible corrective actions.
- Identify and document key lessons learnt and areas for improvement.
- Review the progress to date of review.
- Review the Project definition, planning and current delivery status.

- Review the project structure, governance and reporting.
- Review the overall deliverables alignment with the stated business strategic objectives.
- Review the financial and delivery management of the project to date of review.
- Review the procurement strategy, planning and contract management.
- Review the broad timeline, critical path and map key events, milestones, changes and impacts to date of review.

Project Preparation in relation to the front end loaded (FEL) lifecycle adopted by the City. Project management approaches follow a broadly accepted project lifecycle; however, the terminology, definitions, and expectations of the deliverables of each phase of the life cycle, differ between methodologies and often are not commonly understood. Various challenges within the City are indicative of poor project preparation and implementation readiness prior to project execution, and it is of importance to address these concerns during the initial stages of a project.

Project Preparation is identified as a distinct area of work within the front end loaded (FEL) project lifecycle as compared to Project Planning. However, the differences between these two areas of work need to be clarified and a standard approach adopted. It is understood that a project lifecycle needs be aligned to the size and complexity of the project. The key focus, at this stage within the City for Project Preparation, is for projects that hold high value and complexity. Project preparation work include, but is not limited to:

- Needs and Demand Analysis
- Options Analysis
- Demand Analysis
- Technical Engineering Analysis
- Environmental Analysis
- Socio-economic Analysis
- Legal and Regulatory Due Diligence
- Defining the project control processes
- Communicating the particularities of the project
- Determining the project work breakdown structure
- Defining the interface between the projects and the synchronisation between them
- Define the project outputs and how they related to the specific programme and other benefits (outcomes and impacts)

Project management planning and implementation services to deliver key projects, based on the City's project management methodology and resulting requirements. It could be required to use the SAP Project Portfolio Management tool. The City subscribes to the City of Cape Town Project Management Body of Knowledge CT_PMBOK framework and the appointed service provider would be required to adhere to this framework. The service provider should be able to utilise both the waterfall, agile and hybrid (blended) approach for successful planning and implementation across the organisation.

These services could include any or all of the below listed deliverables:

- Determining Project strategy and approach.
- Proposing and implementation of project governance structure.
- Preparing Project related documentation such as project charter, scope statements, project plans, project schedules, project budgets, project quality management plans, project stakeholder plans and registers, project human resource plans, project communication plans, project risk registers and risk management plans, project procurement plans.
- Determine project Work Breakdown Structure and detailed project plan, including roles and responsibilities and responsible persons.
- Project Integration Management and all related deliverables (project charters, project initiation documents, project plans, project closeout reports, etc.)
- Project Scope Management and all relevant deliverables (WBS, scope statement, WBS dictionary, etc.)
- Project Time Management and all related deliverables (project schedules, activity lists, network diagrams, critical paths, etc.)
- Project Cost Management and all related deliverables (budgets, cost management plans, etc.)
- Project Quality Management and all related deliverables (quality assurance and quality control plans, etc.)
- Project Communication Management and all related deliverables (communication methods, RACIS, identifying push

pull communication, minutes, project progress reports, etc.)

- Project Stakeholder Management and all related deliverables (stakeholder registers and management plans, etc.)
- Project Human Resource Management and all related deliverables (resource registers, internal and external resources, etc.)
- Project Risk Management and all related deliverables (Risk registers, risk mitigation and responses, risk management plans etc.)
- Project Procurement Management (Procurement plans etc.)
- Managing the project including the risks and issues.
- Reporting on project progress and compiling project reports for the purpose of communication to key stakeholders.
- Managing project budget and project documentation.
- Negotiation between various stakeholders to achieve a common understanding and agreement to the way forward.

Project monitoring (M), evaluation (E) and reporting services (this could include project monitoring, support for the development and implementation of programme/project M & E frameworks, indicators and undertaking programme and project evaluations). Project Monitoring and evaluation the systematic gathering and analysing of information that will help measure progress on an aspect of various projects. Its objectives and deliverable include the following:

- Project Performance Measurements against the baselines
- The analysing and evaluation of the projects against the baseline
- Determining the variances and whether it requires any corrective action. If corrective action is required, this needs to be reported.
- Project change management
- Configuration management
- Re-forecasting of project variables
- Project audits and project risk assessment
- Project reserve management and project procurement control

Project Support and Facilitation is the process that helps improve project performance and achieve project results. It helps to identify the most valuable and efficient use of resources and it provide the necessary data to guide strategic planning, to design and implement projects and projects, and to allocate, and re-allocate resources in better ways. It is use towards the successful delivery of the numerous projects and projects. It is important to understand the complete project landscape within the organisation and the various directorates in order to fully understand the dependencies between projects and the challenges that arise as a result of these inter-dependencies. Understanding the complete project landscape will also contribute to understanding the issues and risks faced by the projects by allowing collation of the issues and risks and managing certain issues and risks at a project / portfolio / department or directorate level. The project support facilitation process will provide an advisory support service to the Directors and Management team involved with existing projects & projects in progress and future projects.

The objectives of support and facilitation engagement are:

- Provide project/project management support to all identified projects and projects through the organisation, which include, but is not limited to:
- PPM Governance.
- PPM Reporting including risk management.
- Providing an integrated plan/schedule.
- Provide day-to-day support for responsible persons and project managers w.r.t.
 - Planning of projects
 - Tracking of projects
 - Reporting on projects
- Provide PPM support & embedding aligned to PPM enablement, PPM SOP and PPM Roadmap (underway).
- Facilitate the identification of corrective actions for implementation by responsible project managers and line departments where required.
- Support and facilitate engagement sessions to resolve identified corrective actions by responsible project managers and line departments,
- Collate and provide updated statuses on identified action plans and progress monitoring,
- Knowledge Transfer to the various Project Management Offices via C3PM.

Outcomes and deliverables include but is not limited to:

- Visibility of all risks and progress relating to the project landscape throughout the organisation and within the various directorates and departments.
- Identification and facilitate updating of the status of existing projects and projects in progress and planning stages.
- Identification of corrective actions and plans for all projects and projects reviewed.
- An indication as to core reasons for any delays in progressing the projects and projects.
- The embedding of PPM and growth in PPM usage and maturity through the organisation and the various directorates.
- Analyse and support integration of project planning and delivery with the budgeting processes, Demand Planning and Contract Performance monitoring (It needs to be noted that SCM is responsible for the DP and PM is responsible for CM. The service that will be provided will however support the various requests.
- Analysis and assessment of key projects/projects in progress.
- Facilitation and identification of corrective actions.
- Collation and reporting on identified corrections actions.
- Day-to-day support of project/project managers.
- Screening support of all agreed projects across the organisation and / or within the various directorates.

Advisory Services is similar to Transversal Management. It is the cross-cutting of specific functions and management practices within the City of Cape Town. The Advisory Service is suitable for the below-listed functions across all directorates.

THE ADVISORY SERVICES SECTION CONSISTS OF THE FOLLOWING THREE PARTS:

- **13.3.1: Change Management (Project, Programme and Portfolio Management)**
- **13.3.2: PMO / PMU / PSO**
- **13.3.3: Benefits Management**

13.3.1 PART C1 CHANGE MANAGEMENT (PROJECT, PROGRAMME AND PORTFOLIO MANAGEMENT)

Change Management with specific focus on project, programme and portfolio management only, is essential in ensuring that the objectives of various project and programmes are achieved in a sustainable manner. The Change Management will also develop and drive change for individual projects, which must be aligned / integrated with the overall change management strategy and plan. Implementation of various change management initiatives as outlined in these plans will be supported by the relevant project teams (i.e. CPPM permanent staff and SP resources). The need for additional, change management support resources for specific CPPM projects will be evaluate by the RP on an ongoing basis.

The objectives of this engagement is to provide professional change management services to CCT to drive sustainable change related to project, programme and portfolio management objectives. The ultimate goal is to ensure the achievement of project and programme outcomes by driving acceptance and adoption of implemented changes, as well the associated organisational alignment (e.g. alignment of processes, procedures, capabilities, etc.). The critical project and programme outcomes and projects which required change management support include but are not limited to:

- Driving excellence in Portfolio, Programme and Project Management
- Driving adoption of the portfolio management tool available.
- Changing the focus in the financial delivery to project, programme and portfolio delivery

The following key requirements must be met in completing this engagement scope of work:

- The change strategy and plan must effectively address resistance to change.
- The change strategy and plan must drive change top-down and bottom-up.
- The change strategy and plan must drive change on an individual level.
- The change strategy and plan must drive rational compliance and emotional commitment to the change (i.e. from 'I should', to emotionally committed – 'I want to').
- The change strategy and plan must move beyond the use of basic compliance or monetary motivators to bring inherent commitment around the nature of the work itself.
- The change strategy and plan must optimize change sequencing, taking on a holistic view across the scope and

breadth of the changes, to identify and define the most 'efficient path' to implementing driven change.

- The implementation sequencing must leverage informal organisational influence networks in addition to management hierarchy.
- The change strategy and plan must focus on ensuring sustainable change.
- The change strategy and plan must show measurable change (e.g. improvement in awareness, adoption, usage of new systems and way of work, etc.)

The core deliverables for this part are as follows, but not limited to:

- A baseline project schedule detailing the appropriate activities to undertake the assignment.
- Conduct, analyse and report on various change management assessment as outline.
- Change management strategy.
- Master Change management plan and linked to the Master Change management plan sub-plans must be developed as and when required for various projects and programmes.
- Successful establishment of change champion community.
- Reports, presentations and other communication content / materials, as required for change management initiatives.
- Baseline measurement/s, determined and approved for degree of compliance / level of related changes.
- Baseline measurement/s, determined and approved by RP, for utilisation of portfolio management tool governance and document linking facility.
- Project progress updates and status reporting.
- Clear identification of the critical path activities.
- Baseline programme meetings and updates.
- The recording of any meetings, workshops, etc. and the subsequent distribution of any minutes.
- Identify risks in achieving the schedule and provide mitigating actions.

This part consists of four (4) sub-parts:

- **13.3.1.1: Change Management Strategy & Planning**
- **13.3.1.2: Change Management Impact, Readiness Analysis and Assessments**
- **13.3.1.3: Determine Communication Content, Gathering Information, Compiling and Writing of Communications**
- **13.3.1.4: Stakeholder Identification, Analysis, Stakeholder Engagements and Conducting of Presentations**

Change Impact is identifying the potential consequences of a change, or estimating what needs to be modified to accomplish a change, whilst the change concept is a general notion or approach that has been found to be useful in developing specific ideas which may lead to improvement.

Readiness Analysis & Assessments is a pre- review to evaluate the organization's overall readiness to change and to identify areas needing more attention. This include making recommendations that significantly increase the likelihood of change success.

Determining Communication is the method to determine what the best communication method might be. Communication is the imparting or exchanging of information by speaking, writing, or using some other medium. Determining communication must ensure communication is clear, correct, complete, concise and coherent. To gather information related to change documentation includes interviews, questionnaires, observation, study of existing organizational, business, and departmental documents, forms and reports.

Compiling of Communication towards change is to produce a list or document by assembling communication information collected from various sources, whilst the writing refers to the composition of the list or communication document related to the specific change.

Stakeholders are any persons or organization that is or might be involved in a project, or whose interests may be affected positively or negatively by execution of a project or change. These various stakeholders must be identified and the impact on the stakeholders must be determined and be clear dependent on the change.

Stakeholder Engagement is the process used by an organisation to engage relevant stakeholders for a purpose to

achieve accepted outcomes, whilst presentations are used to present various topics to various stakeholders. Presentation is typically a demonstration, introduction meant to inform, persuade, inspire, motivate, or to build good will or to present a new idea or product.

13.3.2 PART C2 PROJECT MANAGEMENT OFFICE (PMO) / PROGRAMME MONITORING UNIT (PMU) / PROJECT SUPPORT OFFICE (PSO)

The Project Portfolio Management and Project Management structures (CPPM / PMUs / PMOs / PSO's) will provide:

- Support to a structure for selecting the right programmes and projects;
- Ensure on-going alignment of programmes and projects with strategic objectives and targets;
- Assess whether new requirements can be accommodated within existing organisational capability, capacity and maturity;
- Ensure scrutiny and challenge;
- Identify and advise on dependencies between programmes and projects;
- Assess the true implications of the aggregate level of programme and project risk;
- Monitor progress on programmes and projects against key objectives within the strategic objectives;
- Optimise organisational investment and assure that benefits continue to be realised;
- Reduce overlaps and improve efficiency gains from programme and project rationalisation;
- Facilitate dissemination of lessons learned from Directorates and Departments;

The PPM management structures will develop and support the governance and control backbone that runs through all programmes and projects within the portfolio. It will work with the Senior Management Team and other bodies to establish formal decision enablement rules i.e. who makes what decisions, when and what information do they require. The PPM management structure will be responsible for ensuring information is escalated and cascaded appropriately through the different levels of the project portfolio management environment. Overall the intention is to ensure the right decision is taken by the right person or group based on the right level of supporting information. There should be a single source for any piece of data which is then rolled up appropriately through the layers of governance and decision making. The same rigour should be applied to restraining decisions across the portfolio, programmes and projects – ensuring stage gates are not passed through without the appropriate authority and sign off, ensuring Directorate and Departments are equipped with progress reports, exception reports and options.

There is also a requirement to ensure that projects are delivered consistently and well, through standard processes and trained competent staff. This consistency of delivery will be provided by CPPM acting as a local Centre of Excellence (COE) to provide principles, standards, consistency of methods and processes, knowledge management, assurance and training across the City.

PROGRAMME MONITORING UNIT (PMU)

The PMU supports and implements project management compliance and performance monitoring, evaluation, reporting, and provides advisory services to senior executives pertaining to a portfolio of programmes and projects within a Directorate/Department/Branch/Unit based on corporate standards including:

- Provide the decision support behind successful programme and project management within a Department
- Screen, assess and advise on the composition of the department's portfolio of programmes and projects;
- Track, monitor and advise on performance, impact and risk related matters of programmes and projects on strategic and business unit objectives; and
- Ensure the implementation of programmes and projects within line structures (through customised methodologies, where needed) aligned to corporate objectives, systems, standards, competencies and requirements.

PROJECT MANAGEMENT OFFICE (PMO)

The PMO manages and deploys a team of programme and project management professionals to manage and deliver projects including PM support services, managing compliance and monitoring functions within a Department based on corporate standards including:

- Provide the decision support behind successful programme and project management within a Department: strategic fit; benefits management, selection criteria, methodology, approach, research, resource deployment, etc.;
- Screen, assess and advise on the composition of the department's portfolio of programmes and projects;
- Plan, develop, coordinate and/or implement programmes and projects of a unique and/or transversal nature within

the department;

- Track, monitor and advise on performance, impact and risk related matters of programmes and projects; and
- Support the implementation of programmes and projects within line structures (through customised methodologies, where needed) aligned to corporate objectives, systems, standards, competencies and business requirements.

PROJECT MANAGEMENT OFFICE (PMO) / PROJECT MONITORING UNIT (PMU) / PROJECT SUPPORT OFFICE (PSO)

Provide administrative, technical, methodological, systems, logistical support to project managers and project teams based on corporate standards including:

- Provide project management technical and systems support to project implementers;
- Provide administrative, records and data management support to project implementers aligned to corporate and business requirements; and
- Facilitate logistical and practical arrangements for the delivery of projects.

This part consists of one (1) sub-parts:

• 13.3.2.1: PMO / PMU / PSO Development, Establishment and Support

The PMO/ PMU/ PSO Development and Establishment and Support will assist with the forward planning of the portfolio and project pipeline for the directorate over a multi-year period; envisaged to be +/- 5 years. Sufficient knowledge management and transfer will be required to ensure an effect transition between the interim PMO and permanent PMO; whereby a roll-over system of handovers will occur to secure knowledge and expertise.

The City requires the services and deliverables listed below by of a service provider to:

- Provide the decision support behind successful portfolio management for the City;
- Screening, assessing and advising senior management on the composition of the portfolio, its progress against plans and any conflicting priorities (including impacts on business operations), risks and issues at a corporate level;
- Assess the City's strategic portfolio and advise senior management on the composition thereof.
- Assist with identification of threats and opportunities and evaluate the true implications of the aggregate level of programme, project and portfolio risk;
- Report on the organisation's progress against plans and any conflicting priorities, risks and issues at a corporate level;
- Supports Supply Chain Management (who is responsible for the various supply chain related matters) to monitor and escalate issues which are related to the CS project portfolio;
- Linking of demand plan items to contracts or procurements;
- Monitoring and tracking of tender specification to meet Supply Chain Management timelines;
- Monitors and tracks procurements to ensure that they are on track and in time i.e. in the case of contracts required for operational continuity of Corporate Services and where Corporate Services is the custodian of contracts that serves the rest of the organisation;
- Monitoring and ensuring that monthly Project Manager comments are updated to ensure that the relevant KPI's are met.
- Create a structure for selecting the right programmes and projects aligned with strategy across the Directorate within the PMO/PMU/PSO;
- Ensure ongoing alignment of programmes and projects with strategic objectives and targets;
- Assess whether new requirements against existing organisational capability, capacity and maturity;
 - Ensure scrutiny and challenge;
 - Identify and advise on dependencies between programmes and projects;
 - Assess the true implications of the aggregate level of programme and project risk;
 - Monitor progress on programmes and projects against key objectives;
 - Optimise Directorate investment and assure that benefits continue to be realised;
 - Reduce overlaps and improve efficiency gains from programme and project rationalisation;
 - Facilitate dissemination of lessons learnt; and
 - Develop a skills transfer plan
- Work closely with the directorate's finance, supply chain and contract management stakeholders to ensure full collaboration.
- Continuous lessons learned to ensure standardisation and assistance across the entire organisation.

13.3.3 PART C3 BENEFITS MANAGEMENT

This part consists of one (1) sub-parts:

- **13.3.3.1: Benefits Identification, Structuring, Realisation Planning, Relationship Tracking and Evaluation**

Benefits Management is the process that ensures that the desired business change outcomes have been clearly defined are measurable and are ultimately realised through a structured approach and with full organizational ownership. Benefits should be assessed and approved by the organisational areas that will deliver them. Benefit dependencies and other requirements are clearly defined and understanding gained on how the outputs of the initiative will meet those requirements. There should be evidence of suitable classification of benefits and a holistic view of the implications being considered. All benefits should be owned, have realisation plans and be actively managed to ensure that they are achieved. There will be a focus on operational transition, coupled with follow-up activities to ensure that benefits are being owned and realized by the organisation. There will be evidence of continual improvement being embedded in the way the organisation functions. This process will identify opportunities that can be delivered by initiatives and also take ownership of the exploitation of capabilities delivered by programmes and projects. Change management, and the complexities this brings, will also be built into the organisation's approach. Benefits management aims to make sure that desired business outcomes have been clearly defined, are measurable, and provide a compelling case for investment and ultimately to ensure that the outcomes are actually achieved whilst benefits tracking focuses on ensuring the proposed benefits are clearly defined, measurable and monitored but do not extend into ensuring operational corrective actions are taken to realise benefits.

The ultimate objective of the Benefits tracking project is to establish an integrated city-wide benefits tracking system that enables M&E of inputs, outputs, outcomes and impacts, in line with city and national requirements, thereby enabling the evaluation of the efficient and effective use of funds to achieve the cities strategic objectives (value for money).

The objectives include the following:

- Develop and implement a benefits tracking system and methodologies as and when required.
- Develop performance monitoring reports and tools.
- Enable value for money assessments.
- Integrate programmes and projects benefits tracking system with existing performance management processes and systems at the CCT and National, including clear alignment of programme and project indicators with targeted CCT outcomes and impacts.

The deliverables for this part includes the following, but are not limited to:

- Approved benefits management / monitoring and evaluation models for all programmes and projects including performance indicator mapping.
- Benefits tracking functionality configured in the portfolio management tool and approved for all programmes and projects.
- Stakeholder engagements complete and signed off.
- Performance indicator forecasts and actuals captured for all programmes and projects, and reported for all quarters.
- Standard performance management reports for monitoring of all projects and programmes.
- Benefits management stakeholder requirements.
- Implementation plan to execute benefits management and benefits tracking related work.
- Benefits management / monitoring and evaluation models for programmes and projects.
- Approved programme and project archetypes for programmes and projects.
- Value for money calculations configured in the requested tool and format.
- Performance management reports for all programmes and projects.

13.4 PART D CONTRACT MANAGEMENT, SUPPORT, FACILITATION AND NEGOTIATIONS

Contract Management involves managing every contract in the City throughout the Contract Life Cycle with the view of maximizing value for money and securing other benefits, and is the process that ensures all parties to a contract meet their obligations in terms of the contract in an effective and efficient manner and continually meet and deliver on the

organisation's objectives, as required from that contract and to ensure that the contract delivers what is required in terms thereof, within the timelines and accordance to the agreed standards at the agreed price / costs.

Proper contract monitoring places the City in a position to make sound decisions based on evidence and verified data, thus ensuring achievement of value for money and optimal service delivery as well as enhanced compliance with the legislative framework applicable to municipalities.

The requirements and deliverables for contract management consist, but is not limited to the following

- Effective oversight over the contract management functions.
- Records management in accordance with City policies and procedures.
- Contract performance Management Contract Role assignment.
- Contract Management structures.
- Contract Risk Management.
- Contract relationship / stakeholder management.
- Contract change management.
- Ethical and accountable conduct.
- Contract Role assignment.
- Contract Risk Management.
- Contract relationship / stakeholder management.
- Contract change management.
- Ethical and accountable conduct.
- Effective Negotiations.

13.5 PART E MATURITY MANAGEMENT

This section contains three (3) sub-parts i.e. PPPM Maturity, Contract Management Maturity and Engineering Maturity.

For this section, all three must be tendered for.

- **13.5.1: Project, Programme and Portfolio Management Maturity Development**
- **13.5.2: Contract Management Maturity Development**
- **13.5.3: Engineering Management Maturity Development**

13.5.1 PROJECT, PROGRAMME AND PORTFOLIO MANAGEMENT (PPPM) MATURITY DEVELOPMENT

The primary objective of the part is to increase Project Portfolio Management, Project Programme Management, and Project Management maturity across the City of Cape Town. The implementation of the City of Cape Town Project Portfolio Management; Project Programme Management and Project Management Operating Model and Roadmap as a corporate process that will contribute toward the maturity increase and forms part of the specific part. Through baselining an organization's performance, it is possible to identify areas where an organization can most effectively increase its project, programme and portfolio capability.

Project, Programme and Portfolio Management Maturity Models helps organisation improve the likelihood of high-quality outcomes of projects and programmes. This is done by guiding organisations of a less mature nature where risks are high and quality is low to a maturity where risks are greatly reduced and quality is increased. The respective maturity models that can be used focus on specific areas of the business, or more generally to help the organization assess the relationships between their portfolios, programmes and projects. It provides a framework for organizations to assess and benchmark their current performance and effectively develop plans for improvement when managing and delivering change. The city is in progress increasing and evaluating its maturity in terms of:

- Portfolio Management
- Programme Management
- Project Management

There are no interdependencies between the models, therefore an assessment may be against one, two or all of the sub-models. It is possible for an organization to be better at programme management than it is at project management.

Improvements considers the following before implementation:

- What level does the organisation want to reach and why?
- How quick does the organisation want to improve and what is the availability of investment?
- What areas represent the biggest risk?
- What opportunities are there for quick wins that will provide visible improvement quickly?

Expected benefits and deliverables of project programme and portfolio management maturity increase includes but is not limited to:

- Improved Project Management maturity across the organisation.
- Closer alignment between the strategic and operational priorities.
- Effective and efficient delivery of PPM.
- Improved implementation capabilities.
- Clearer definition of project priorities, roles, responsibilities, accountabilities, processes, and resource allocations to improve PPM delivery.
- Increased collaboration across functional areas in transversal management matters.
- Project planning, preparation & operations integration in transversal organisation.
- Assessment levels of CCT with regard to project, programme and portfolio management and proposals to achieve to a set target maturity level.
- Enable comparison of capabilities between the organisation.
- Provide an objective assessment of strengths and weaknesses.
- Understand the purpose and benefits of what project programme and portfolio management can bring to the organisation.
- Understand the levels of assessments of project programme and portfolio management maturity within the organisation.
- Understand the strengths and weaknesses in project, programme and portfolio management within the organisation.
- Determining improvement areas and goals to be pursued towards increased project programme and portfolio management maturity.
- Roll out of various project programme and portfolio management goals and tools to ensure growth in project programme and portfolio management maturity.

13.5.2 CONTRACT MANAGEMENT (CM) MATURITY DEVELOPMENT

The primary objective of the part is to increase Project Portfolio Management, Project Programme Management, and Project Management maturity across the CCT. The implementation of the CCT Project Portfolio Management; Project Programme Management and Project Management Operating Model and Roadmap as a corporate process that will contribute toward the maturity increase and forms part of the specific part. By baselining an organization's performance, it is possible to identify areas where an organization can most effectively increase its contract management maturity.

Contract Management Maturity Models help organisation improve the likelihood of high-quality outcomes in contract management. This is done by guiding organisations of a less mature nature where risks are high and quality is low to a maturity where risks are greatly reduced and quality is increased. The client will provide the relevant maturity model upon initiation of maturity improvement work.

Assessment may be against sub-models such as process maturity, or one comprehensive model, as the case may be.

Expected benefits and deliverables of project programme and portfolio management maturity increase include but are not limited to:

- Improve Contract Management maturity across the organisation.
- Closer alignment between the strategic and operational priorities.
- Improved implementation capabilities.
- Clearer definition of contract management priorities, roles, responsibilities, accountabilities, processes and resource allocations.
- Increased collaboration across functional areas in transversal management matters.
- Contract planning, creation, collaboration, execution and close – out/renewal integration in transversal organisation.
- Assessment of contract management maturity levels and proposals to achieve to a set target maturity level.
- Enable comparison of capabilities between the organisation.

- Provide an objective assessment of strengths and weaknesses.
- Understand the purpose and benefits of what contract management can bring to the organisation.
- Understand the strengths and weaknesses in contract management within the organisation
- What improvement areas and goals needs to be pursued towards increased contract management maturity.
- Recommend various contract management goals and tools to ensure an increase in contract management maturity

13.5.3 ENGINEERING MANAGEMENT MATURITY DEVELOPMENT

The City of Cape Town is embarking on an Engineering Maturity Initiative to implement a City-wide advancement of continuous improvement and best practice across all engineering disciplines.

Engineering is the branch of science and technology responsible for the design and construction of assets. This includes inventing, designing and constructing to solve problems and achieve practical goals (i.e. the development of roads, bridges, machines, tools, processes, and computers).

Engineering Maturity is the extent to which an organisation consistently implements Engineering processes within a defined scope contributing to the achievement of its business goals, whilst deploying Engineering processes explicitly and consistently through documentation, management, measurement, control and continuous improvement.

The aim of this initiative is to improve the CCT's Engineering Management Maturity Level to the most suitable Maturity Level for a municipal entity. The vision is to successfully implement standard engineering management practices, processes and supporting technology within the CCT by undertaking the following:

- Using the established baselines for each Department/ branch, evaluate progress through an operational plan and ensure that all engineering processes are consolidated, aligned and available in a central database;
- Identifying a suitable level of Engineering Maturity for each Department/Branch across the CCT, taking into account the nature of the organisation as a municipal entity;
- Identifying and documenting areas of strength and weaknesses which need to be addressed to promote continuous improvement;
- Identifying critical themes that affect Engineering practices across the CCT;
- Recommending action plans to address the critical themes and maturity model shortcomings identified;
- Supporting the CCT to implement the action plans and ensure continuous improvement; and
- Identifying Departments/Branches that need to engage in knowledge sharing sessions to share ideas and lessons learnt.

The Engineering Maturity Model is used to assess and measure the as-is aspects of key engineering processes, guides improvement initiatives and controls progress over maturity levels, with the aim of benchmarking and establishing an organised and systematic way of undertaking Engineering business.

Maturity Levels represent an organisation's capability with respect to a specific process or process area in order to offer a systematic and structured way to approach process improvement for an organisation.

ISO 55000 is a key and will be applied as is or refined as required to evaluate the Department/ Branch's level of Maturity. Moreover, to prepare recommendations for action plans to address shortcomings and support the CCT to implement the action plans in all Engineering Departments across the CCT. This will enable the CCT to clearly identify strengths and areas of development whilst prioritising the necessary actions to reach higher Maturity Levels. The application of the Engineering Maturity Model will establish an organised and systematic way of undertaking Engineering business as follows:

- Establishing a measure for auditing and benchmarking.
- Establishing a measure of progress assessments against objectives.
- Understanding strengths, weaknesses and opportunities.
- Providing insight into day-to-day practices.
- Enabling informed decision making on workforce development & training.
- Focusing attention on specific capabilities to be retained.
- Deciding what new initiatives need to be developed or launched.
- Collaborative Engineering Peer Reviews and Knowledge Sharing Sessions.

13.6 ITEMS

To perform the work described in the sections / parts described above, various resources might be required. The following paragraph provides a high-level description of the various resources that might be required. The differences between the various resource types is related to the relevant part (detailed provided in above paragraphs), experience and qualification requirements (included in Schedule 16).

- **Accountant:** An individual whose job is to keep or inspect financial accounts related to the specific scope required.
- **Administrator:** An individual responsible for carrying out the administration related to the specific scope required. All **Administrator** resources to have the following qualification and work experience criteria:
 - **Senior Project Administrator**
Minimum Qualification required - NQF Level 6 in Project Management
Minimum work experience - 8 years
 - **Project Administrator**
Minimum Qualification required - NQF Level 6 in Project Management
Minimum work experience - 4 years
- **Advisory Consultants / Consultant:** An individual who provides professional expert advice related to the specific scope required.
- **Analyst:** An individual who conducts analysis related to the specific scope required
- **Architect:** An individual who conduct various designs related to the specific scope required
- **Assistant:** An individual who helps other functions / items (in this work tender) related to the specific scope required
- **Coordinator:** An individual organize activities and to work with others in order to complete the specific work related to this tender are completed successfully.
- **Commercial Manager:** An individual who manage commercial items related to the specific scope required.
- they work together effectively.
- **Designer:** An individual who plans the workings of something prior to it being complete via different plans related to the specific scope required.
- **Engineer:** An individual who designs, builds, or maintains engines, machines, or structures related to the specific scope required.
- **Engineering Technologist:** An individual who is professional trained in certain aspects of development and implementation of a respective area of engineering related to the specific scope required.
- **Facilitator:** An individual that makes an action or process easy or easier related to the specific scope required.
- **Manager:** An individual responsible for controlling or administering specific work related to the scope required.
- **Negotiator:** a person who conducts negotiations related to the specific scope required.
- **Planner:** An individual who makes plans related to the specific scope required.
- **Practitioner:** An individual actively engaged in a specific discipline or work related to the scope required.
- **Programme Manager:** An individual who oversee the operations of individual projects within programs. They coordinate time, budget, and resources to complete work within program guidelines, and report to the program manager on progress and any changes made to the initial project plan
- **Project Manager:** An individual who has the responsibility of the planning, procurement and execution of a project, in any undertaking that has a defined scope, defined start and a defined finish; regardless of industry.
- **Project Screener:** An Individual who examines the project within the portfolio and provide relevant data and inform action with regards to the project status.
- **Project Screening Reviewer:** An individual who a person who reviews the relevant work complete by the Project Screener.
- **Project Specialist:** An individual who supports special projects from the standpoint of training, support and documentation development related to the specific scope required.
- **Quantity Surveyor:** An individual that manages all costs relating to building and engineering projects, from the initial calculations to the final figures.
- **Researcher:** Research is defined as a careful consideration of study regarding a particular concern or a problem using scientific methods. A researcher is an individual who conducts research, conducting organized and systematic investigation into something.
- **Reviewer:** an individual who formally assesses the work with a view to changing it if need be related to the

specific scope required.

- **Scheduler:** An individual that schedules projects or programmes. Scheduling is a mechanism to communicate what tasks need to get done and which organizational resources will be allocated to complete those tasks in a specific timeframe.
- **Socio-Economist:** An individual that studies the social science studies on how economic activity affects and is shaped by social processes. In general, it analyses how societies progress, stagnate, or regress because of their local or regional economy, or the global economy related to the specific scope required.
- **Specialist:** An Individual who concentrates primarily on a particular subject or activity, a person highly skilled in a specific and restricted field related to the specific scope required.
- **Stakeholder Manager:** An individual that is able to management various and multiple stakeholders related to the specific scope required.
- **Technical Manager:** is a versatile position that requires sufficient managerial skills as well as sufficient technical skills. A technical manager should be able to perform all necessary tasks related to technical issues related to the specific scope required.
- **Writer:** An individual that produce various forms of literary and creative writing such as various forms of reports and news articles that may be of interest to the organisation, and is available to be published across a range of the media related to the specific scope required.

13.7 GENERAL SPECIFICATIONS

13.7.1 DOCUMENTATION

- All documentation generated and in the progress of being generated for the duration of the contract shall be accessible on the CCT SharePoint at all times.
- All data shall be stored on the agreed SharePoint network in a file structure as agreed upon by the Client and Supplier
- The Supplier to set up a Configuration Management System within the C3PM department and ensure all parties adhere to the agreed format and process.

13.7.2 MEETINGS AND INTERVENTIONS

- The Supplier shall not attend any meetings without a City of Cape Town responsible official present. In the initiation phase or kick off meeting a representative of the C3PM department shall attend or the City of Cape Town Line Department stakeholder (prior agreement between the line Department and the C3PM department).

13.7.3 REPORTING

- The Supplier shall be required to provide regular feedback (frequency to be established once projects / assignments are started) on all projects / assignments being undertaken, in a format agreed upon between both parties during the mobilisation period.
- The Supplier shall provide a baseline Project for approval by the Client before starting any project / assignment.
- The Supplier shall update the Project and issue it to the Client weekly for review along with a 2-week look ahead.
- The Supplier shall only be able re-baseline upon approval from the Client.

13.7.4 MOBILISATION

- The Supplier to allow for a mobilisation period (handover from current Service Provider).
- The Supplier shall timeously inform the C3PM department of any requirements needed to be provided by the Client to undertake the contract.
- The Supplier shall ensure its entire staff has the adequate and correct hardware and software to undertake their individual roles in an efficient manner.

13.7.5 PERFORMANCE MEASUREMENT

- The Supplier shall be required to evaluate and measure their performance under the contract so that the C3PM Department can continually improve on the service it provides to the CCT.
- The Supplier shall provide the C3PM department with methods of evaluations and performance measures and agree this with the C3PM department prior to starting the evaluation.

- The Supplier shall be required to provide evidence of the evaluations and measures taken to review performance and provide plans on how to improve in areas that may require improvement and agree on an action plan with the C3PM department.

13.7.6 KNOWLEDGE TRANSFER AND TRAINING WITH REGARD TO SPECIFIC WORK BRIEFS

- The Supplier shall provide a detailed plan on knowledge transfer (from the Supplier to internal C3PM department staff and other CCT staff) and also identify any training requirements. The plan shall clearly indicate various interventions, resupplieronsible individuals, methods of training, training material, etc.
- The Supplier shall provide adequate training material / knowledge transfer manuals and documentation as required for the transfer of knowledge specific to the Work Brief.
- The Supplier shall provide regular feedback (frequency to be agreed upon) to the C3PM department on knowledge transfer specific to the Work Brief.
- Knowledge transfer items to be detailed in Work Briefs issues.

13.7.7 STAFFING

- Supplier's Personnel may be required to be interviews before being assigned / utilised on any projects / tasks. The Client has the right to reject Supplier's Personnel for assigned / utilised on any projects/tasks.
- Additional resources to be agreed upon with the Client, minimum two weeks in advance.
- The Supplier may elect to remove the Supplier's personnel / resources from a Work Brief, however prior notice (30 days) must be given to the Client, for Client approval. The Supplier will be required to perform a proper hand over process and liable for any cost that may occur.
- The Client may also request that the Supplier's personnel / resources be removed from a Work Brief, however prior notice (30 days) must be given to the Supplier.

13.7.8 PROJECTS AND ASSIGNMENTS

- The C3PM department shall advise the Supplier on the initiation of any project / assignment. The Supplier shall not proceed with any project / assignment without the prior approval of the C3PM department.
- Prior to the actual commencement of any project / assignment the Supplier provide shall provide a list of all deliverables for that project / assignment in the form of a Work Brief. The Work Brief shall be reviewed and by Client for sign off prior to the project / assignment commencing.
- The Client and Supplier to agree on milestones and critical success factors.
- The Supplier to forward a Resources and Roles schedule to the Client.
- All projects / assignments shall adhere to the relevant CCT Policies and Procedures.

13.7.9 GENERAL

- Rates tendered must allow for administration task (e.g. timesheets, capturing of timesheets, Supplier's internal meetings, contract progress meetings, certificate compilation, billing, etc.)
- Rates tendered must cover all costs and expenses that may be required in and for the execution of the work described in accordance with the provisions of the Scope of Work, and shall cover the cost of all general risks, liabilities, and obligations set forth or implied in the Contract Data, as well as overhead charges and profit. The rates shall also include for all payments to administrative, clerical and secretarial staff used to support professional and technical staff.
- Rates tendered must cover reimbursement of costs for subsistence, typing, printing / copying (other than reports and / or tender documents), communications or computer hardware and / or software.
- Rates tendered must cover for travel or subsistence cost (within the limits of the Cape Metropole). No other external rate for disbursements will be considered.
- Timesheets and time statements to be submitted with the monthly invoices, weekly timesheets may be requested. Time / hours is / are to be allocated to a deliverable (as per Work Brief) and reflect on the time statement and invoice.
- Prior Approval is required for working more than the allocated monthly hours or the monthly hours stipulated on the Work Brief.
- A financial forecast per Work Brief is required and to be updated regularly.
- Invoices to be submitted on the first of the month, with all relevant documentation attached.
- Contract Management meeting to be held as per the request of the Client.

- All deliverables to be made available electronically to C3PM.

13.7.10 FURTHER CONDITIONS

- It is the responsibility of the Supplier's management team to ensure that all resources deployed for any Work Brief are aware of all the generic special instructions.
- Reporting frequency and formats for the management and execution of all Work Brief shall be agreed prior to the start of the assignment and shall be reviewed monthly to ascertain appropriateness and changed as required.
- The Supplier is reminded that the Contract Manager (CM) or in some instances a CCT representative shall be the Resupplieronsible Person (RP) and Accountable Person (AP) for the management and execution of all Work Briefs. The Supplier is required to provide support toward the delivery and execution of the assignment.
- The Supplier is reminded that the RP shall be the main contact from the CCT for that specific Work Brief and the RP should be copied into ALL communications to any CCT employee for that Work Brief.
- The Supplier shall provide their own PCs, equipment, software and hardware required to fulfil their obligations for all assignments.
- Where specifically required and needed to provide the service, the CCT may provide office space, IT equipment, stationery and furniture.
- The Supplier is reminded to practise due consideration when printing. Printing on clean pages are not allowed unless it is required as a formal final deliverable.
- The Supplier is reminded that the kitchen facilities are a shared facility and any use of water, kitchen equipment and tables shall be appropriately managed by all individuals using these facilities and requiring the use of CCT's resources. Instructions are in place if there is doubt surrounding appropriately management of the area.
- The Supplier is reminded that the office space is a shared facility and the C3PM unit operates as a Centre of Excellence (CoE). It is therefore required that all members of the unit practice due consideration toward recycling, the office and desk tidiness, office etiquette and health, safety and noise compliance.

13.7.11 CHANGE CONTROL

- Should the supplier have any reason to believe that the Work Brief instructions are ambiguous and/or lacking detail the supplier shall notify the RP before agreeing the scope of the Work Brief. This should reach the RP within one (1) week of receipt of the Work Brief.
- All queries and clarifications related to a specific Work Brief shall be managed via the completion of a Work Brief Queries and Clarification Sheet that shall be attached to that specific Work Brief as an appendix.
- Once the scope of the Work Brief has been agreed and the assignment has commenced, any changes to the scope shall be processed via the Work Brief Change Process.
- All instructions or agreements made during the execution of the assignment after the Work Brief becomes binding shall be logged and approved via the Work Brief Change Process within three (3) days of when the instruction or agreement was made. However, should instances arise where immediate action is required by the Supplier the CM shall inform the Supplier via e-mail of the instruction to proceed. This shall be followed by formalise the change via the Work Brief Change Process.

13.7.12 DELIVERABLES AND SCOPE

- The Supplier is reminded that any work undertaken outside of the scope of any Work Brief that is billed for, shall not be approved by the CM unless prior written agreement has been given.
- The Supplier is reminded that any additional requests for work or tasks that falls outside of the scope of any Work Brief shall be communicated to and approved by the CM before acceptance of any such requests.
- In the interest of continuous improvement and improved service delivery to the CCT, C3PM and the Supplier shall agree a means of obtaining customer feedback and a means to assess assignment performance for all agreed Work Brief that are executed. This shall be detailed in the Supplierecific Work Brief.
- The Supplier shall clearly define a list of deliverables that could be expected at the completion of the assignment. The RP shall review and comment on the proposal before the Work Brief is accepted by all parties. Any changes thereafter shall be managed as per the Work Brief Change Process.
- For all scheduled Work Brief presentations drafted for the management and execution of that Work Brief shall be subject to approval from the RP. Presentations shall be submitted for review and comment forty-eight (48) hours before the presentation is due or as per written agreement between the Client and the Supplier and detailed in the Work Brief.

- For all ad hoc Work Brief presentations required for the management and execution of that Work Brief shall be subject to approval from the RP. Timeframes for presentations of this nature shall be agreed between the RP and Supplier on the day the request is made.
- For all Work Brief presentations that requires the presentation of the latest available data timeframes for presentations of this nature shall be agreed between the RP and Supplier beforehand.
- All Work Brief deliverables and documents drafted for the management and execution of that Work Brief shall be subject to approval from the RP. Submission of deliverable and documents for review and comment shall be as per written agreement between the RP and the Supplier and detailed in the Work Brief.
- Timeframes for review of Work Brief documentation and deliverables, depending on its nature, shall be agreed with the RP for that specific Work Brief and detailed in that Work Brief.
- The Supplier is reminded that all deliverables, documents or presentations drafted for the management and execution of a Work Brief shall be assigned a specific SharePoint area for storage and should be filed according to the C3PM electronic filing and numbering structure.
- All documentation and drawings in all formats that is generated during the management and execution of all Work Briefs, whether in a draft or final version shall be accessible at all times on the designated SharePoint site and is the property of the CCT.
- The Supplier is reminded that they are not allowed to share information pertaining to the CCT with external parties unless prior written agreement has been given.
- The Supplier shall ensure the accurate recording of all meetings, workshops, engagement, etc. and the subsequent distribution of the minutes will be undertaken as per the specific Work Brief.
- To ensure the integrity, availability and recording of minutes are maintained all meeting minutes shall be captured using the C3PM template or similar.
- For all activities related to the management and execution of any Work Brief, the RP, if appropriate, shall be invited to participate in an agreed knowledge transfer plan, which shall be developed for review, approval and execution of such activities.
- For all presentations required for or related to any assignment for which the Supplier is best suited to undertake the presentation brief the C3PM Responsible Person shall make the introductions and present the 'Consultant'.

13.7.13 PAYMENT

- Terms of payment for the management and execution of any Work Brief shall be agreed prior to the commencement of any assignment and shall be clearly defined within each Work Brief.
- The Supplier is reminded that payment shall only be made for work that has an agreed scope and a schedule of payment has been clearly defined within the Work Brief and agreed. The payment schedule shall take the form of acceptance of a deliverable, hours completed, percentage complete or any other means deemed appropriate for the assignment.
- The Supplier is reminded that payments for any work undertaken for any Work Brief shall only be processed via the C3PM Payment Certification Process.
- All Work Brief deliverables shall only be considered accepted and approved once all the RP's comments are addressed and signed off as complete on the completion certificate.
- Payment of all assignments are subject to the sign off of the completion certificate for that Work Brief.
- No off-site worktime or onsite overtime shall be accepted unless prior agreement has been given by the CM.
- In the instances where off-site working is required immediately the Supplier shall inform the CM via e-mail and the Supplier shall only proceed until such time written confirmation is received by the Supplier.

13.7.14 RESOURCES

- The Supplier shall review the Work Brief estimation of number of resources and hours to be utilised to undertake the management and execution of the Work Brief. If the Supplier wishes to challenge the estimation, the Supplier shall provide a clear estimation of hours linked to each deliverable and resource required to undertake the full extent of the agreed scope of the Work Brief for the RP to review.
- The Supplier shall review the Work Brief proposal in terms of type of resources required to undertake the management and execution of the Work Brief and advise the RP if it is sufficient and appropriate to undertake the full extent of the Work Brief.
- All Supplier resources proposed for the management and execution of any Work Brief shall be subject to review and approval by the Client. Submission of CV's and references shall be required.

- All Supplier resources required for the management and execution of all Work Briefs shall introduce themselves as a 'Consultant' during any engagement or whilst undertaking the works for any Work Brief.
- All Supplier resources required for the management and execution of all Work Briefs shall ensure that their e-mail signature and message font is in line with the CCT's policy when using their CCT e-mail address.
- All Supplier resources required for the management and execution of any Work Brief shall ensure that their designation on their CCT e-mail signature is noted as 'Consultant'.
- All Supplier resources required for the management and execution of any Work Brief shall complete all attendance registers as a 'Consultant' for any engagement or works undertaken for any assignment.
- All Supplier resources required for the management and execution of any Work Brief shall 'clock-in' and 'clock out' using the fingerprint devices allocated irrespective whether the Work Brief is deliverable or time based.
- In the instance where a resource is being utilised for more than one (1) assignment it is a requirement for that individual to complete a timesheet detailing the number of hours and for which deliverable on the specific assignment the time has been utilised. This should be completed on the Resource Timesheet available in the Work Brief Payment Process.
- Resource planning shall be undertaken quarterly between the CM and Supplier to forecast resource requirements for the forthcoming quarter and where practically possible the CM shall give the Supplier a quarter period's notice for any resource no longer required for an assignment. However, the CM reserves the right to maintain the 30 Days' notice period for any resource no longer required to undertake the services as required by any assignment.
- In the instances where resources are removed from an assignment the Supplier shall assess the impact and submit a change as per the Work Brief Change Request Process.
- To assist in resource planning the CM and Supplier shall undertake a monthly review of Work Brief prioritisation and forthcoming Work Briefs. This shall form part of a monthly progress meeting between the CM and the Supplier.

13.7.15 CHANGE REQUESTS

- In the event that a change to an approved Work Brief is identified by either the appointed Supplier, Responsible Person, or Client a change request form is to be completed and submitted to the Client/ Contract Manager. The Change request procedure must be followed. The change request must highlight the following, but not limited to:
 - deliverable impacts
 - time impacts
 - cost impacts
 - quality impacts

(14.1) MONTHLY PROJECT LABOUR REPORT (EXAMPLE)

NOT APPLICABLE

(14.2) BBBEE SUB-CONTRACT EXPENDITURE REPORT (PRO FORMA)

TENDER NO. AND DESCRIPTION:

SUPPLIER:

B-BBEE SUB-CONTRACT EXPENDITURE REPORT

Rand Value of the contract (as defined in Schedule 4: Preference Schedule) (P*)	R	B-BBEE Status Level of Prime Supplier	
--	---	---------------------------------------	--

Name of Sub-contractor (list all)	B-BBEE Status Level of supplier ¹	Total value of Sub-contract (excl. VAT) ¹	Value of Sub-contract work to date (excl. VAT) ¹	Value of Sub-contract work to Sub-contractors with a lower B-BBEE Status Level than supplier
Sub-contractor A		R	R	R
Sub-contractor B		R	R	R
Sub-contractor C		R	R	R

¹Documentary evidence to be provided

Total:	R
Expressed as a percentage of P*	%

Signatures

Declared by supplier
to be true and correct:

Date:

Verified by CCT
Project Manager:

Date:

(14.3) PARTNERSHIP/ JOINT VENTURE (JV) / CONSORTIUM/ EXPENDITURE REPORT (PRO FORMA)

TENDER NO. AND DESCRIPTION:

SUPPLIER:

PARTNERSHIP/ JOINT VENTURE (JV)/ CONSORTIUM EXPENDITURE REPORT

Rand value of the contract (as defined in Schedule 4: Preference Schedule) (P*)		R		B-BBEE Status Level of Partnership/ Joint Venture (JV)/ Consortium	
Name of partners to the Partnership/ JV / Consortium (list all)	B-BBEE Status Level of each partner at contract award	Percentage contribution of each partner as per the Partnership/ JV/ Consortium Agreement ¹	Total value of partner's contribution (excl. VAT) ¹ B = A% x P*	Value of partner's contribution to date (excl. VAT) ¹ C	Value of partner's contribution as a percentage of the work executed to date D = C/P*x100
		A			
Partner A		%	R	R	%
Partner B		%	R	R	%
Partner C		%	R	R	%

¹Documentary evidence to be provided**Signatures**Declared by supplier
to be true and correct:

Date:

Verified by CCT
Project Manager:

Date:

City of Cape Town
XYZ



DATE

Version History	Summary of Changes	Created / Changed By	Date
V0.1	Draft		

1. BACKGROUND

1.1 Scope

2. ROLES AND RESPONSIBILITIES

2.1 Supplier Name

The various resources role and responsibilities must align to address the identified issues and the deliverable outcomes as stated in the background

Resource Name	Resource Number	Link to Tender 365C/2019/20
Transportation Business Process Specialist	1	Business design A 1.1
Transport Operations Manager	1	Advisory Services A 3.1
Transport Economist	1	Feasibility Studies B 1.1
Transportation Operation Specialist	1	Advisory Services A 3.1
Transportation Utility Specialist	1	Advisory Services A 3.1
Transportation Contract Management Specialist	1	Advisory Services A 3.1
Facilitating Advisor	1	Advisory Services A 3.1
Cultural Change Manager	1	Change Management and strategy plan A 2.1

3. DELIVERABLES

4. CRITICAL SUCCESS FACTORS**5. RISKS****6. TIMEFRAMES****7. GENERAL****8. APPROVAL**

The undersigned agree that the above brief is acceptable and approved. Any additional changes and or future changes affecting this brief will be handled through the normal change control procedure.

_____	_____	_____	_____
Name	Role	Date	Signature

_____	_____	_____	_____
Name	Role	Date	Signature

_____	_____	_____	_____
Name	Role	Date	Signature