CITY OF CAPE TOWN
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# MEMORANDUM OF AGREEMENT

FOR THE

## PROVISION OF PROFESSIONAL SERVICES TO SUPPORT TRANSVERSAL PROJECT, PROGRAMME, PORTFOLIO AND CONTRACT MANAGEMENT

MADE AND ENTERED INTO BETWEEN

**CITY OF CAPE TOWN METROPOLITAN MUNICIPALITY**

And

**IQ Business (Pty) Ltd**

**(Company Registration no.[redacted]**

**Contract Number 093C/2023/24**

[redacted]

**PREAMBLE**

**WHEREAS** Tender **093C/2023/24** was awarded to **IQ Business (Pty) Ltd** in line with the SCM- Bid Adjudication Committee resolution **SCMB 92/09/24 and SCMB 32/09/24** dated **30 SEPTEMBER 2024 and 09 SEPTEMBER 2024** respectively for the **PROVISION OF PROFESSIONAL SERVICES TO SUPPORT TRANSVERSAL PROJECT, PROGRAMME, PORTFOLIO AND CONTRACT MANAGEMENT** from **date of commencement of contract and will not be exceeding 5 years from the date of commencement, subject to Section 33 of the MFMA being approved.**

**AND WHEREAS** the award to **IQ Business (Pty) Ltd** is as **Alternative Supplier 1** in respect of **Category A, B and C.**

**AND WHEREAS** prices will be subject to adjustment in accordance with Schedule 8 of the tender document.

**AND WHEREAS** it is recorded that this Contract will be governed by the provisions of the General Conditions of Contract for the Supply of Goods and Services, Revised July 2010 ("**GCC**"), read with the Special Conditions of Contract ("**SCC**") annexed hereto marked "**PART 2: SPECIAL CONDITIONS OF CONTRACT**".

**NOW THEREFORE THE PARTIES AGREE AS FOLLOWS:**

**1. PARTIES**

The Parties to this Contract are:

1.1. **The City of Cape Town**, a metropolitan municipality, established in terms of the Local Government: Municipal Structures Act. 117 of 1998 read with the Province of the Western Cape: Provincial Gazette 5588 dated 22 September 2000, as amended ("**the Purchaser/Employer**"), herein represented the [redacted] duly authorised hereto;

1.2. **IQ Business (Pty) Ltd** a private company duly registered in terms of the laws of the Republic of South Africa with registration no: [redacted] with its principal place of business situated at [redacted] (the "**Supplier / Contractor**"), herein represented by its duly authorised representative, [redacted] in his/her capacity as [redacted]

Hereinafter, each a "Party" and together the "Parties".

**2. INTERPRETATION**

2.1. In the event of any conflict between the provisions of the the GCC, SCC or CSD (whichever is applicable) and any other Parts attached hereto, such conflict will be resolved by giving precedence to such different parts of this Contract in the following order of precedence:

2.1.1. first, the terms and conditions of the SCC;

2.1.2. second, the terms and conditions of the GCC;

2.1.3. third, Parts and Annexures to this Contract; and

[redacted]

2.1.4. fourth, any other documents incorporated by reference.

2.2. The provisions of this Contract supersede and replace the provisions of any previous agreement entered into between the Parties relating to the same subject matter.

## 3. APPOINTMENT AND DURATION

3.1. The Purchaser hereby appoints the Supplier from date of commencement.

3.2. Unless terminated earlier in accordance with the provisions of this Contract, this Contract shall terminate 5 years from the date of commencement.

## 4. MUTUAL GOOD FAITH / CO-OPERATION

4.1. The Parties represent and undertake to do all such things, perform all such acts and take all steps to procure the doing of all such things and the performance of all such acts, as may be necessary or incidental to give effect to the execution of this Contract.

4.2. The Parties shall at all times during the continuance of this Contract observe the principles of good faith towards one another in the performance of their obligations in terms of this Contract.

## 5. OBLIGATIONS OF THE PURCHASER

5.1. The Purchaser undertakes to perform its obligations in accordance with the Contract, including but not limited to the Scope of Work (**PART 4: SPECIFICATIONS**), subject to the satisfactory fulfilment of the obligations by the Supplier as set out in this Contract.

5.2. The Purchaser shall monitor and evaluate the Supplier 's performance in respect of the Scope of Work in accordance with section 116 of the Local Government: Municipal Finance Management Act 56 of 2003 (MFMA).

## 6. OBLIGATIONS OF THE SUPPLIER

6.1. The Supplier hereby agrees and undertakes to perform the Services to the Purchaser as set out in Scope of Work (**PART 4: SPECIFICATIONS**).

6.2. The Supplier will perform the Works as expeditiously as possible and furthermore agrees and undertakes to perform the services in accordance with the operational requirements of the Purchaser.

6.3. The Supplier will ensure that the Works will be of a satisfactory quality and fit for purpose.

6.4. The Supplier shall, ensure that its employees, agents, representatives, sub-Supplier s and suppliers comply with this Contract and all applicable Laws in the execution of the Works.

6.5. The Supplier will not conduct any activity of whatsoever nature which may be detrimental to the Purchaser's reputation and goodwill.

[redacted]

6.6. The Supplier shall, for the duration of this agreement, continue to comply with all declarations made in its Tender Submission, including, but not limited to compliance with any requirements relating to Local Content, Key Personnel, Industry registration requirements, Authorisation for Deductions, and shall perform its obligations in terms of the Tender submission.

## 7. PRICING DATA

7.1. The Contract Price for the Works shall be as set out in the Pricing Data annexed marked **"PART 5: PRICING SCHEDULE".**

7.2. The Supplier shall not be entitled to any other consideration for the rendering of the Works other than as provided for in this Contract.



[redacted]

# DETAILS OF SUPPLIER

## (3) DETAILS OF TENDERER

**1.1 Type of Entity** (Please tick one box)

- [ ] Individual / Sole Proprietor
- [ ] Close Corporation
- [ ] Company
- [x] 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** | JQ Business (Pty) Ltd |
| **Trading as** (if different from above) | N/A |
| **Company / Close Corporation registration number** (if applicable) | [redacted] |
| **Postal address** | |
| **Physical address** (Chosen domicilium citandi et executandi) | |
| **Contact details of the person duly authorised to represent the tenderer** | |
| **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) | |



[redacted]

| | |
|---|---|
| Is tenderer the accredited representative in South Africa for the Goods / Services / Works offered? | ☑ Yes ☐ No<br><br>If yes, enclose proof |
| Is tenderer a foreign based supplier for the Goods / Services / Works offered? | ☐ Yes ☑ No<br><br>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?<br><br>☐ Yes ☑ No |
| | b) Does the tenderer have a permanent establishment in the Republic of South Africa?<br><br>☐ Yes ☑ No |
| | c) Does the tenderer have any source of income in the Republic of South Africa?<br><br>☐ Yes ☑ No |
| | d) Is the tenderer liable in the Republic of South Africa for any form of taxation?<br><br>☐ Yes ☑ No |



[redacted]

# PART 1 : AGREEMENT - FORM OF OFFER AND ACCEPTANCE

## (4) FORM OF OFFER AND ACCEPTANCE

**TENDER NO: 93C/2023/24**

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

**CONTRACT PERIOD: FROM DATE OF COMMENCEMENT OF CONTRACT FOR A PERIOD OF FIVE (5) YEARS**

**OFFER: (TO BE FILLED IN BY TENDERER):**

**Required Details** (Please provide applicable details in full)

| | |
|---|---|
| **Name of Tendering Entity***<br>**("the tenderer")** | IQ Business (Pty) Ltd |
| **Trading as** (if different from above) | N/A |

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

[redacted]

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

[redacted]

**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
   [redacted] the Price Schedule

[redacted] the proper execution and fulfilment of all obligations and conditions [redacted] Contract

[redacted]

On behalf of the tenderer (duly authorised)

24 November 2023
Date

[redacted]

# FORM OF OFFER AND ACCEPTANCE (continued)

**TENDER NO: 93C/2023/24**

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

**CONTRACT PERIOD: FROM DATE OF COMMENCEMENT OF CONTRACT FOR A PERIOD OF FIVE (5) YEARS**

## 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:
- Clause 1 to 7, and the sub-clauses, cited in pages 1 to 4 above;
- Part 1: Agreements
- Part 2: Special Conditions to Contract
- Part 3: General Conditions of Contract
- Part 4: Specifications
- Part 5: Pricing Schedule
- Part 6: Occupational Health and Safety Agreement.

Part 7: Supporting Schedules
and drawings and documents or parts thereof, which may be incorporated by reference into the above listed Parts.

ONLY TO BE COMPLETED AT ACCEPTANCE STAGE

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 contract commencement, 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.

Unless indicated otherwise in the Deviation Schedule, this agreement comes into effect on the date when the parties have signed the table below and confirms receipt from the employer 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 contractor shall constitute the binding contract between the parties.



[redacted]

| The Parties | Employer/CCT/Purchaser | Supplier |
|---|---|---|
| Business Name | **CITY OF CAPE TOWN** | IQ Business (Pty) Ltd |
| Business Registration | Not applicable | [redacted] |
| Tax number (VAT) | [redacted] | [redacted] |
| Physical Address | Civic Centre<br>12 Hertzog Boulevard<br>Cape Town<br>8000 | [redacted] |
| Accepted contract sum including tax | Rates Based | |
| Accepted contract duration | From date of commencement for 5 (five) years | |
| Signed – who by signature hereto warrants authority | [redacted] | [redacted] |
| Name of signatory | [redacted] | [redacted] |
| Signed: Date | [redacted] | [redacted] |
| Signed: Location | [redacted] | [redacted] |
| Signed: Witness | [redacted] | [redacted] |
| Name of Witness | [redacted] | [redacted] |



[redacted]

## 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: Date of Commencement

Details: The date of commencement of this contract will be 01 July 2025.

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.



[redacted]

## PART 2 :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.

[redacted]

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 OHS 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 pur[redacted] intended.

 [redacted]

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 [redacted] 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**

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



[redacted]

document or copies of the insurance policies.

**15. Warranty**

*Not applicable*

**16. Payment**

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

16.1 Payment of invoices will be made within 30 days of receiving the relevant invoice or statement, unless otherwise prescribed for certain categories of expenditure or specific contractual requirements in accordance with any other applicable policies of the City. All completed invoices for goods and services will be paid on a weekly basis and construction related invoices will be paid daily.

Notwithstanding anything contained above, the City shall not be liable for payment of any invoice that pre dates the date of delivery of any goods or services, or the date of certification for construction works.

Should the processing of a payment be delayed due to the late submission of documentation, any penalties imposed will be for the account of the functional business area. Any queries will also be referred to such line department.

No official shall commit Council to making a payment outside the scheduled payment terms

*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 – refer to Schedule 8 of the tender document.

17.5 If price adjustment for variations in the cost of plant and materials imported from outside of South Africa:

Not applicable.



[redacted]

17.5.1 Adjustment for variations in rates of exchange:

Not applicable.

17.5.2 Adjustment for variations in customs surcharge and customs duty

Not applicable.

17.5.3 Adjustment for variation in labour and material Costs

Not applicable.

**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 the 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:***

[redacted]

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 shall, without prejudice to its other remedies under the contract, deduct from the contract price, as a penalty, a sum as stated herein for each day of the delay until actual delivery or performance.

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** relaying 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.
23.8.5.6 Circumstances where the relevant vendor has employed, or is directed by, anyone who was previously employed in the service of the state (as defined in clause 1.53), where the person is or was negatively implicated in any SCM irregularity.

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:

[redacted]

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 whose identity shall be agreed to between the Parties within fourteen (14) days, failing which the referring party will be entitled to approach the Chairperson of the Cape Bar for a recommendation of a mediator experienced in the subject matter of the dispute, to act as the mediator. 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.

[redacted]

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 PIN 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 [redacted]

## 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.

**36. Service Level Agreement (SLA)**

The provisions below details the acceptable standards of services to be provided by the Supplier. To the extent that the provisions of the SLA contradict the GCC read with the SCC above, the conditions of the SCC shall prevail.

**36.1 Workbrief Initiation/Procedure**

a) The C3PM Department will engage the Supplier of the initiation of a Workbrief and respond to the request in the format prescribed by the department, which will include (but is not limited to):
- A list of all Workbrief deliverables in the form of a Work Brief
- Milestones

[redacted]

- Critical success factors
- Resources offered for required roles and hours per resource for the duration of the Workbrief
- Workbrief schedule

b) The Supplier shall review the Workbrief estimation of number of resources and hours to be utilised to undertake the management and execution of the Workbrief. 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 consideration by the Responsible Person.

c) All Workbriefs constitute a contract as defined in the CCT Contract Management Framework and as such is governed by relevant CCT Policies and Procedures.

d) The Supplier shall not commence with work under any Workbrief, until such time as it has been signed by the C3PM Department representative responsible for coordination of the overall framework agreement.

**36.2 Documentation.**

All documents, data and work product created by the Supplier must be uploaded/stored on the repository designated by the Responsible Person.

**36.2 Meetings**

The Supplier shall:

a) not attend or conduct any meetings or other engagements without the Responsible Person present, unless expressly requested to do so by the Responsible Person.

b) ensure the accurate recording of all meetings, workshops, engagement, etc. and the subsequent distribution of the minutes and attendance registers.

**36.3 Reporting**

The Supplier shall:

a) provide regular feedback at frequencies to be determined for the relevant Workbrief and in such format agreed between the Supplier and Responsible Person.

b) provide a baseline schedule for approval by the Responsible Person before starting work on any Workbrief. Any changes to the schedule must be approved by the Responsible person in writing/by signature.

**36.4 Contract and Workbrief initiation**

The Supplier shall:

a) execute contract and Workbrief initiation and all associated activities (including any handover from current Suppliers (if any), IS&T roll on administration, etc.) at no cost to the CCT.

b) timeously inform the Responsible Person of any requirements to be provided by the CCT to undertake work in terms of the relevant Workbrief, prior to starting any work.

c) provide their own PCs, equipment, software and hardware required to fulfil their obligations for all assignments and ensure its staff/resources have adequate hardware and software to undertake their individual roles in an efficient manner.

**36.5 Performance**

a) The Responsible Person will monitor performance by the Supplier on the relevant Workbrief on a monthly basis.

b) The Supplier will cooperate with the Responsible Person in relation to performance monitoring and attend any required meetings and provide required evidence/information to enable such monitoring.

**36.6 Knowledge/Skills Transfer and Training**

The Supplier shall provide:

a) a detailed plan for knowledge transfer and skills transfer (from the Supplier to internal C3PM staff and other CCT staff) including the identification of any training requirements. The plan shall clearly indicate various interventions, responsible individuals, methods of training, training material, etc.

b) adequate training including training material / knowledge transfer manuals and documentation as required for the transfer of knowledge specific to the Workbrief.

c) regular feedback (frequency to be agreed upon with the Responsible Person) on knowledge transfer initiatives specific to the Workbrief.

**36.7 Staffing/Resources**

a) The Supplier will provide curriculum vitae for consideration by the CCT as part of its proposal/response to initiate a Workbrief clearly showing that the resources meets the applicable minimum qualification and experience requirements.

b) Resources may be required to be interviewed before being assigned / utilised on any Workbriefs.

c) The CCT has the right to reject Supplier's resource for assigned / utilised on any Workbrief.

d) The Supplier may elect to remove the Supplier's personnel / resources from a Workbrief by prior written notice [redacted] of no less than one (1) calendar month. The Supplier will be required to perform a proper hand over at no cost to the CCT.

e) Similarly, the CCT may request that the Supplier's personnel / resources be removed from a Workbrief, by prior written notice of no less than one (1) calendar month.

f) Timesheets and time statements for every resource assigned to a Workbrief must be submitted with invoices.

**36.8 Change Control**

a) All changes to scope, time or cost of the Workbrief is subject to a change control process as prescribed by the C3PM Department. The request must be submitted on the template provided and signed by the Responsible Person clearly indicating the nature and extent of the change as well as the impact thereof on scope, time or cost of the Workbrief.

b) No changes to scope, time or cost of the Workbrief will be of any force or effect unless approved by the C3PM Department by expressly indicating such approval on the aforementioned change document. The CCT shall not be liable for any charges/cost associated with changes not approved by the C3PM Department.

**36.9 Workbrief Close Out**

The Supplier shall, no later than 30 (thirty) days after the Workbrief expiry date, provide all deliverables, documents and work product required in terms of the Workbrief as well as the Workbrief close out report in the format prescribed by the C3PM Department. The City shall be entitled to withhold payment of any invoices not yet paid, until such time as all deliverables have been received.

**37. Protection of Personal Information**

37.1 The Supplier acknowledges that, for the purposes of this agreement, they may come into contact with or have access to personal information and other information that may be classified or deemed as private or confidential and for which Purchaser is responsible in terms of Protection of Personal Information Act ("POPIA"). Such personal information may also be deemed or considered as private and confidential as it relates to POPIA.

37.2 The Supplier agrees that they will at all times comply with POPIA and Purchaser's Privacy Notice, and that it shall only collect, use and process personal information it comes into contact with pursuant to this agreement in a lawful manner, and only to the extent required to execute the services, or to provide the goods and to perform their obligations in terms of the service level agreement.

37.3 The Supplier agrees that it shall put in place, and at all times maintain, appropriate physical, technological and contractual security measures to ensure the protection and confidentiality of the personal information that it, or its employees, its Supplier s or other authorised individuals comes into contact in relation to the service level agreement.

37.4 The supplier agrees that it shall notify the Purchaser immediately where there are reasonable grounds to believe that the personal information of a data subject has been accessed or acquired by any unauthorised person.

37.5 Unless so required by law, the Supplier agrees that it shall treat the personal information as confidential and further not disclose any personal information as defined in POPIA to any third party without the prior written consent of the Purchaser.

37.6 The Supplier hereby indemnifies and holds the Purchaser harmless against all claims, losses, damages and costs of whatsoever nature suffered by the Purchaser arising from or in relation to the Supplier's (and/or its employees', agents' and sub-Supplier s') non-compliance with applicable data protection laws and/or other legislation.

37.7 The Supplier agrees that the Purchaser may conduct regular data protection audits on the Supplier and undertakes to give its full co-operation in this regard.

**38. Performance Monitoring**



[redacted]

38.1 As required by section 116(2)(b) of the Local Government: Municipal Financial Management Act 56 of 2003, the City shall monitor the performance of the Supplier /supplier on at least a monthly basis, and the supplier agrees to provide the City with its full cooperation in this regard.



[redacted]

# PART 3 :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.



[redacted]

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 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.



[redacted]

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.



[redacted]

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.

[redacted]

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.



[redacted]

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.



[redacted]

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.



[redacted]

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:
(i) the name and address of the supplier and/or person restricted by the purchaser;
(ii) the date of commencement of the restriction;
(iii) the period of restriction; and
(iv) 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.



[redacted]

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 compliance Status Pin Number/s 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).

[redacted]

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.

**35. Offer and acceptance of work allocation**

35.1 Suppliers, 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 supplier ("the winner"), and only if he refuses will the work be offered to the next highest ranked supplier from the alternative supplier(s).



[redacted]

# 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)

[redacted]

[redacted]

02/03/2023

## CONFIRMATION OF COVER

This is to confirm that the cover in respect of Public Liability is in force as follows:

| | |
|---|---|
| INSURED : | [redacted] |
| INSURER : | |
| POLICY NUMBER: | |
| COVER PERIOD: | 01.02.2023 to 31.01.2024 |
| COVER: | Professional Indemnity – R30 000 000<br>Public Liability – R30 000 000 |
| EXTENSIONS : | Defamation and Wrongful Arrest – R1 000 000 |

We hope you find the above to be in order. Please do not hesitate to contact us should you have any queries.

Sincerely

[redacted]



[redacted]

[redacted]

# PART 4 :SPECIFICATION(S)

This tender is for the procurement of skills and services that support transversal management in the business areas outlined below. The purpose of the procurement is to facilitate access to and application of project, portfolio and programme management skills and services as well as other related services within and/or across different directorates, functions and disciplines within the City of Cape Town (CCT). Resultant contracts will enable deployment of these skills and services in a way that fosters horizontal and vertical integration between directorates, departments and functions and supports the continued efforts to transform the CCT's organisational culture from hierarchical- (and "silo'd") management, to an integrated and collaborative administration.

## 13.1 CATEGORY A - ORGANISATIONAL, BUSINESS AND DEPARTMENTAL PROCESS DESIGN & IMPROVEMENT

This category includes (but is not limited to):

- Strategy and Case for Change development
- "As Is" and "To Be" modelling
- Performance Frameworks development
- Improvement Plans
- Bench Marking
- Compliance and Quality Management
- design and use of methodologies

In the following areas:

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

b) **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.

c) **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.

d) **Process Design & Improvement for the Organisational, 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 optimise and to meet new quotas or standards of quality.

e) **Change Management** is designing and executing a Change Management approach that significantly increase the likelihood of change success, by overcoming resistance and maximising, accelerating and sustaining adoption of "the new". A Change Management Strategy may include, but is not limited to:

   i. **Change Impact Assessments**: identifying the potential consequences of a change, or estimating what needs to be modified to accomplish a change, particularly the impacts on people or people management processes within the organisation.

[redacted]

ii. **Organisational Readiness & Risk Assessments:** an evaluation of the organisation's overall readiness (and/or resistance) to change, identifying areas needing more attention to mitigate organisational risk.

iii. **Stakeholder Management:** Stakeholder identification & analysis; planning, design, development and execution of relevant communication and Stakeholder engagements through the phases of Preparing for Change, Implementing Change and Sustaining Change.

f) **Facilitation** is the act of engaging participants in creating, discovering and applying learning insights, plans, process designs and/or team agreements. It includes defining success ahead of time, self-preparation, preparing the learning environment, preparing the content and holding the space and the process for delegates to engage effectively with each other and with the content and/or emergent ideas as relevant to desired outcomes. It also includes reports following engagement.

g) **Facilitation Methodology** is the selection and/or design of a facilitation approach or methodology best suited to help a group reach the desired outcomes.



[redacted]

**Resource Requirements**
The minimum qualification and experience requirements per position are shown in the table below:

| ROLE | ROLE DESCRIPTION | ITEM NO. | JOB TITLE-RESOURCE LEVEL | MINIMUM QUALIFICATION REQUIREMENTS | MINIMUM EXPERIENCE (Years) |
|---|---|---|---|---|---|
| **CATEGORY A** | **Organisational, Business and Departmental, Process Design & Improvement** | A.1 | Design/ Improvement Specialist | M Degree in Commerce / Industrial Engineering / relevant field as per work brief scope | 10 |
| | | A.2 | Senior Design/ Improvement Analyst | B Degree in Commerce / Industrial Engineering / relevant field as per work brief scope | 8 |
| | | A.3 | Design /Improvement Analyst | B Degree in Commerce / Industrial Engineering/ relevant field as per work brief scope | 5 |
| | | A.4 | Performance Specialist | M Degree in Commerce / Industrial Engineering / relevant field as per work brief scope | 10 |
| | | A.5 | Senior Performance Analyst | B Degree in Commerce / Industrial Engineering / relevant field as per work brief scope | 8 |
| | | A.6 | Performance Analyst | B Degree in Commerce / Industrial Engineering/ relevant field as per work brief scope | 5 |
| | | A.7 | OD Maturity Specialist | M degree in Organisational/Industrial Psychology | 10 |
| | | A.8 | Change & Transformation Specialist | M Degree in Human Resource Management or Organisational/Industrial Psychology with Change Management course or module completed | 10 |
| | | A.9 | Senior Change Manager | B Degree in Human Resource Management or Organisational Psychology with Change Management course or module completed | 8 |
| | | A.10 | Junior Change Manager/Change Analyst | B Degree in Human Resource Management or Organisational Psychology with Change Management course or module completed | 5 |
| | | A.11 | Senior Communications Manager | B Degree in Human Resource Management or Organisational Psychology or Business Management with Change Management or Communications course or module completed | 8 |



[redacted]

| **CATEGORY A (cont.)** | **Organisational, Business, Departmental and Process Design & Improvement (cont.)** | **ITEM NO.** | **JOB TITLE- RESOURCE LEVEL** | **MINIMUM QUALIFICATION REQUIREMENTS** | **MINIMUM EXPERIENCE (Years)** |
|---|---|---|---|---|---|
| | | A.12 | Communications Manager | B Degree in Human Resource Management or Organisational Psychology or Business Management with Change Management or Communications course/module/diploma completed | 5 |
| | | A.13 | Communications Analyst | Diploma in Communications | 3 |
| | | A.14 | Graphic Designer | Diploma in Graphic Design | 3 |
| | | A.15 | Facilitation Specialist | M Degree or MBA or PhD in relevant field | 10 |
| | | A.16 | Senior Facilitator | B Degree in Commerce / HR / Business Management / Industrial Engineering / IT | 8 |
| | | A.17 | Facilitator | B Degree in Commerce / HR / Business Management / Industrial Engineering / IT | 5 |
| | | A.18 | Administrative Assistant | Grade 12 & Post Matric Certificate/Diploma in relevant field | 5 |



[redacted]

## 13.2 CATEGORY B - ADVISORY SERVICES

This category is for the procurement of a comprehensive consulting offering where the supplier conducts research, analysis, and benchmarking activities to develop findings, conclusions, and recommendations for the CCT to consider in its decision-making processes. This service is multidisciplinary and can encompass a wide range of deliverables designed to inform and improve various aspects of the CCT The key components and deliverables include (but are not limited to):

a) Policy Development and Analysis
- Assisting in the creation, review, and enhancement of policies and regulations to align them with best practices, legal requirements, and organisational goals.
- Conducting policy impact assessments and providing recommendations for policy improvements.

b) Research Activities
- Conducting in-depth research on specific topics, issues, industries or sectors to gather data, insights, and trends.
- Analysing research findings and drawing meaningful conclusions.
- Benchmarking against industry standards and best practices to identify areas for improvement.

c) Benchmarking
- Comparing organisational processes, performance, and practices against industry peers or leading organisations.
- Identifying strengths and weaknesses through benchmarking analyses.
- Recommending strategies to align with or surpass industry benchmarks.

Deliverables include (but are not limited to):
- Management Systems: Designing systems to enhance operational efficiency, including software solutions and standardised procedures.
- Technical Reports: Providing technical documentation and reports based on research and analysis.
- Strategic Plans: Developing comprehensive strategies to guide organisational goals and address challenges.
- Management Tools: Creating tools and resources for effective decision-making and operations.
- Methodologies and Guides: Developing standardised methodologies and guidelines for processes.
- Reports: Compiling detailed reports with recommendations and actionable insights.
- Prioritisation Criteria: Establishing criteria for project prioritisation and resource allocation.
- Business Plans: Crafting business plans for specific projects or initiatives.
- Collaboration Initiatives: Facilitating collaboration among stakeholders for common objectives.
- Planning and Urbanisation Advice: Providing guidance on urban planning, land use, and sustainability.
- Presentation Decks: Creating visual presentations to communicate findings and strategies.
- Implementation Plans: Outlining actionable steps and timelines for implementing recommendations.
- Progress Trackers: Developing tools to monitor and track implementation progress.
- Dashboards: Designing dashboards for real-time performance measurement and reporting.
- Process Documentation: Documenting and optimising organisational processes.
- Specialised Recommendations: Offering expert advice on specific challenges or opportunities.
- Prototypes and Tools: Developing prototypes or tools to test and demonstrate solutions.

In summary, an advisory service encompasses a wide range of activities, including policy development, research, and benchmarking, with the aim of providing the CCT with valuable insights, strategies, and tools to inform decision-making, enhance efficiency, and achieve organisational objectives.



[redacted]

**Resource Requirements**
The minimum qualification and experience requirements per position are shown in the table below:

| ROLE | ROLE DESCRIPTION | ITEM NO. | JOB TITLE-RESOURCE LEVEL | MINIMUM QUALIFICATION REQUIREMENTS | MINIMUM EXPERIENCE (Years) |
|---|---|---|---|---|---|
| **CATEGORY B** | **Advisory Services** | B.1 | Specialist Advisory Consultant | M Degree in Commerce / Business Management / Engineering / relevant field as per work brief scope | 10 |
| | | B.2 | Senior Advisory Consultant | B Degree in Commerce / Business Management / Engineering / relevant field as per work brief scope | 8 |
| | | B.3 | Advisory Consultant | B Degree in Commerce / Business Management / Engineering / relevant field as per work brief scope | 5 |
| | | B.4 | Information Specialist | M Degree in relevant field as per work brief scope / relevant ICT certifications | 10 |
| | | B.5 | Senior Information Analyst | B Degree in Commerce / Business Management / Engineering / IT / relevant field as per work brief scope / relevant ICT certifications | 8 |
| | | B.6 | Information Analyst | B Degree in Commerce / Business Management / Engineering / IT / relevant field as per work brief scope / relevant ICT certifications | 5 |
| | | B.7 | Data Specialist | M Degree in relevant field as per work brief scope | 10 |
| | | B.8 | Senior Data Analyst | Relevant B Degree | 8 |
| | | B.9 | Data Analyst | Relevant B Degree | 5 |
| | | B.10 | Research Specialist | M Degree in Commerce / Business Management / Engineering / relevant field as per work brief scope | 10 |
| | | B.11 | Senior Researcher | B Degree in Commerce / Business Management / Engineering / relevant field as per work brief scope | 8 |
| | | B.12 | Researcher | B Degree in Commerce / Business Management / Engineering / relevant field as per work brief scope | 5 |



[redacted]

## 13.3 CATEGORY C - FINANCIAL IMPACT ASSESSMENTS, FEASIBILITY STUDIES, BUSINESS CASE DESIGN, COMPREHENSIVE FINANCIAL ANALYSIS AND FINANCIAL MANAGEMENT & COST BENEFIT ANALYSIS

In the realm of project management, a suite of critical financial services plays a pivotal role in project initiation and oversight. These include (but are not limited to):

- Financial Impact Assessments and Feasibility Studies
- Business Case Design
- Comprehensive Financial Analysis
- Financial Management Studies and Cost Benefit Analysis

a) Financial Impact Assessments and Feasibility Studies
To initiate and manage projects effectively, financial impact assessments and feasibility studies are indispensable. They serve as the cornerstone for evaluating the viability of projects and changes within the CCT. These assessments meticulously capture and evaluate the potential costs of initiatives within a formal business case, ensuring that costs are systematically categorised and managed over the investment life cycle. Crucially, these assessments involve the engagement of the CCT's financial functions, with approvals seamlessly integrated into the broader CCT hierarchy. The resulting business justification defines the initiative's value to the business and includes a financial appraisal of various options. Throughout the initiative's life cycle, the business justification remains central to decision-making, often linked to formal review stages that evaluate the costs and benefits associated with alternative courses of action.

b) Business Case Design
A Business Case serves as a written value proposition aimed at enlightening decision-makers and persuading them to take concrete actions. It constitutes the foundational document in the decision-making process.

c) Comprehensive Financial Analysis
Financial Impact Assessments and Feasibility Studies are all-encompassing, taking into account a spectrum of relevant factors, including economic, technical, legal, and scheduling considerations. This comprehensive approach gauges the likelihood of success and yields a range of deliverables, including: Cost Benefit Analysis (quantitative and qualitative considerations to evaluate the value for money of specific projects or investment opportunities). This analysis employs metrics such as benefits-to-cost ratio (and other key indicators to inform decision-making), impact assessments, and Return on Investment (ROI) studies to gauge viability and assess the social and financial impact of proposed models or strategies. Social ROI analysis, which quantifies changes relevant to stakeholders and reflects how change is achieved by measuring social, environmental, and economic outcomes with monetary values. Financial ROI measurement, focusing on the financial benefits of the project relative to its implementation costs. Financial costing of various options and proposals to furnish decision-makers with insights into the cost implications of potential interventions and the determination of optimal courses of action.

d) Financial Management and Cost-Benefit Analysis
Financial management orchestrates the availability of funds to underpin sound investment decisions. Financial management studies encompass planning, organising, directing, and controlling financial activities across the CCT. This involves the application of general management principles to optimise the utilisation of financial resources.

In summary these studies seek to ensure that financial considerations are seamlessly integrated into the CCT's decision-making processes. This results in enhanced project viability, responsible financial stewardship, and sustainable growth, enabling the CCT to embark on projects with confidence and precision.



[redacted]

**Resource Requirements**
The minimum qualification and experience requirements per position are shown in the table below:

| ROLE | ROLE DESCRIPTION | ITEM NO. | JOB TITLE-RESOURCE LEVEL | MINIMUM QUALIFICATION REQUIREMENTS | MINIMUM EXPERIENCE (Years) |
|---|---|---|---|---|---|
| **CATEGORY C** | **Financial Impact Assessments, Feasibility Studies, Business Case Design, Comprehensive Financial Analysis And Financial Management & Cost Benefit Analysis** | C.1 | Specialist Accountant | Chartered Accountant with M Degree or MBA or PhD in relevant field | 10 |
| | | C.2 | Senior Accountant | Chartered Accountant | 8 |
| | | C.3 | Accountant | B Degree in Accounting | 5 |
| | | C.4 | Financial Specialist | Actuary with M Degree or MBA or PhD in relevant field | 10 |
| | | C.5 | Senior Financial Analyst | Actuary | 8 |
| | | C.6 | Financial Analyst | B Degree in Finance | 5 |
| | | C.7 | Economic Specialist | M Degree in Economics | 10 |
| | | C.8 | Senior Economist | B Degree in Economics | 8 |
| | | C.9 | Economist | B Degree in Economics | 5 |
| | | C.10 | Senior Socio-Economic Analyst | B Degree in Economics | 8 |
| | | C.11 | Socio-Economic Analyst | B Degree in Economics | 5 |
| | | C.12 | Commercial and Regulatory Specialist | M Degree or MBA or PhD in relevant field | 10 |
| | | C.13 | Senior Commercial Analyst | B Degree in Commerce / Business Management / Engineering | 8 |
| | | C.14 | Commercial Analyst | B Degree in Commerce / Business Management / Engineering | 5 |
| | | C.15 | Administrator | Grade 12 and relevant experience providing clerical support in relevant field as per work brief scope | 3 |



[redacted]

## 13.4 CATEGORY D - PORTFOLIO MANAGEMENT

The services required for this category include (but is not limited to) the following:

a) Project Screening and Review
- These are an essential categories of the City's budget decision-making process. They involve continuous evaluation and management of selected projects to deliver maximum benefits to stakeholders. The reviews focus on data captured in the City's SAP PPM system and cover the following key aspects:
- Strategic Planning: Align project portfolio planning with strategic objectives.
- Informed Decisions: Make strategic decisions based on cost, risk, impact, and benefits.
- Resource Prioritisation: Allocate resources based on the current environment, capacity, and capability.
- Frequent Review: Quarterly review project portfolio planning for progress, cost, risk, and financial alignment.
- Decision Support: Provide decision support for successful portfolio management.
- Risk Management: Manage threats and opportunities to minimise risks and maximize opportunities.

b) Portfolio Analysis and Prioritisation
- This work focuses on using the analysis of data captured in the SAP PPM system to inform decision relating to portfolio management and prioritisation.
- Key tasks include:
- Program and project selection.
- Alignment with strategic objectives.
- Identify dependencies and evaluates risks.
- Monitor progress and optimise benefits.
- Decision support for portfolio management.
- Screening, assessment, and advisory services for senior management.
- Monitoring of procurement and contract timelines.
- Monitoring project manager comments.
- Ongoing alignment with strategic objectives.
- Assessment of new requirements against organisational capability.
- Progress monitoring and optimisation.
- Lessons learned and skills transfer.
- Collaboration with finance, supply chain, and contract management stakeholders.
- Continuous improvement and standardisation across the organisation.

c) Project Management Office (PMO) establishment, maturity and delivery of services
- Establishing a Project Management Office (PMO) is a strategic initiative for organisations aiming to enhance project delivery, streamline processes, and align projects with overarching business goals. The journey to set up a PMO involves several core functions and key steps, which can be summarized as follows:
- At the outset, it's crucial to understand why the PMO is being established and what specific objectives it aims to achieve.
- Structure the PMO to align with the specific needs of the City for the particular department or directorate.
- Select the right team members to ensure the PMO's success. Key roles include:
  - PMO Manager: Responsible for overall PMO leadership, strategy alignment, and stakeholder engagement.
  - Project Managers: Skilled professionals responsible for managing individual projects within the portfolio.
  - Portfolio Managers: Experts in portfolio management who ensure alignment with strategic objectives and prioritise projects.
  - Analysts: Data-driven professionals who provide insights into project performance, risk assessment, and resource allocation.
- The PMO should establish clear processes, methodologies, and best practices to guide project management efforts. These processes should cover project initiation, planning, execution, monitoring, and closure – these are mostly already defined for the City of Cape Town, but may need enhancement as the discipline matures within the City and as industry best practice evolves.
- Invest in appropriate tools and technology to support PMO operations. These tools can aid in project and portfolio management, resource allocation, risk assessment, financial tracking, and reporting.

- The PMO should establish governance mechanisms for reviewing project progress, assessing risks, and

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making decisions about project initiation, continuation, or termination. Regular reporting to senior management and stakeholders is essential to keep all parties informed.

- Introducing a PMO represents a significant change in a department's Project Management approach. Implementing effective Change Management strategies is vital to ensure smooth adoption. Communication, training, and ongoing support are essential components of successful Change Management.
- Once the PMO is operational, it's important to monitor its performance continuously. Key Performance Indicators (KPIs) and metrics should be established to assess the PMO's effectiveness. Regular reviews of project portfolio performance and PMO processes help identify areas for improvement. A culture of continuous improvement ensures the PMO evolves to meet changing needs management and stakeholders is essential to keep all parties informed.
- Introducing a PMO represents a significant change in a department's Project Management approach. Implementing effective Change Management strategies is vital to ensure smooth adoption. Communication, training, and ongoing support are essential components of successful Change Management.
- Once the PMO is operational, it's important to monitor its performance continuously. Key Performance Indicators (KPIs) and metrics should be established to assess the PMO's effectiveness. Regular reviews of project portfolio performance and PMO processes help identify areas for improvement. A culture of continuous improvement ensures the PMO evolves to meet changing needs.

In summary, setting up a Project Management Office involves defining its purpose, structuring the team, establishing processes, implementing tools, defining governance, managing change, and maintaining a focus on continuous improvement. Well-implemented PMO's will enhance the CCT's project management capabilities, leading to improved project outcomes and strategic alignment.



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**Resource Requirements:**
The minimum qualification and experience requirements per position are shown in the table below:

| ROLE | ROLE DESCRIPTION | ITEM NO. | JOB TITLE-RESOURCE LEVEL | MINIMUM QUALIFICATION REQUIREMENTS | MINIMUM EXPERIENCE (Years) |
|---|---|---|---|---|---|
| **CATEGORY D** | **Portfolio Management** | D.1 | Senior Project Screener / Reviewer | B Degree with Project Management module/ course or NQF level 7 in Project Management | 8*<br>5** |
| | | D.2 | Project Screener / Reviewer | B Degree with Project Management module/ course or NQF level 7 in Project Management | 5*<br>2** |
| | | D.3 | Project Portfolio Consultant | M Degree or MBA or PhD in relevant field | 10 |
| | | D.4 | Senior Project Portfolio Analyst | B Degree with Project Management module/ course or NQF level 7 in Project Management | 8 |
| | | D.5 | Project Portfolio Analyst | B Degree with Project Management module/ course or NQF level 7 in Project Management | 5 |
| | | D.6 | PMO Specialist / Manager | M Degree in Project Management/ Engineering / Business Management (with Project Management module/course) | 10 |
| | | D.7 | PMO Senior Analyst / Consultant | B Degree with Project Management Module /course or NQF level 7 in Project Management | 8 |
| | | D.8 | PMO Analyst | B Degree with Project Management Module /course or NQF level 7 in Project Management | 5 |
| | | D.9 | PMO Senior Administrator | National Diploma in Project Management | 5 |
| | | D.10 | PMO Administrator | Grade 12 & Post Matric Certificate/Diploma in Project Management | 2 |
| | | D.11 | PMO Senior Project Manager | B Degree with Project Management Module / course or NQF level 7 in Project Management | 8 |
| | | D.12 | PMO Project Manager | B Degree with Project Management Module / course or NQF level 7 in Project Management | 5 |

**Important Minimum Requirements Required above:**

*Project Management experience required
**SAP PPM experience required

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## 13.5 CATEGORY E - PROGRAMME MANAGEMENT

Programme management is a strategic approach to overseeing a portfolio of related projects and initiatives aimed at achieving broader organisational or governmental goals efficiently and effectively. It involves the coordination, alignment, and integration of multiple projects to ensure they collectively deliver intended outcomes and benefits.

Key characteristics of programme management include:

- Strategic Alignment: Programmes are initiated to advance the strategic objectives of the organisation. Programme managers must ensure that individual projects within the programme are aligned with these overarching goals.
- Governance and Oversight: Robust governance structures are established to provide clear roles and responsibilities, decision-making frameworks, and accountability mechanisms. This includes programme boards or steering committees.
- Resource Allocation: Programme managers allocate resources across constituent projects to optimise outcomes while staying within budget constraints. Resource optimisation ensures efficient use of funds.
- Benefits Realisation: Emphasis is placed on realising benefits for the organisation and the public. Programme managers monitor and measure progress toward achieving benefits, both in the short and long term.
- Risk Management: Proactive identification and management of risks at the programme level are essential. This includes addressing dependencies between projects and adapting to changing circumstances.
- Stakeholder Engagement: Engaging a wide range of stakeholders, including government officials, agencies, and the public, is critical for programme success. Effective communication and collaboration foster support and shared goals.
- Integration and Coordination: Programme managers coordinate the interdependencies among constituent projects, ensuring they work together harmoniously to achieve the overall programme objectives.
- Monitoring and Reporting: Regularly monitoring the performance and progress of the entire programme is crucial. Transparent reporting provides stakeholders with insights into how the programme is delivering value.
- Change Management: Programmes often involve significant organisational and process changes. Managing these changes effectively is vital to ensure smooth transitions and minimise disruptions.
- Continuous Improvement: Programmes should incorporate lessons learned from previous projects and adapt to evolving circumstances. Continuous improvement ensures that programmes remain agile and responsive to changing needs.

In summary, programme management is a holistic approach that goes beyond managing individual projects. It focuses on strategically aligning and overseeing a portfolio of projects to achieve broader organisational or governmental objectives. By promoting efficient resource allocation, benefits realization, and effective governance, programme management helps entities deliver better services and value to the public while managing risks and complexities.



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**Resource Requirements:**

The minimum qualification and experience requirements per position are shown in the table below:

| ROLE | ROLE DESCRIPTION | ITEM NO. | JOB TITLE-RESOURCE LEVEL | MINIMUM QUALIFICATION REQUIREMENTS | MINIMUM EXPERIENCE (Years) |
|---|---|---|---|---|---|
| **CATEGORY E** | **Programme Management** | E.1 | Programme Management Specialist | M Degree or MBA or PhD in relevant field | 10 |
| | | E.2 | Programme Manager | B Degree with Project Management module/course or NQF level 7 in Project Management | 8 |
| | | E.3 | Programme Management Coordinator | NQF Level 6 in Project Management | 5 |
| | | E.4 | Programme Management Administrator | NQF Level 4 in Project Management | 3 |
| | | E.5 | Programme Management Risk Specialist | M Degree or MBA or PhD in relevant field | 10 |
| | | E.6 | Programme Management Communication Planner | NQF Level 6 in Project Management and relevant Communication Management qualification | 5 |
| | | E.7 | Programme Management Cost Planner | NQF Level 6 in Project Management and relevant Cost Planning qualification | 5 |
| | | E.8 | Programme Management Facilitator | B Degree with Project Management module/course or NQF level 7 in Project Management | 5 |
| | | E.9 | Programme Management Scheduler | NQF Level 6 in Project Management and relevant scheduling qualification | 5 |
| | | E.10 | Programme Management Stakeholder Manager | B Degree with Project Management module/course or NQF level 7 in Project Management | 5 |
| | | E.11 | Commercial and Regulatory Specialist | M Degree or MBA or PhD in relevant field | 10 |
| | | E.12 | Commercial and Regulatory Analyst | B Degree in Commerce / Business Management / Engineering | 5 |
| | | E.13 | Financial Specialist | M Degree or MBA or PhD in relevant field | 10 |
| | | E.14 | Financial Analyst | B Degree in Finance | 5 |
| | | E.15 | Procurement and Contract Specialist | M Degree or MBA or PhD in relevant field | 10 |
| | | E.16 | Procurement and Contract Analyst | B Degree in Contract Management Law / Supply Chain Management | 5 |
| | | E.17 | Socio Economic Specialist | M Degree or MBA or PhD in relevant field | 10 |
| | | E.18 | Socio-Economic Analyst | B Degree in Economics | 5 |
| | | E.19 | Strategy Specialist | M Degree or MBA or PhD in relevant field | 10 |
| | | E.20 | Strategy Analyst | B Degree in Business Administration / Philosophy Politics and Economics / Strategy | 5 |



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| | | ITEM NO. | JOB TITLE-RESOURCE LEVEL | MINIMUM QUALIFICATION REQUIREMENTS | MINIMUM EXPERIENCE (Years) |
|---|---|---|---|---|---|
| **CATEGORY E (cont.)** | **PROGRAMME MANAGEMENT (cont.)** | E.21 | Technical and Engineering Specialist | M Degree or MBA or PhD in relevant field | 10 |
| | | E.22 | Technical and Engineering Analyst | B Degree in Engineering | 5 |
| | | E.23 | Change Management Specialist | B Degree in Human Resource Management or Organisational Psychology with Change Management course or module completed | 10 |
| | | E.24 | Change Manager | B Degree in Human Resource Management or Organisational Psychology with Change Management course or module completed | 5 |



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## 13.6 CATEGORY F - PROJECT MANAGEMENT

Project management refers to the systematic approach of planning, executing, monitoring, and controlling initiatives undertaken by organisations to achieve specific goals and deliver public services, efficiently. It involves the application of standardised processes, tools, and techniques to ensure that projects are completed on time, within budget, and in line with established quality and performance standards.

Key elements of project management include:

- Objective Alignment: Projects are initiated to address specific needs or policy objectives. Project managers must ensure that these objectives are clearly defined and aligned with the overall goals of the entity.
- Resource Management: Efficient allocation of financial, human, and material resources is crucial to achieve project success while being accountable to clients or taxpayers. This involves budgeting, procurement, and workforce planning.
- Stakeholder Engagement: Public sector projects often involve a multitude of stakeholders, including government officials, citizens, and interest groups. Effective communication and engagement with these stakeholders are vital to build support and manage expectations.
- Risk Management: Identifying and mitigating potential risks is essential to minimise project disruptions and delays. This includes regulatory compliance, environmental considerations, and political sensitivities.
- Monitoring and Reporting: Regular monitoring of project progress, performance, and expenditures is essential to ensure projects stay on track. Transparent reporting keeps stakeholders informed and helps in making data-driven decisions.
- Quality Assurance: Maintaining high standards of quality in project deliverables is crucial to provide the public with reliable and effective services. Quality assurance processes are integrated into project management methodologies.
- Adaptability: Projects can face changing requirements or unforeseen challenges due to evolving political landscapes or societal needs. Project managers must be adaptable and ready to adjust project plans as necessary.
- Ethical Considerations: Project managers must adhere to strict ethical standards to prevent corruption and ensure transparency in procurement, contracting, and decision-making processes.

In summary, Project Management is a disciplined approach that enables organisations to effectively plan, implement, and deliver projects that serve the client or public interest. It emphasizes accountability, transparency, and efficient resource utilisation to meet the needs of citizens while maintaining the highest standards of governance.



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**Resource Requirements:**
The minimum qualification and experience requirements per position are shown in the table below:

| ROLE | ROLE DESCRIPTION | ITEM NO. | JOB TITLE-RESOURCE LEVEL | MINIMUM QUALIFICATION REQUIREMENTS | MINIMUM EXPERIENCE (Years) |
|---|---|---|---|---|---|
| CATEGORY F | Project Management | F.1 | Project Management Specialist | M Degree or MBA or PhD in relevant field | 10 |
| | | F.2 | Project Manager | B Degree with Project Management module/course or NQF level 7 in Project Management | 8 |
| | | F.3 | Project Coordinator | NQF Level 6 in Project Management | 5 |
| | | F.4 | Project Administrator | NQF Level 4 in Project Management | 3 |
| | | F.5 | Project Risk Specialist | M Degree or MBA or PhD in relevant field | 10 |
| | | F.6 | Project Communication Planner | NQF Level 6 in Project Management and relevant Communication Management qualification | 5 |
| | | F.7 | Project Cost Planner | NQF Level 6 in Project Management and relevant Cost Planning qualification | 5 |
| | | F.8 | Project Management Facilitator | B Degree with Project Management module/course or NQF level 7 in Project Management | 5 |
| | | F.9 | Project Scheduler | NQF Level 6 in Project Management and relevant scheduling qualification | 5 |
| | | F.10 | Project Stakeholder Manager | B Degree with Project Management module/course or NQF level 7 in Project Management | 5 |
| | | F.11 | Commercial and Regulatory Specialist | M Degree or MBA or PhD in relevant field | 10 |
| | | F.12 | Commercial and Regulatory Analyst | B Degree in Commerce / Business Management / Engineering | 5 |
| | | F.13 | Financial Specialist | M Degree or MBA or PhD in relevant field | 10 |
| | | F.14 | Financial Analyst | B Degree in Finance | 5 |
| | | F.15 | Procurement and Contract Specialist | M Degree or MBA or PhD in relevant field | 10 |
| | | F.16 | Procurement and Contract Analyst | B Degree in Contract Management Law / Supply Chain Management | 5 |
| | | F.17 | Socio Economic Specialist | M Degree or MBA or PhD in relevant field | 10 |
| | | F.18 | Socio-Economic Analyst | B Degree in Economics | 5 |
| | | F.19 | Strategy Specialist | M Degree or MBA or PhD in relevant field | 10 |
| | | F.20 | Strategy Analyst | B Degree in Business Administration / Philosophy Politics and Economics / Strategy | 5 |

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| | | ITEM NO. | JOB TITLE- RESOURCE LEVEL | MINIMUM QUALIFICATION REQUIREMENTS | MINIMUM EXPERIENCE (Years) |
|---|---|---|---|---|---|
| | | F.21 | Technical and Engineering Specialist | M Degree or MBA or PhD in relevant field | 10 |
| | | F.22 | Technical and Engineering Analyst | B Degree in Engineering | 5 |
| | | F.23 | Change Management Specialist | B Degree in Human Resource Management or Organisational Psychology with Change Management course or module completed | 10 |
| | | F.24 | Change Manager | B Degree in Human Resource Management or Organisational Psychology with Change Management course or module completed | 5 |



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## 13.7 CATEGORY G - BENEFITS MANAGEMENT

Benefits Management is a structured process that ensures clear definition, measurability, and realisation of desired business change outcomes with organisational ownership. It involves assessing and approving benefits, defining dependencies, and understanding how outputs meet requirements. It emphasizes classifying benefits, active management, operational transition, and continual improvement. Benefits Management identifies opportunities and oversees capabilities from projects. It incorporates change management. While Benefits Management ensures clear, measurable outcomes, Benefits Tracking monitors defined benefits but doesn't involve operational corrective actions for realisation.

The ultimate objective of the benefits tracking project is to establish an integrated city-wide benefits tracking system that enables Monitoring & Evaluation 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 City's strategic objectives.

The objectives include the following:

- Develop and implement a benefits tracking system.
- 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 category 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.
- 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 / monitoring and evaluation models for programmes and projects. Approved programme and project architypes for programmes and projects.
- Value for money calculations configured in the requested tool and format.
- Performance management reports for all programmes and projects.

[redacted]



[redacted]

**Resource Requirements:**
The minimum qualification and experience requirements per position are shown in the table below:

| ROLE | ROLE DESCRIPTION | ITEM NO | JOB TITLE-RESOURCE LEVEL | MINIMUM QUALIFICATION REQUIREMENTS | MINIMUM EXPERIENCE (Years) |
|---|---|---|---|---|---|
| **CATEGORY G** | **Benefits management** | G.1 | Benefits Management Specialist | M Degree or MBA or PhD in relevant field | 10*** |
| | | G.2 | Senior Benefits Management Analyst | B Degree with Project Management module/course or NQF level 7 in Project Management | 8 |
| | | G.3 | Benefits Management Analyst | B Degree with Project Management module/course or NQF level 7 in Project Management | 5 |
| | | G.4 | Benefits Management Co-coordinator | Diploma in Project Management | 5 |
| | | G.5 | Benefits Management Administrator | Grade 12 & Post Matric Certificate/Diploma in Project Management | 2 |
| | | G.6 | Benefits Management Facilitator | B Degree with Project Management module/course or NQF level 7 in Project Management | 5 |
| | | G.7 | Senior Monitoring and Evaluation Analyst | B Degree in Monitoring and Evaluation related field, Economics, Statistics, Social Sciences, Business or Public Administration | 8 |
| | | G.8 | Monitoring and Evaluation Analyst | B Degree in Monitoring and Evaluation related field, Economics, Statistics, Social Sciences, Business or Public Administration | 5 |

**Important Minimum Requirements Required above:**
*** Programme Management Experience Required



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## 13.8 CATEGORY H - CONTRACT MANAGEMENT

**Contract Management** involves management of the phases of the Contract Life Cycle with the view of maximising value for money and securing other benefits. Key aspects of best practice contract management parties meeting contract obligations in terms of the contract thereby ensuring that the contract delivers what is required within agreed the timelines and in accordance with agreed standards at the agreed price / costs.

Effective monitoring of the contract management function places the CCT 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 include, but are not limited to the following:

- Effective oversight over the contract management functions
- Records management in accordance with CCT policies and procedures using designated repositories
- Performance Management
- Role assignment and establishment of governance structures
- Risk Management
- Relationship / stakeholder management
- Change management (changes in specification/scope, cost and time)
- Ethical and accountable conduct
- Effective negotiations
- Auditability
- Contract Reviews
- Analysis and reporting

**Resource Requirements:**
The minimum qualification and experience requirements per position are shown in the table below:

| ROLE | ROLE DESCRIPTION | ITEM NO. | JOB TITLE- RESOURCE LEVEL | MINIMUM QUALIFICATION REQUIREMENTS | MINIMUM EXPERIENCE (Years) |
|---|---|---|---|---|---|
| **CATEGORY H** | **Contract Management** | H.1 | Contract Specialist | M Degree or MBA or PhD in relevant field | 8 |
| | | H.2 | Senior Contract Manager | B Degree in relevant field | 5 |
| | | H.3 | Contract Manager | National Diploma in relevant field | 3 |
| | | H.4 | Senior Contract Administrator | National Diploma in relevant field | 5 |
| | | H.5 | Contract Administrator | National Diploma in relevant field | 3 |
| | | H.6 | Assistant Contract Administrator | Grade 12 & Post Matric Certificate/Diploma | 2 |
| | | H.7 | Contract Costing (Specialist) | M Degree or MBA or PhD in relevant field | 8 |
| | | H.8 | Contract Costing | B Degree in relevant field | 5 |
| | | H.9 | Senior Contract Reviewer | B Degree in relevant field | 5 |
| | | H.10 | Contract Reviewer | National Diploma in relevant field | 3 |
| | | H.11 | Specialist Negotiator/Facilitator | M Degree or MBA or PhD in relevant field | 8 |
| | | H.12 | Negotiator / Facilitator | B Degree in relevant field | 5 |



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## 13.9 CATEGORY I - MATURITY MANAGEMENT

The CCT has embarked on a journey of improving and measuring its maturity levels in different areas of project, programme and portfolio management, contract management, and engineering management.

**Project Portfolio Management, Project Programme Management, and Project Management Maturity Development:**

- Objective: The primary goal is to enhance the maturity levels in project portfolio management, project programme management, and project management within the City of Cape Town.
- Implementation: The City plans to implement a corporate process, known as the Project Portfolio Management, Project Programme Management, and Project Management Operating Model and Roadmap, to facilitate this maturity increase.
- Maturity Models: The City will use maturity models to assess and improve these areas, with a focus on reducing risks and improving quality.
- Improvement Considerations: The City will consider factors like the desired maturity level, the speed of improvement, available investments, and areas of high risk when planning improvements.
- Expected Benefits: The anticipated benefits include improved management maturity, alignment with strategic priorities, efficient project delivery, clearer roles and responsibilities, increased collaboration, and better assessment of strengths and weaknesses.
- Assessment and Benchmarking: The City will assess its current maturity levels, enabling comparisons with other organisations and providing objective assessments.

**Contract Management (CM) Maturity Development:**

- Objective: The goal is to enhance contract management maturity levels across the organisation.
- Implementation: The CCT plans to implement a Contract Management Operating Model and Roadmap as a corporate process to achieve this including improvement of individual competence and associated assessment and roll out of improvement goals.
- Maturity Models: Contract Management Maturity Models are used to facilitate movement from lower maturity levels to higher ones, reducing risks and improving quality.
- Assessment: Assessment may focus on sub-models such as process maturity or a comprehensive model.
- Expected Benefits: Similar to project management, the expected benefits include improved contract management maturity, alignment with strategic priorities, clearer definition of priorities and responsibilities, increased collaboration, and more.
- Assessment and Benchmarking: The CCT aims to assess and benchmark its contract management maturity levels, providing objective assessments of strengths and weaknesses.

**Engineering Management Maturity Development:**

- Objective: The City is initiating an Engineering Maturity Initiative to enhance engineering management practices across all engineering disciplines.
- Definition of Engineering Maturity: Engineering Maturity is defined as consistently implementing engineering processes within a defined scope, contributing to business goals, and deploying these processes explicitly and consistently.
- Vision: The goal is to implement standard engineering management practices, consolidate engineering processes in a central database, and identify areas for improvement.
- Maturity Model: The Engineering Maturity Model assesses key engineering processes and guides improvement initiatives.
- ISO 55000: The ISO 55000 standard will be applied or refined to evaluate maturity levels and recommend action plans.
- Benefits: Implementing the Engineering Maturity Model will provide a structured way to improve processes, audit and benchmark, assess progress, identify strengths and weaknesses, and support decision-making.
- Collaboration: The initiative will include collaborative engineering peer reviews and knowledge-sharing sessions.

In summary, the City of Cape Town is actively working to improve its maturity levels In Project Management, [redacted]

Contract Management, and Engineering Management by implementing specific processes, using maturity models, and aiming for various benefits, including improved alignment with strategic priorities, reduced risks, and enhanced collaboration. These initiatives are crucial for efficient and effective management and development within the City.

**Resource Requirements:**
The minimum qualification and experience requirements per position are shown in the table below:

| ROLE | ROLE DESCRIPTION | ITEM NO. | JOB TITLE-RESOURCE LEVEL | MINIMUM QUALIFICATION REQUIREMENTS | MINIMUM EXPERIENCE (Years) |
|---|---|---|---|---|---|
| **CATEGORY I** | **Maturity Management** | I.1 | Project, Programme, Portfolio Management Maturity Specialist | M Degree in Project Management / Engineering / Business Management (with project management module / course) | 10 |
| | | I.2 | Senior Project, Programme and Portfolio Management Maturity Analyst | B Degree with project management module / course or NQF level 7 in Project Management. And P30 or similar qualification in Maturity Management | 8 |
| | | I.3 | Project, Programme and Portfolio Management Maturity Analyst | B Degree with project management module / course or NQF level 7 in Project Management. And P30 or similar qualification in Maturity Management | 5 |
| | | I.4 | Contract Management Maturity Specialist | M Degree in Project Management / Engineering / Business Management / Public Procurement / Commerce (with contract management module / course) | 10 |
| | | I.5 | Senior Contract Management Maturity Analyst | B Degree with Public Procurement / Contract Management module / course | 8 |
| | | I.6 | Contract Management Maturity Analyst | B Degree with Public Procurement / Contract Management module / course | 5 |
| | | I.7 | Engineering Maturity Specialist | M Degree in Project Management / Engineering / Business Management with ECSA PR Registration | 10 |
| | | I.8 | Senior Engineering Maturity Analyst | B Degree in Engineering with ECSA PR Registration | 8 |
| | | I.9 | Engineering Maturity Analyst | B Degree in Engineering with ECSA PR Registration AB | 5 |
| | | I.10 | Maturity Management Coordinator | B Degree with project management module / course or NQF level 7 in Project Management. | 5 |



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## 13.10 GENERAL SPECIFICATIONS

### 13.10.1 TRADE NAMES OR PROPRIETARY PRODUCTS

Suppliers must note that wherever this document refers to any particular trademark, name, patent, design, type, specific origin or producer, such reference shall be deemed to be accompanied by the words 'or equivalent".

### 13.10.2 EMPLOYMENT OF SECURITY PERSONNEL

All security staff employed by the supplier on behalf of the CCT or at any CCT property must be registered with Private Security Industry Regulatory Authority (PSiRA). Proof of such registration must be made available to the CCT's agent upon request.

### 13.10.3 FORMS FOR CONTRACT ADMINISTRATION

The supplier shall complete, sign and submit with each invoice, the following:

a) Monthly Project Labour Report **( Annexed)**.

The Monthly Project Labour Report must include details of <u>all</u> labour (including that of sub-contractors) that are South African citizens earning less than R350.00 per day, as adjusted from time to time (excluding any benefits), who are employed on a temporary or contract basis on this contract in the month in question.

In addition to the Monthly Project Labour Report the Supplier shall simultaneously furnish the CCT's Agent with copies of the employment contracts entered into with such labour, together with certified copies of identification documents, proof of attendance in the form of attendance register or timesheets as well as evidence of payments to such labour in the form of copies of payslips or payroll runs. If the worker is paid in cash or by cheque, this information must be recorded on the envelope and the worker must acknowledge receipt of payment by signing for it and proof of such acknowledgement shall be furnished to the CCT's Agent.



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# PART 5: PRICE SCHEDULE

**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"**

**Please Note: IQ Business (Pty) Ltd** is **Alternative 1** in respect of **Category A, B and C.**

| ITEM NUMBER | JOB TITLE RESOURCE LEVEL | UNIT | RATES YEAR 1 (Excl. VAT) R | RATES YEAR 2 (Excl. VAT) R | RATES YEAR 3 (Excl. VAT) R | RATES YEAR 4 (Excl. VAT) R | RATES YEAR 5 (Excl. VAT) R |
|---|---|---|---|---|---|---|---|
| **CATEGORY A: ORGANISATIONAL, BUSINESS AND DEPARTMENTAL PROCESS DESIGN HB& IMPROVEMENT** | | | | | | | |
| A.1 | Design/ Improvement Specialist | Hourly | **R 1 400.00** | Subject to adjustment in terms of Schedule 8 | Subject to adjustment in terms of Schedule 8 | Subject to adjustment in terms of Schedule 8 | Subject to adjustment in terms of Schedule 8 |
| A.2 | Senior Design/ Improvement Analyst | Hourly | **R 930.00** | | | | |
| A.3 | Design /Improvement Analyst | Hourly | **R 750.00** | | | | |
| A.4 | Performance Specialist | Hourly | **R 1 100.00** | | | | |
| A.5 | Senior Performance Analyst | Hourly | **R 890.00** | | | | |
| A.6 | Performance Analyst | Hourly | **R 750.00** | | | | |
| A.7 | OD Maturity Specialist | Hourly | **R 1 400.00** | | | | |
| A.8 | Change & Transformation Specialist | Hourly | **R 1 250.00** | | | | |
| A.9 | Senior Change Manager | Hourly | **R 930.00** | | | | |
| A.10 | Junior Change Manager/Change Analyst | Hourly | **R 750.00** | | | | |
| A.11 | Senior Communications Manager | Hourly | **R 900.00** | | | | |
| A.12 | Communications Manager | Hourly | **R 750.00** | | | | |
| A.13 | Communications Analyst | Hourly | **R 600.00** | | | | |
| A.14 | Graphic Designer | Hourly | **R 630.00** | | | | |
| A.15 | Facilitation Specialist | Hourly | **R 1 250.00** | | | | |
| A.16 | Senior Facilitator | Hourly | **R 890.00** | | | | |
| A.17 | Facilitator | Hourly | **R 700.00** | | | | |

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| | | | | | | | |
|---|---|---|---|---|---|---|---|
| A.18 | Administrative Assistant | Hourly | **R 450.00** | | | | |

| ITEM NUMBER | JOB TITILE RESOURCE LEVEL | UNIT | RATES YEAR 1 (Excl. VAT) R | RATES YEAR 2 (Excl. VAT) R | RATES YEAR 3 (Excl. VAT) R | RATES YEAR 4 (Excl. VAT) R | RATES YEAR 5 (Excl. VAT) R |
|---|---|---|---|---|---|---|---|
| **CATEGORY B: ADVISORY SERVICES** | | | | | | | |
| B.1 | Specialist Advisory Consultant | Hourly | **R 1 000.00** | Subject to adjustment in terms of Schedule 8 | Subject to adjustment in terms of Schedule 8 | Subject to adjustment in terms of Schedule 8 | Subject to adjustment in terms of Schedule 8 |
| B.2 | Senior Advisory Consultant | Hourly | **R 1 000.00** | | | | |
| B.3 | Advisory Consultant | Hourly | **R 900.00** | | | | |
| B.4 | Information Specialist | Hourly | **R 900.00** | | | | |
| B.5 | Senior Information Analyst | Hourly | **R 900.00** | | | | |
| B.6 | Information Analyst | Hourly | **R 850.00** | | | | |
| B.7 | Data Specialist | Hourly | **R 900.00** | | | | |
| B.8 | Senior Data Analyst | Hourly | **R 900.00** | | | | |
| B.9 | Data Analyst | Hourly | **R 750.00** | | | | |
| B.10 | Research Specialist | Hourly | **R 900.00** | | | | |
| B.11 | Senior Researcher | Hourly | **R 900.00** | | | | |
| B.12 | Researcher | Hourly | **R 900.00** | | | | |



[redacted]

| ITEM NUMBER | JOB TITILE RESOURCE LEVEL | UNIT | RATES YEAR 1 (Excl. VAT) R | RATES YEAR 2 (Excl. VAT) R | RATES YEAR 3 (Excl. VAT) R | RATES YEAR 4 (Excl. VAT) R | RATES YEAR 5 (Excl. VAT) R |
|---|---|---|---|---|---|---|---|
| **CATEGORY C : FINANCIAL IMPACT ASSESSMENTS, FEASIBILITY STUDIES, BUSINESS CASE DESIGN, COMPREHENSIVE FINANCIAL ANALYSIS AND FINANCIAL MANAGEMENT & COST BENEFIT ANALYSIS** | | | | | | | |
| C.1 | Specialist Accountant | Hourly | **R 1 900.00** | Subject to adjustment in terms of Schedule 8 | Subject to adjustment in terms of Schedule 8 | Subject to adjustment in terms of Schedule 8 | Subject to adjustment in terms of Schedule 8 |
| C.2 | Senior Accountant | Hourly | **R 1 500.00** | | | | |
| C.3 | Accountant | Hourly | **R 880.00** | | | | |
| C.4 | Financial Specialist | Hourly | **R 1 900.00** | | | | |
| C.5 | Senior Financial Analyst | Hourly | **R 1 500.00** | | | | |
| C.6 | Financial Analyst | Hourly | **R 880.00** | | | | |
| C.7 | Economic Specialist | Hourly | **R 1 900.00** | | | | |
| C.8 | Senior Economist | Hourly | **R 1 400.00** | | | | |
| C.9 | Economist | Hourly | **R 880.00** | | | | |
| C.10 | Senior Socio-Economic Analyst | Hourly | **R 1 100.00** | | | | |
| C.11 | Socio-Economic Analyst | Hourly | **R 800.00** | | | | |
| C.12 | Commercial and Regulatory Specialist | Hourly | **R 1 450.00** | | | | |
| C.13 | Senior Commercial Analyst | Hourly | **R 1 100.00** | | | | |
| C.14 | Commercial Analyst | Hourly | **R 800.00** | | | | |
| C.15 | Administrator | Hourly | **R 450.00** | | | | |



[redacted]

| ITEM NUMBER | JOB TITILE RESOURCE LEVEL | UNIT | RATES YEAR 1 (Excl. VAT) R | RATES YEAR 2 (Excl. VAT) R | RATES YEAR 3 (Excl. VAT) R | RATES YEAR 4 (Excl. VAT) R | RATES YEAR 5 (Excl. VAT) R |
|---|---|---|---|---|---|---|---|
| **CATEGORY D: PORTFOLIO MANAGEMENT** | | | | | | | |
| D.1 | Senior Project Screener / Reviewer | Hourly | | Subject to adjustment in terms of Schedule 8 | Subject to adjustment in terms of Schedule 8 | Subject to adjustment in terms of Schedule 8 | Subject to adjustment in terms of Schedule 8 |
| D.2 | Project Screener / Reviewer | Hourly | | | | | |
| D.3 | Project Portfolio Consultant | Hourly | | | | | |
| D.4 | Senior Project Portfolio Analyst | Hourly | | | | | |
| D.5 | Project Portfolio Analyst | Hourly | | | | | |
| D.6 | PMO Specialist / Manager | Hourly | | | | | |
| D.7 | PMO Senior Analyst / Consultant | Hourly | | | | | |
| D.8 | PMO Analyst | Hourly | | | | | |
| D.9 | PMO Senior Administrator | Hourly | | | | | |
| D.10 | PMO Administrator | Hourly | | | | | |
| D.11 | PMO Senior Project Manager | Hourly | | | | | |
| D.12 | PMO Project Manager | Hourly | | | | | |



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| ITEM NUMBER | JOB TITILE RESOURCE LEVEL | UNIT | RATES YEAR 1 (Excl. VAT) R | RATES YEAR 2 (Excl. VAT) R | RATES YEAR 3 (Excl. VAT) R | RATES YEAR 4 (Excl. VAT) R | RATES YEAR 5 (Excl. VAT) R |
|---|---|---|---|---|---|---|---|
| **CATEGORY E: PROGRAMME MANAGEMENT** | | | | | | | |
| E.1 | Programme Management Specialist | Hourly | | | | | |
| E.2 | Programme Manager | Hourly | | | | | |
| E.3 | Programme Management Coordinator | Hourly | | | | | |
| E.4 | Programme Management Administrator | Hourly | | | | | |
| E.5 | Programme Management Risk Specialist | Hourly | | | | | |
| E.6 | Programme Management Communication Planner | Hourly | | | | | |
| E.7 | Programme Management Cost Planner | Hourly | | | | | |
| E.8 | Programme Management Facilitator | Hourly | | | | | |
| E.9 | Programme Management Scheduler | Hourly | | | | | |
| E.10 | Programme Management Stakeholder Manager | Hourly | | | | | |
| E.11 | Commercial and Regulatory Specialist | Hourly | | Subject to adjustment in terms of Schedule 8 | Subject to adjustment in terms of Schedule 8 | Subject to adjustment in terms of Schedule 8 | Subject to adjustment in terms of Schedule 8 |
| E.12 | Commercial and Regulatory Analyst | Hourly | | | | | |
| E.13 | Financial Specialist | Hourly | | | | | |
| E.14 | Financial Analyst | Hourly | | | | | |
| E.15 | Procurement and Contract Specialist | Hourly | | | | | |
| E.16 | Procurement and Contract Analyst | Hourly | | | | | |
| E.17 | Socio Economic Specialist | Hourly | | | | | |
| E.18 | Socio-Economic Analyst | Hourly | | | | | |
| E.19 | Strategy Specialist | Hourly | | | | | |
| E.20 | Strategy Analyst | Hourly | | | | | |
| E.21 | Technical and Engineering Specialist | Hourly | | | | | |

[redacted]

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| E.22 | Technical and Engineering Analyst | Hourly | | | | | |
| E.23 | Change Management Specialist | Hourly | | | | | |
| E.24 | Change Manager | Hourly | | | | | |



[redacted]

<table>
<tr><th>ITEM NUMBER</th><th>JOB TITILE RESOURCE LEVEL</th><th>UNIT</th><th>RATES YEAR 1 (Excl. VAT) R</th><th>RATES YEAR 2 (Excl. VAT) R</th><th>RATES YEAR 3 (Excl. VAT) R</th><th>RATES YEAR 4 (Excl. VAT) R</th><th>RATES YEAR 5 (Excl. VAT) R</th></tr>
<tr><td colspan="8">CATEGORY F: PROJECT MANAGEMENT</td></tr>
<tr><td>F.1</td><td>Project Management Specialist</td><td>Hourly</td><td></td><td rowspan="20">Subject to adjustment in terms of Schedule 8</td><td rowspan="20">Subject to adjustment in terms of Schedule 8</td><td rowspan="20">Subject to adjustment in terms of Schedule 8</td><td rowspan="20">Subject to adjustment in terms of Schedule 8</td></tr>
<tr><td>F.2</td><td>Project Manager</td><td>Hourly</td><td></td></tr>
<tr><td>F.3</td><td>Project Coordinator</td><td>Hourly</td><td></td></tr>
<tr><td>F.4</td><td>Project Administrator</td><td>Hourly</td><td></td></tr>
<tr><td>F.5</td><td>Project Risk Specialist</td><td>Hourly</td><td></td></tr>
<tr><td>F.6</td><td>Project Communication Planner</td><td>Hourly</td><td></td></tr>
<tr><td>F.7</td><td>Project Cost Planner</td><td>Hourly</td><td></td></tr>
<tr><td>F.8</td><td>Project Management Facilitator</td><td>Hourly</td><td></td></tr>
<tr><td>F.9</td><td>Project Scheduler</td><td>Hourly</td><td></td></tr>
<tr><td>F.10</td><td>Project Stakeholder Manager</td><td>Hourly</td><td></td></tr>
<tr><td>F.11</td><td>Commercial and Regulatory Specialist</td><td>Hourly</td><td></td></tr>
<tr><td>F.12</td><td>Commercial and Regulatory Analyst</td><td>Hourly</td><td></td></tr>
<tr><td>F.13</td><td>Financial Specialist</td><td>Hourly</td><td></td></tr>
<tr><td>F.14</td><td>Financial Analyst</td><td>Hourly</td><td></td></tr>
<tr><td>F.15</td><td>Procurement and Contract Specialist</td><td>Hourly</td><td></td></tr>
<tr><td>F.16</td><td>Procurement and Contract Analyst</td><td>Hourly</td><td></td></tr>
<tr><td>F.17</td><td>Socio Economic Specialist</td><td>Hourly</td><td></td></tr>
<tr><td>F.18</td><td>Socio-Economic Analyst</td><td>Hourly</td><td></td></tr>
<tr><td>F.19</td><td>Strategy Specialist</td><td>Hourly</td><td></td></tr>
<tr><td>F.20</td><td>Strategy Analyst</td><td>Hourly</td><td></td></tr>
</table>



[redacted]

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| F.21 | Technical and Engineering Specialist | Hourly | | | | | |
| F.22 | Technical and Engineering Analyst | Hourly | | | | | |
| F.23 | Change Management Specialist | Hourly | | | | | |
| F.24 | Change Manager | Hourly | | | | | |



[redacted]

| ITEM NUMBER | JOB TITILE RESOURCE LEVEL | UNIT | RATES YEAR 1 (Excl. VAT) R | RATES YEAR 2 (Excl. VAT) R | RATES YEAR 3 (Excl. VAT) R | RATES YEAR 4 (Excl. VAT) R | RATES YEAR 5 (Excl. VAT) R |
|---|---|---|---|---|---|---|---|
| **CATEGORY G: BENEFITS MANAGEMENT** | | | | | | | |
| G.1 | Benefits Management Specialist | Hourly | | Subject to adjustment in terms of Schedule 8 | Subject to adjustment in terms of Schedule 8 | Subject to adjustment in terms of Schedule 8 | Subject to adjustment in terms of Schedule 8 |
| G.2 | Senior Benefits Management Analyst | Hourly | | | | | |
| G.3 | Benefits Management Analyst | Hourly | | | | | |
| G.4 | Benefits Management Co- coordinator | Hourly | | | | | |
| G.5 | Benefits Management Administrator | Hourly | | | | | |
| G.6 | Benefits Management Facilitator | Hourly | | | | | |
| G.7 | Senior Monitoring and Evaluation Analyst | Hourly | | | | | |
| G.8 | Monitoring and Evaluation Analyst | Hourly | | | | | |



[redacted]

| ITEM NUMBER | JOB TITILE RESOURCE LEVEL | UNIT | RATES YEAR 1 (Excl. VAT) R | RATES YEAR 2 (Excl. VAT) R | RATES YEAR 3 (Excl. VAT) R | RATES YEAR 4 (Excl. VAT) R | RATES YEAR 5 (Excl. VAT) R |
|---|---|---|---|---|---|---|---|
| **CATEGORY H : CONTRACT MANAGEMENT** | | | | | | | |
| H.1 | Contract Specialist | Hourly | | Subject to adjustment in terms of Schedule 8 | Subject to adjustment in terms of Schedule 8 | Subject to adjustment in terms of Schedule 8 | Subject to adjustment in terms of Schedule 8 |
| H.2 | Senior Contract Manager | Hourly | | | | | |
| H.3 | Contract Manager | Hourly | | | | | |
| H.4 | Senior Contract Administrator | Hourly | | | | | |
| H.5 | Contract Administrator | Hourly | | | | | |
| H.6 | Assistant Contract Administrator | Hourly | | | | | |
| H.7 | Contract Costing (Specialist) | Hourly | | | | | |
| H.8 | Contract Costing | Hourly | | | | | |
| H.9 | Senior Contract Reviewer | Hourly | | | | | |
| H.10 | Contract Reviewer | Hourly | | | | | |
| H.11 | Specialist Negotiator/Facilitator | Hourly | | | | | |
| H.12 | Negotiator / Facilitator | Hourly | | | | | |



[redacted]

| ITEM NUMBER | JOB TITILE RESOURCE LEVEL | UNIT | RATES YEAR 1 (Excl. VAT) R | RATES YEAR 2 (Excl. VAT) R | RATES YEAR 3 (Excl. VAT) R | RATES YEAR 4 (Excl. VAT) R | RATES YEAR 5 (Excl. VAT) R |
|---|---|---|---|---|---|---|---|
| **CATEGORY I : MATURITY MANAGEMENT** | | | | | | | |
| I.1 | Project, Programme, Portfolio Management Maturity Specialist | Hourly | | Subject to adjustment in terms of Schedule 8 | Subject to adjustment in terms of Schedule 8 | Subject to adjustment in terms of Schedule 8 | Subject to adjustment in terms of Schedule 8 |
| I.2 | Senior Project, Programme and Portfolio Management Maturity Analyst | Hourly | | | | | |
| I.3 | Project, Programme and Portfolio Management Maturity Analyst | Hourly | | | | | |
| I.4 | Contract Management Maturity Specialist | Hourly | | | | | |
| I.5 | Senior Contract Management Maturity Analyst | Hourly | | | | | |
| I.6 | Contract Management Maturity Analyst | Hourly | | | | | |
| I.7 | Engineering Maturity Specialist | Hourly | | | | | |
| I.8 | Senior Engineering Maturity Analyst | Hourly | | | | | |
| I.9 | Engineering Maturity Analyst | Hourly | | | | | |
| I.10 | Maturity Management Coordinator | Hourly | | | | | |



[redacted]

**Pricing Instructions:**

5.1 State the rates and prices in Rand unless instructed otherwise in the tender conditions.

5.2 Include in the rates, prices, and the tendered total of the prices (if any) all duties, taxes (except Value Added Tax (VAT), and other levies payable by the successful tenderer, such duties, taxes and levies being those applicable 14 days before the closing time stated in the General Tender Information.

5.3 All prices tendered must include all expenses, disbursements and costs (e.g. transport, accommodation, software licences, etc.) that may be required for the execution of the tenderer's 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.

5.4 All prices shall be tendered in accordance with the units specified in this schedule.

5.5 If a value is given in the Quantity column, a Rate and Price (the product of the Quantity and Rate) is required to be inserted in the relevant columns.

5.6 The successful tenderer is required to perform all tasks listed against each item. The tenderer must therefore tender prices/rates on all items as per the section in the Price Schedule. **An item against which no rate is/are entered, or if anything other than a rate or a nil rate (for example, a zero, a dash or the word "included" or abbreviations thereof) is entered against an item, it will also be regarded as a nil rate having been entered against that item, i.e. that there is no charge for that item. The Tenderer may be requested to clarify nil rates, or items regarded as having nil rates; and the Employer may also perform a risk analysis with regard to the reasonableness of such rates.**

5.7 Provide fixed rates and prices for the duration of the contract that are not subject to adjustment except as otherwise provided for in clause 17 of the Conditions of Contract and as amplified in the Special Conditions of Contract.

5.8 The tender includes nine categories (A, B, C, D, E, F, G, H and I) and each category will be awarded separately. The CCT intends to appoint three tenderers per category. Tenderers must provide rates for every role included under the category or categories they tender for. Failure to provide a rate will be managed in terms 5.6 above.

5.9 The tenderer must provide prices for the first year following contract commencement. The contract is estimated to commence during the second half of the 2025 calendar year, however, this is uncertain and CCT reserves the right to commence the contract at a later stage. The rates for year's two to five of the contract will be subject to adjustment in terms of Schedule 8.

| **INITIALS OF CITY OFFICIALS** | | |
|---|---|---|
| 1 | 2 | 3 |

[redacted]

# PART 6 :OCCUPATIONAL HEALTH AND SAFETY AGREEMENT

## (11) OCCUPATIONAL HEALTH AND SAFETY AGREEMENT

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

.....IQ BUSINESS (PTY) LTD.....................................................................
(Supplier/Mandatary/Company/CC Name)

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

I, ............... [redacted] ............................................... , 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: [redacted] ...........................................................

OR Compensation Insurer: ...........N/A........................ Policy No.: ......N/A..............................

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 [redacted] ......on the........24th..................day of [redacted] ..... 2023

Witness

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

Witness

for and on behalf of
City of Cape Town

[redacted]

# PART 7: 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 [redacted], of the authorised entity IQ BUSINESS (PTY) LTD, 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: IQ BUSINESS

   Financial Insti[redacted]

   Branch Code: [redacted]

   Account No.: [redacted]

   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 PA[redacted] | | |
|---|---|---|
| NAME OF FIRM | [redacted] | |
| Lead partner<br>IQ BUSINESS (PTY) LTD | | |
| SINATI GROUP (PTY) LTD | | |
| | | Signature ..........<br>Name ..........<br>Designation .......... |
| | | Signature ..........<br>Name ..........<br>Designation .......... |

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

[redacted]

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

8.1 The Contract Price Adjustment (CPA) mechanism and/or provisions relating to Rate of Exchange Variation, contained in this schedule is compulsory and binding on all tenderers.

8.2 Failure to complete this schedule or any part thereof may result in the tender offer being declared non-responsive.

8.3 Tenderers are not permitted to amend, vary, alter or delete this schedule or any part thereof unless otherwise stated in this schedule, failing which the tender offer shall be declared non-responsive.

8.4 Tenderers are not permitted to offer firm prices except as provided for in the Price Schedule, and if the tenderer offers firm prices in contravention of this clause, the tender offer shall be declared non-responsive.

8.5 Any claim for an incr[redacted] submitted in writing to the:
By email to: [redacted] OR:
Director Supply Chain Management - City of Cape Town,
P O Box 655, Cape Town, 8000
30 days prior to the month upon which the price adjustment would become effective.

8.6 The CCT reserves the right to withhold payment of any claim for CPA while only provisional figures are available and until the final (revised) figures are issued by the relevant authority.

8.7 When submitting a claim for CPA a supplier shall indicate the actual amount claimed for each item. A mere notification of a claim for CPA without stating the new price claimed for each item shall, for the purpose of this clause, not be regarded as a valid claim.

8.8 The CCT reserves the right to request the supplier to submit auditor's certificates or such other documentary proof as it may require in order to verify a claim for CPA. Should the supplier fail to submit such auditor's certificates or other documentary proof to the CCT within a period of 30 (thirty) days from the date of the request, it shall be presumed that the supplier has abandoned his claim.

8.9 The effective date of CPA is indicated is as per clause 8.11 below.

8.10 Process that will be followed:

a) Th[redacted]tion indicated above, prior to the effective date of the CPA to: [redacted]
b) The CCT will consider the CPA and based on the documentary evidence, the CCT may approve the CPA.
c) Letters confirming authorisation of the price adjustment will be communicated to the Supplier and indicate the effective date of such adjustments.
d) All purchase orders issued from the effective date, will be generated at the adjusted *Contract price*. Purchase orders placed prior to the effective date will not be varied.
e) All purchase orders shall be issued, supplied, invoiced and paid for at the contract unit prices applicable at the date of order and no further CPA claims will be considered, irrespective of the actual month of delivery and whether or not deliveries were subject to any manufacturing or delivery delays.

8.11 Price Adjustment Mechanism:

a) The Contract Price as defined in the GCC shall remain Firm for the first year from date of commencement of the contract and no claims for CPA will be considered in relation to the firm rates tendered/contained in the Price Schedule for Year 1.

b) Subject to 8.11 a). above, CPA will be applicable as from the first month of Year 2. Suppliers shall be entitled to claim CPA based on 100% of the year- on-year rate, which will be subject to adjustment annually based on the average percentage of 12 months as published by STATSSA: Consumer Price Index (P0141–Table B2 – CPI headline year-on-year rates), calculated as follows:



[redacted]

i) From the start of the $13^{th}$ month (i.e. first month of Year 2/effective date) to the end of the $24^{th}$ month:
- Subject to the CPA in accordance with the Consumer Price Index (P0141–Table B2 – CPI headline year-on-year rates).
- Base month for the price adjustment shall be two (2) calendar months prior to the date of commencement.
- The end month shall be two (2) calendar months prior to $12^{th}$ month

ii) From the start of the $25^{th}$ month (i.e. first month of Year 3/effective date) to the end of the $36^{th}$ month:
- Subject to the CPA in accordance with the Consumer Price Index (P0141–Table B2 – CPI headline year-on-year rates).
- Base month for the price adjustment shall be two (2) calendar months prior to the $13^{th}$ month.
- The end month shall be two (2) calendar months prior to $24^{th}$ month

iii) From the start of the $37^{th}$ month (i.e. first month of Year 4/effective date) to the end of the $48^{th}$ month:
- Subject to the CPA in accordance with the Consumer Price Index (P0141–Table B2 – CPI headline year-on-year rates).
- Base month for the price adjustment shall be two (2) calendar months prior to the $25^{th}$ month.
- The end month shall be two (2) calendar months prior to $36^{th}$ month.

iv) From the start of $49^{th}$ month (i.e. first month of Year 5/effective date) to the original date of contract expiry:
- Subject to the CPA in accordance with the Consumer Price Index (P0141–Table B2 – CPI headline year-on-year rates).
- Base month for the price adjustment shall be two (2) calendar months prior to the $37^{th}$ month.
- The end month shall be two (2) calendar months prior to $48^{th}$ month.

v) In the event of any extension of the original contract expiry date (if any): from the start of $61^{st}$ month/effective date) to the revised contract expiry date:
- Subject to the CPA in accordance with the Consumer Price Index (P0141–Table B2 – CPI headline year-on-year rates).
- Base month for the price adjustment shall be two (2) calendar months prior to the $49^{th}$ month.
- The end month shall be two (2) calendar months prior to $60^{th}$ month.

c) The average CPI percentage will be calculated, the base month to the end month (both included) divided by the number of months.

Example:
The claim will be based on the average between the "base month" and the "end month" e.g.: 7+6+9+6 = 28 (28/4) = 7 therefore the claim will be 7%.



[redacted]

# MONTHLY PROJECT LABOUR REPORT (EXAMPLE)

**ANNEX 1**

## CITY OF CAPE TOWN
## MONTHLY PROJECT LABOUR REPORT

CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

**Instructions for completing and submitting forms**

General

1 The Monthly Project Labour Reports must be completed in full, using typed, proper case characters; alternatively, should a computer not be available, handwritten in black ink.

2 Incomplete / incorrect / illegible forms will not be accepted.

3 Any conditions relating to targeted labour stipulated in the Contract (in the case of contracted out services or works) shall apply to the completion and submission of these forms.

4 This document is available in Microsoft Excel format upon request from the City's EPWP office, tel 021 400 9406, email EPWPLR@capetown.gov.za.

Project Details

5 If a field is not applicable insert the letters: NA

6 Only the Project Number supplied by the Corporate EPWP Office must be inserted. The Project Number can be obtained from the Coordinator or Project Manager or from the e-mail address in point 4 above.

7 On completion of the contract or works project the anticipated end date must be updated to reflect the actual end date.

Beneficiary Details and Work Information

8 Care must be taken to ensure that beneficiary details correspond accurately with the beneficiary's ID document.

9 A new beneficiary is one in respect of which a new employment contract is signed in the current month. A certied ID copy must accompany this labour report on submission.

10 Was the beneficiary sourced from the City's job seeker database?

11 The contract end date as stated in the beneficiary's employment contract.

12 Where a beneficiary has not worked in a particular month, the beneficiary's name shall not be reflected on this form at all for the month in question.

13 Training will be recorded separately from normal working days and together shall not exceed the maximum of 23 days per month

14 Workers earning more than the maximum daily rate (currently R450 excluding any benefits) shall not be reflected on this form at all.

Submission of Forms

15 Signed hardcopy forms must be scanned and submitted to the City's project manager in electronic (.pdf) format, together with the completed form in Microsoft Excel format.

16 Scanned copies of all applicable supporting documentation must be submitted along with each monthly project labour report. Copies of employment contracts and ID documents are only required in respect of new beneficiaries.

17 If a computer is not available hardcopy forms and supporting documentation will be accepted.

## PROJECT DETAILS

Numbers in cells below e.g (6) refer to the relevant instruction above for completing and submitting forms

| | | | |
|---|---|---|---|
| CONTRACT OR WORKS PROJECT NAME: (6) | | EPWP SUPPLIED PROJECT NUMBER: (6) | |
| DIRECTORATE: | | DEPARTMENT: | |
| CONTRACTOR OR VENDOR NAME: | | CONTRACTOR OR VENDOR E-MAIL ADDRESS: | |
| CONTRACTOR OR VENDOR CONTACT PERSON: | | CONTRACTOR OR VENDOR TEL. NUMBER: | CELL<br>WORK |

PROJECT LABOUR REPORT CURRENT MONTH (mark with "X")

| JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | YEAR |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | | |

| | |
|---|---|
| ACTUAL START DATE (yyyy/mm/dd) | ANTICIPATED / ACTUAL END DATE (yyyy/mm/dd) (7) |
| | |

TOTAL PROJECT EXPENDITURE / VALUE OF WORK DONE TO-DATE (INCLUDING ALL COSTS, BUT EXCLUDING VAT)

R

[redacted]

ANNEX 1 (continued)

# MONTHLY PROJECT LABOUR REPORT

CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

## BENEFICIARY DETAILS AND WORK INFORMATION

| CONTRACT OR WORKS PROJECT NUMBER: | |
|---|---|

| Year | Month |
|---|---|
| | |

| Sheet | | |
|---|---|---|
| 1 | of | |

| | (8) | (8) | (8) | (9) | | | (10) | | (11) | (12) | (13) | (14) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| No. | First name | Surname | ID number | New Beneficiary (Y/N) | Gender (M/F) | Disabled (Y/N) | Job seeker database (Y/N) | Contract start date (DDMMYY) | Contract end date (DDMMYY) | No. days worked this month (excl. training) | Training days | Rate of pay per day (R – c) |
| 1 | | | | | | | | | | | | |
| 2 | | | | | | | | | | | | |
| 3 | | | | | | | | | | | | |
| 4 | | | | | | | | | | | | |
| 5 | | | | | | | | | | | | |
| 6 | | | | | | | | | | | | |
| 7 | | | | | | | | | | | | |
| 8 | | | | | | | | | | | | |
| 9 | | | | | | | | | | | | |
| 10 | | | | | | | | | | | | |
| 11 | | | | | | | | | | | | |
| 12 | | | | | | | | | | | | |
| 13 | | | | | | | | | | | | |
| 14 | | | | | | | | | | | | |
| 15 | | | | | | | | | | | | |
| 16 | | | | | | | | | | | | |
| 17 | | | | | | | | | | | | |
| 18 | | | | | | | | | | | | |
| 19 | | | | | | | | | | | | |
| 20 | | | | | | | | | | | | |
| | | | | | | | | | | 0 | 0 | R - |

| Declared by Contractor or Vendor to be true and correct: | Name | | Signature | |
|---|---|---|---|---|
| | Date | | | |

| Received by Employer's Agent / Representative: | Name | | Signature | |
|---|---|---|---|---|
| | Date | | | |



[redacted]

[redacted]

# MoA 93C-2023-24 IQ Business Final_Rev1.0

Final Audit Report 2025-04-11

| | |
|---|---|
| Created: | 2025-04-11 |
| By: | [redacted] |
| Status: | Signed |
| Transaction ID: | CBJCHBCAABAABrXj5HA9Id_Hux7WUsI–2L877AbLgUR |

## "MoA 93C-2023-24 IQ Business Final_Rev1.0" History

[redacted]

Agreement completed.

2025-04-11 - 5:53:34 AM GMT