



COMMUNITY, ARTS AND CULTURE DEVELOPMENT DEPARTMENT

APPLICANT GUIDANCE NOTE

Operation and Management of the Muizenberg Safe Space:

1. PURPOSE OF THIS CALL

The City of Cape Town's Community, Arts and Culture Development Department invites suitably registered Non-Profit Organisations (NPOs) to submit detailed business plans for consideration to operate and manage the Muizenberg Safe Space.

This call is specifically directed at organisations with proven experience in working with individuals who are sleeping rough, and who demonstrate the capacity to deliver safe, dignified, and responsive services. The appointed organisation will be expected to implement a structured and effective operational model that supports rehabilitation, reintegration, and sustainable outcomes for beneficiaries.

The allocated funding is intended specifically for the construction of a 60-bed Safe Space facility, which must be developed in full compliance with the City of Cape Town's prescribed standards and requirements. Upon completion of construction, the successful NPO will be required to operate and manage the facility for a minimum period of ten (10) years.

2. WHO MAY APPLY

Applicants must:

- Be a registered NPO or NPC
- Be in good standing with the NPO Directorate
- Have experience in:
 - Operating a shelter or safe space, and/or
 - Delivering developmental services to people sleeping rough
- Be able to enter into a Facility Management Agreement (FMA) with the City.

3. REQUIRED SUBMISSION

Applicants must submit:

1. A completed Business Plan (using the City's template), and
2. All supporting documents listed in the Brief Compliance Checklist

Incomplete submissions may be disqualified during compliance screening.

4. HOW TO USE THE COMPLIANCE CHECKLIST

- The checklist must be completed and ticked by the organisation before submission
- City officials will use the same checklist to verify compliance
- Columns indicate:
 - NPO ✓ – provided by the organisation
 - N/A – not applicable (with justification)
 - City ✓ – verified by the City
 - Not Submitted – required item missing

Items under Governance and Legislative Compliance are mandatory and may result in automatic disqualification if not submitted.

5. GOVERNANCE and STATUTORY REQUIREMENTS (CRITICAL)

Ensure the following are included:

- Signed Constitution (NPO) or MOI (NPC)
- NPO Certificate
- Proof of compliance status from the NPO Directorate
- Valid Tax Clearance Certificate
- SARS proof of tax exemption
- Signed Declarations of Interest (Board members)
- Letters of recommendation from:
 - Community leaders
 - Community forums
 - Local residents

Failure to submit these documents may result in non-compliance.

6. SUBMISSION DETAILS

Business plans must be **hand-delivered** before the closing date and time specified in the call advertisement or emailed to Brandon.Lebuso@capetown.gov.za.

Late submissions **will not be accepted**.

7. IMPORTANT NOTES

- Clearly label all sections and attachments
- Submit documents in the same order as the checklist
- Ensure all copies are current, signed, and legible
- Submission does not guarantee appointment
- The City will follow Supply Chain Management processes in selection.

8. ENQUIRIES

For enquiries regarding this call, contact:

Mr Brandon Lebuso

 **076 533 4254**

 Brandon.Lebuso@capetown.gov.za

SECTION 1: ORGANISATIONAL OVERVIEW

1.1 Name of Organisation

Registered NPO / NPC name:

Registration number (NPO Directorate / NPC):

1.2 Executive Summary

Provide a concise summary (max. 2 pages) outlining:

- Organisational background
- Experience working with people sleeping rough
- Proposed approach to operating the Muizenberg Safe Space
- Why your organisation is suitable for this role

1.3 Background of the Organisation

- Year established
- Core focus areas
- Geographic area of operation
- Target beneficiaries

1.4 Vision Statement

1.5 Mission Statement

1.6 Organisational Objectives

List key objectives relevant to homelessness support and service delivery.

1.7 Overall Organisational Goal

1.8 Strengths and Key Competencies

Highlight organisational capacity, expertise, and achievements.

1.9 SWOT Analysis

Briefly outline:

- Strengths
- Weaknesses
- Opportunities
- Threats

SECTION 2: MANAGEMENT and OPERATIONAL PLAN

2.1 Management Plan

Describe governance oversight and operational management arrangements.

2.2 Networks and Partnerships

Provide details of existing or planned partnerships (government, NGOs, community structures).

2.3 Proposed Operational Plan for the Muizenberg Safe Space

Describe:

- Day-to-day operations
- Intake and exit processes
- Safety, dignity, and care measures
- Staffing model
- Monitoring and reporting

2.4 Previous Experience in Running a Shelter / Safe Space

Include duration, location, and scale.

2.5 Experience Delivering Developmental Services

Describe work with people sleeping rough, including support and referral services.

SECTION 3: GOVERNANCE and LEGISLATIVE COMPLIANCE

(Attach supporting documents)

Confirm and attach the following:

- Adopted and signed Constitution (NPO) or Memorandum of Incorporation (NPC)
- Proof of body corporate / board structure
- Details of executive committee and meetings
- Provisions for membership and AGM
- Procedures for amendment of founding document
- Dissolution clause
- Proof of NPO compliance status from the NPO Directorate
- NPO Certificate
- Declaration of Interest signed by board members

SECTION 4: ORGANISATIONAL STRUCTURE

4.1 Governance and Management Structure

- Board / executive committee members
- Management roles

4.2 Staffing Structure

- Key staff roles
- Functions and responsibilities

4.3 Organogram

Attach organisational organogram.

4.4 Organisational Policies

List and attach relevant policies (governance, HR, financial management, safety, etc.)

SECTION 5: FINANCIAL MANAGEMENT AND NPO SUSTAINABILITY PLAN

5.1 Budget Breakdown

Provide a detailed operational budget for the Safe Space.

5.2 Financial Management Systems

Describe financial controls, accountability, and reporting mechanisms.

5.3 Sustainability Plan

Explain how the organisation will ensure long-term financial sustainability.

5.4 Marketing and Communication Strategy

5.5 Audited Financial Statements / Financial Reports

Attach latest available documents.

5.6 Funding Disclosure

- List all private and government funding received
- Attach SARS proof of tax exemption
- Attach valid tax clearance certificate

SECTION 6: STAFF and VOLUNTEER PROFILES

(Attach supporting documents)

For each staff member and key volunteer, provide:

- CV
- Certified copy of ID
- Certified educational qualifications
- Relevant certificates (community development or similar)
- Proof of **minimum 3 years' experience** in social development or working with people living on the street

SECTION 7: LETTERS OF RECOMMENDATION

(Attach supporting documents)

Provide letters of recommendation from:

- Community leaders
- Community forums
- Local residents

SECTION 8: DECLARATION

I hereby declare that all information provided in this business plan and supporting documentation is true and correct.

- Name: _____
- Chairperson/Director: _____
- Organisation: _____
- Signature: _____
- Date: _____

BRIEF COMPLIANCE CHECKLIST**Organisation Name:** _____**NPO / NPC Registration No.:** _____**Date Submitted:** _____**Received By (City Official):** _____**A. BUSINESS PLAN CONTENT (MANDATORY)**

Ref	Requirement	NPO ✓	N/A	City ✓	Not Submitted
A1	Executive summary	☐	☐	☐	☐
A2	Organisational background	☐	☐	☐	☐
A3	Vision and mission statements	☐	☐	☐	☐
A4	Organisational objectives and overall goal	☐	☐	☐	☐
A5	Strengths and key competencies	☐	☐	☐	☐
A6	SWOT analysis	☐	☐	☐	☐

B. MANAGEMENT and OPERATIONAL PLAN

Ref	Requirement	NPO ✓	N/A	City ✓	Not Submitted
B1	Management plan	☐	☐	☐	☐
B2	Networks and partnerships	☐	☐	☐	☐
B3	Proposed operational plan for Safe Space	☐	☐	☐	☐
B4	Experience operating shelter / safe space	☐	☐	☐	☐
B5	Experience working with people sleeping rough	☐	☐	☐	☐

C. GOVERNANCE and LEGISLATIVE COMPLIANCE*(Mandatory – failure may result in disqualification)*

Ref	Requirement	NPO ✓	N/A	City ✓	Not Submitted
C1	Signed Constitution (NPO) or MOI (NPC)	☐	☐	☐	☐
C2	NPO Certificate	☐	☐	☐	☐
C3	Board / executive committee details	☐	☐	☐	☐
C4	AGM and membership provisions	☐	☐	☐	☐
C5	Dissolution clause	☐	☐	☐	☐
C6	Proof of NPO compliance status (NPO Directorate)	☐	☐	☐	☐
C7	Valid Tax Clearance Certificate	☐	☐	☐	☐
C8	SARS proof of tax exemption	☐	☐	☐	☐
C9	Declaration of Interest (Board members)	☐	☐	☐	☐
C10	Letters of recommendation (community / leaders)	☐	☐	☐	☐

D. ORGANISATIONAL STRUCTURE

Ref	Requirement	NPO ✓	N/A	City ✓	Not Submitted
D1	Organogram	☐	☐	☐	☐
D2	Staff roles and responsibilities	☐	☐	☐	☐
D3	Relevant organisational policies	☐	☐	☐	☐

E. FINANCIAL MANAGEMENT and SUSTAINABILITY

Ref	Requirement	NPO ✓	N/A	City ✓	Not Submitted
E1	Budget breakdown	☐	☐	☐	☐
E2	Sustainability plan	☐	☐	☐	☐
E3	Marketing / communication strategy	☐	☐	☐	☐
E4	Audited financial statements / reports	☐	☐	☐	☐
E5	List of private and government funding received	☐	☐	☐	☐

COMPLIANCE DECISION (OFFICIAL USE ONLY)

Overall Compliance: ☐ COMPLIANT ☐ NON-COMPLIANT

Reason for non-compliance:

City Official (Name and Signature): _____

Date: _____