

REQUEST FOR PROPOSAL

PROCUREMENT PROCESS DOCUMENT REVIEW/ UPDATE AND DEVELOPMENT

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1 BACKGROUND

1.1 Introduction

The Eskom Pension and Provident Fund (EPPF) is a defined benefit fund with defined employer and employee contributions that provides retirement, withdrawal, death and disability benefits to members, pensioners and dependants.

The EPPF is registered as a privately administered pension fund in terms of the Pension Funds Act (1956) and it is approved as a pension fund in terms of the Income Tax Act (1962). Approximately 110 people are employed by the EPPF on a permanent basis.

The EPPF manages approximately R144 billion in assets and spends approximately R135 million per annum on services and related costs.

The EPPF uses both procurement and contract management systems.

2 REQUEST FOR PROPOSAL

2.1 Procurement documentation request

The Fund would like to invite solution providers to submit a proposal to provide the EPPF with a proposed solution(s) to update the Framework, Policies and Procedures documentation relating to the procurement process within the Fund.

This RFP describes the EPPF's requirements and is intended to guide respondents to propose a best fit solution for the EPPF's current and future needs. The EPPF requests respondents to propose a solution(s) for a set of documentation relating to the Fund's procurement process, policies and procedures.

2.2 Purpose of the document

The purpose of this RFP document is to provide broad details relevant to the services required and is not intended to provide detail of every action required.

2.3 RFP response guidelines

2.3.1 Point of contact

This RFP is issued on an open tender notice format with a definite closing date and time.

Respondents are required to submit their responses in expansive detail and in time to qualify for consideration of their responses.

During the open response time the central point for all queries relevant to the provision of background information and points of clarity relevant to this RFP, will be managed through a central mailbox. In the interest of all parties concerned queries must be submitted **in writing only** and responses to queries or points of clarity will be published in the "Tenders" section of the Fund's website (www.epppf.co.za).

The electronic mail address for queries is Prodoc@eppf.co.za. No telephonic or verbal queries will be entertained.

2.4 RFP process and submission procedure

The Fund will review proposals in its discretion against a set of pre-defined criteria and will rate each proposal on its ability to satisfy the requirements stated in this RFP.

In the event that a preferred supplier is chosen such service provider will be formally notified. A formal Contract and Service Level Agreement will be entered into between the Fund and the successful service provider detailing issues such as the scope of work, remuneration structure and the term of the contract.

Potential service providers are requested to be mindful of the time allowed for responses, the closing date and time, the delivery address for proposals and must note that late submissions will not be considered.

The RFP must be submitted with the necessary supporting detail and must provide all the information requested in this RFP.

The Fund reserves the right to consider any proposal in its entirety or partially, and may appoint more than one service provider or no service provider at all.

2.5 Submission date, time and address

The closing date for submission of proposals at the delivery address indicated below is 24 March 2020 at 14:00 South African Time.

RFPs must be submitted in a sealed envelope(s) and addressed to:

The Secretary of the Procurement Committee
Procurement Documentation Update Tender Submission
Eskom Pension and Provident Fund

The RFPs must be placed in the Fund's official **Procurement Documentation Update Tender Box** that is placed in the reception area at Isivuno House, EPPF Office Park, 24 Georgian Crescent East, Bryanston East, 2191.

Respondents must ensure that whoever delivers the proposal to the Fund takes care to complete the RFP register at the tender box and place the tender in the correct Tender Box.

RFPs may also be couriered or mailed by means of registered mail to reach the Fund **on or before** the closing date and time, but it must be noted that postal and administrative delays will not be accepted as a reason for exemption from the requirement that proposals must reach

the tender box on or before the closing time. It remains the responsibility of the respondents to ensure that their proposals reach the Fund before the closing date and time.

Proposals may not be faxed or e-mailed and proposals received by any other means other than being placed in the tender box, will not be considered and will be rendered invalid.

2.6 RFP process requirements

The following minimum requirements will be applied to the RFP process:

- i. Responses received after the closing date and time will be considered late and will not be accepted.
- ii. All responses must be submitted in full and complete on or before the closing time. The Fund will not allow additions and/or amendments to any response to be submitted after the closing time.
- iii. Submitted responses may be withdrawn in writing prior to the closing time.
- iv. All enquiries relevant to the RFP may only be submitted at the briefing session. Enquiries after the briefing session will not be entertained.
- v. During the course of this RFP process, respondents may acquire confidential information relating to the Fund's business, projects and/or customers. Respondents are required to keep this information strictly confidential at all times (even after the project has been completed) and may not use or attempt to use or allow such information to be used for personal gain or the gain of any other person or institution.
- vi. Respondents may not disclose any such confidential information to any third party, but to the extent that such disclosure may be necessary for the submission of a formal proposal, must approach the Fund for prior approval to share any information with any third party. This does not apply to information which must be legally disclosed or becomes available to and known by the public.
- vii. Respondents must comply with the highest ethical standards in order to promote mutual trust and an environment where business can be conducted with integrity, in a fair and reasonable manner.
- viii. Respondents must, on the official letterhead of the company submitting the response, declare that:
 - a. the information provided in all documentation is true and correct; and
 - b. the signatory of the tender document is duly authorised to do so by means of a special or general resolution of the company/closed corporation.
- ix. Proposals submitted to the Fund must remain valid for a minimum period of 90 days from the closing date.

- x. Respondents will be held to their proposals submitted. The Fund reserves the right to negotiate the modification of a proposal with the successful respondent in whole or in part.
- xi. Agreements reached after such modifications with the successful respondent, or parts thereof, and accepted by the Fund will form part of the contract.
- xii. Each proposal will be evaluated for general conformity to specifications and the demonstrated capabilities of respondents to execute the scope of work.
- xiii. Respondents must provide curricula vitae of all key personnel they propose for execution of the scope of work, with clearly defined fields of expertise, functions and responsibilities.
- xiv. In general respondents must indicate the experience and field/s of expertise of their companies and must specifically indicate previous work done in the retirement fund industry, if any.
- xv. Respondents are responsible for any and all costs and liabilities incurred in responding to this RFP. The Fund will not be responsible for any costs whatsoever or howsoever arising.
- xvi. The Fund reserves the right to withdraw this RFP for any reason and at any time without incurring any cost or liability.
- xvii. The Fund reserves the right to withdraw, at any stage of this process, amend or cancel this RFP, reject or not accept any or all proposals, obtain any information from any lawful source regarding past business history and practices of the respondent, and to take any such information into consideration in the evaluation process.
- xviii. The Fund does not have to explain acceptance or rejection of any specific service provider and the Fund's decision is final and binding.

2.7 Structure of responses

All responses are required to be prepared as follows:

2.7.1 Proposals must be electronically generated and one printed original must be signed in permanent ink by the individual(s) legally authorised to bind the respondent.

2.7.2 Legibility, clarity and completeness are essential.

2.7.3 The RFP response should contain the following items:

- i. 1 neat and securely bound clearly marked and signed original copy of the RFP response, fee schedule and supporting documents;
- ii. 8 neat and securely bound hard copies of the RFP response and supporting documents as above;
- iii. 1 digital copy of the RFP response on a USB memory stick; and
- iv. The electronic copies of the RFP proposal and/or examples of work must be provided in Adobe Reader Portable Document Format (PDF), clear of virus infections.

2.7.4 Responses must be prepared as simply as possible, providing a straightforward, concise description of the interested parties and the capabilities available to satisfy the requirements of the RFP.

Any submissions not complying with these requirements will be disqualified.

2.8 Evaluation criteria

Respondents will be evaluated according to the extent to which the response to the RFP indicate that they are able to meet the requirements of the EPPF, as stipulated in this RFP document. The EPPF will not be held responsible or obliged to contact any respondent if the response to the RFP lacks any information or clarity. The evaluation criteria against which respondents will be evaluated will include, but are not limited to, the criteria contained in the sections below and, the various evaluation criteria will be weighted in terms of relative importance to the EPPF's business objectives and strategies.

2.8.1 Track record

Respondents must demonstrate their expertise and experience in offering documentation to support the procurement process over the past five years.

2.8.2 Fee Structure

Respondents must provide the following costs for the implementation:

- i. Indicate a total cost for each of the requirements in part 3.
- ii. Pricing must reflect either:
 - a) Rand per hour plus maximum expected hours
 - b) Basis for pricing if fixed costs
 - c) Blended rate and maximum expected hours
- iii. All pricing must be inclusive of Value Added Tax (VAT)

- iv. All prices must be quoted in ZAR currency.

2.8.4 Empowerment / BEE

The Fund is committed to advancing the objectives of B-BBEE and details of the locally domiciled service provider's B-BBEE credentials, supported by a copy of a rating certificate, if a rating has been obtained, with details of the relevant company profile must be provided. In the very least, specific reference must be made to:

- Ownership structure and shareholding;
- Board representation;
- Executive / Operational Management structure;
- Demographic composition of the actuarial team;
- Gender equity profiles; and
- Secondary BBEE initiatives, such as procurement from BBEE suppliers.

Locally domiciled respondents need to ensure that certificates must be in the name of the legal entity making the submission and be current.

International domiciled respondents need to provide the Fund with their current and future diversity and gender (inclusivity) targets.

These details must be clearly stated in the order requested and with the headings as above.

2.8.5 Client References

When providing information regarding references it is accepted that the respondent has cleared with the referent that:

- The client can be contacted directly by the EPPF or its consultants;

Vendors who do not have South African clients, may provide international based clients as a reference.

2.8.5 Respondent Presentations

Respondents may be required to present their solutions to the EPPF on short notice.

The successful respondent/s, if any, will be provisionally appointed subject to successful contract negotiations, due diligence taking into consideration technical expertise, financial strength, management, and company structure.

2.9 RFP general requirements

The proposed vendor must comply with the requirements outlined in this RFP. As part of your submission, please print and sign Appendix A – Terms of Business as a separate attachment.

2.9.1 Company details and stability

Please provide a response to each of the following questions:

- i. How long the business has been in operation?
- ii. What is the scope and nature of the business, paying particular attention to core activities and highlighting areas where it lacks or outsources expertise?
- iii. What is the company’s registration number?
- iv. Provide details on the company structure and key project resources to be allocated directly as well as indirectly to the management structure and the Fund’s project?
- v. Provide details of commercial relationships where a consortium/joint venture/partnership is offered as follows:
 - The entity that will be the guarantor of contract performance;
 - The date of joint venture formation, if applicable;
 - The name of the lead / prime contractor; and
 - A statement regarding the nature of the agreement between the joint venture partners, the proposed percentage of division of work and profit between the constituent members. Each party to the RFP, if that party is a subsidiary company, is required to give details of the extent to which the holding company and related subsidiaries and associates are prepared to provide guarantees.

2.10 Supporting documentation

The respondents must include the following supporting documentation within their proposals:

- Proof of company registration documentation;
- An up-to-date Original Tax Clearance Certificate indicating good standing with SARS or the supplied Pin from SARS for access to the Tax Clearance Certificate;
- A statement of the bidding company’s B-BBEE credentials as required in the above, supported by a rating certificate from a recognized rating agency, if applicable;

- In the case of a joint venture the above-mentioned documentation need only be supplied for the guaranteeing entity; and
- An up-to-date Audited Financial statement of the entity that will be submitting the proposal

Respondents will be disqualified from the RFP process if any of the above-mentioned details and/or documents are not submitted.

2.11 Quotation/proposal conditions

Validity of Quotations

Quotations must be valid for at least 90 days from the closing date of the tender.

VAT

VAT must be included in all prices, where applicable.

Closing Date for Proposal Submission

The closing date for submission of proposals at the delivery address indicated below is 24 March 2020 at 14:00 South African Time.

All submissions must be placed in the **Procurement Documentation Update Tender Box** at the EPPF's offices, in the reception area at Isivuno House, EPPF Office Park, 24 Georgian Crescent East, Bryanston East, 2191. Shortlisted respondents will be invited for presentations prior to making a final appointment decision.

Please note the tender box dimensions 9.5 cm by 62 cm (separate clearly identified envelopes may be used).

2.11.1 Timeframes

- i. Provide details of the estimated length of time for the development of the proposed solutions.

3 PROCUREMENT DOCUMENTATION UPDATE REQUIREMENTS

3.1 Background

The EPPF has, undertaken a procurement review from which certain recommendations were drawn on the current documentation supporting the procurement process. Refer to annexure B for a copy of this report.

As a direct result of the procurement, review the EPPF now requires relevant Frameworks, Processes and Procedures to be updated or developed.

This below list of recommendations from the procurement review are summarized:

- a) Development of a Procurement Procedure Manual.
- b) Development of a Travel Management Procedure Manual.
- c) Development of the Accounts Payable/ Creditors Procedure Manual.
- d) Development of the Contract Management Policy.
- e) Development of the Contract Management Framework.
- f) Development of the Contract Management Procedures Manual.
- g) Documentation of the procurement process and supporting flow charts.
- h) Development of the Consumables Procedures Manual.
- i) Review and update the Procurement Committee Term of Reference.
- j) Training of Procurement Committee members of their roles and responsibilities
- k) Training of staff involved in the procurement process on the application of New Procurement Procedures.

3.2 RFP response objectives

The objectives of this RFP and the responsibilities of respondents are to:

- Understand the requirements of the EPPF.
- Demonstrate a proven track record of implementation.

ANNEXURE A

TERMS OF BUSINESS

1. Background

The Fund wishes to appoint a suitable service provider to provide documentation to support the procurement process.

The Terms of Business below serve to set out the minimum terms proposed by the Fund for any agreement to be concluded with the preferred service provider. The final terms will be subject to negotiation with the preferred service provider, if appointed by the Fund.

2. Terms of Business

These Terms of Business will form the basis of a suitable Main Agreement to be negotiated and concluded between the Fund and the successful service provider. Such an agreement will detail the services to be rendered and other associated terms governing the relationship between the parties.

3. The services to be provided

3.1. The Services

The service provider will provide the services described in the RFP, and at the location(s) to be set out in the Main Agreement.

Where the Main Agreement refers to services to be performed this means that the service provider will provide the Fund with the Services and will be responsible for the management and control of the services and the quality of any deliverables listed in or referred to in the Main Agreement.

Where the Main Agreement refers to Services to assist the successful service provider this means that the Fund will use reasonable skill and care, as specified, to assist the service provider with its work, but the service provider will be responsible for the overall management and control of the Services and for the results to be achieved from using the Services.

3.2. The service provider's staff

Where individual members of the service provider's staff (including partners and directors) are named in the Main Agreement the service provider will make every reasonable effort to ensure that the named individual(s) are available to support its work for the Fund stated in the Main Agreement.

Where the service provider considers changes in its named staff necessary or appropriate, for reason of, inter alia, resignation, relocation, training or illness, the service provider may make the changes after giving the Fund reasonable notice and will provide the Fund with details of replacement staff.

3.3. Contract Management

Both parties may designate a contact person that will be responsible for managing all issues relating to the performance of the Main Agreement.

3.4. Deliverables

3.4.1. Preparation and Delivery

The Fund will incorporate the deliverables listed or referred to in the RFP into the Main Agreement to be signed with the preferred service provider.

4. Fees and Payment

4.1. Payment of services

The Fund agrees to pay for the Services as set out in the Main Agreement.

All invoices will be payable within thirty days from date of receipt thereof.

5. Term, Suspension and Termination

5.1. Duration of Contract

The Main Agreement will apply from the Commencement Date stated, or where no Commencement Date is specified, from the date of signature of the Main Agreement by both parties. The Main Agreement will continue until all the Services and deliverables have been provided unless it is terminated earlier in accordance with the terms set out below.

5.2. Termination of the Contract

Unless stated otherwise in the Main Agreement, the Contract may be terminated by either party at any time by giving the other party no less than 30 days written notice.

5.3. Termination for Breach of Contract

The Main Agreement may be terminated by either party by written notice with immediate effect if the other commits a material breach of any term of the Main Agreement that is not remedied within 10 days of dispatch of a written request to remedy the same.

5.4. Termination for Insolvency

The Main Agreement may be terminated by either party by written notice in the event that the other party is unable to pay its debts or has been placed under administration, judicial manager, liquidator or similar person or officer appointed or compromises generally with its creditors or ceases for any other reason to carry on business or in the reasonable opinion of the other party any of these events appears likely.

6. Confidentiality and Conflicts of Interests

6.1. By signing the Main Agreement, each party is under a professional obligation not to disclose to a third party any information confidential to the other party. Similarly, reports by the service provider are for the use of the Fund alone and may not be disclosed to third parties without the Fund's prior written consent.

6.2. Notwithstanding 6.1 above, either party will be entitled to disclose confidential information of the other to a third party to the extent required by law or where the said information is already known to the public, provided that in the former case (and without breaching any legal requirement), where reasonably practicable not less than five business days' notice in writing is first given to the other party.

7. Liability

7.1. The service provider shall use reasonable skills and care expected from an expert in its industry in the provision and delivery of the services and the deliverables in terms of the Main Agreement.

7.2. The service provider shall accept liability to pay compensation for damages and losses arising as a direct result of breach of contract or negligence on its part or third parties acting on behalf of the service provider in respect of Services provided in connection with, or arising out of the Main Agreement (or any variation or addition thereto).

7.3. The service provider shall not be liable for any loss, damages, costs or expenses directly or indirectly incurred as a result of information supplied by, or misrepresentations, gross negligence, fraudulent acts or default on the part of the Fund, its directors, employees, contractors or agents. The Fund indemnifies the service provider and holds it harmless against all and any such claims made against it in respect of any such loss, damages, costs or expenses and against the actual costs incurred by the service provider in defending such claims.

8. General

8.1. Force Majeure

Neither of the parties to the Main Agreement will be liable to the other for any delay or failure to fulfill obligations caused by circumstances beyond its reasonable control.

8.2. Assignment

Neither of the parties to the Main Agreement may cede, assign, delegate, transfer, encumber, charge nor otherwise seek to deal in any of its rights or obligations under the Main Agreement without the prior written consent of the other party.

8.3. Notices

Notices must be served either personally, sent by prepaid registered post or faxed to the address of the other party given in the Main Agreement or to any other address as the parties may have notified during the period of the agreement. Any notice sent by registered post will be deemed to have been delivered 10 days after sending. Any notice sent by fax or served personally will be deemed to have been delivered on the first working day following its dispatch.

8.4. Amendment

Any amendment or consensual variation, cancellation or termination of the Main Agreement, or any of its terms, will not be effective unless agreed in writing and signed by both parties.

8.5. Survival

The confidentiality clause in the Main Agreement shall survive the termination or expiry of the agreement and shall continue to bind the parties to the agreement.

8.6. Electronic Communications

During the provision of the Services, the Fund may from time to time communicate electronically. However, as the service provider is aware, the electronic transmission of information cannot be guaranteed to be secure or error-free and such information could be intercepted, corrupted, lost, destroyed, arrive late or incomplete or otherwise be adversely affected or unsafe to use.

Accordingly, whilst the Fund carries out commercially reasonable procedures to check for the most commonly known viruses and to check the integrity of data, it remains the service provider's responsibility to carry out a virus check on any documents before launching them, whether to be sent or to be received on disk or otherwise. Therefore and notwithstanding any collateral contract, warranty or representation, the Fund will have no liability to the service provider on any basis, whether in contract, delict (including negligence) or otherwise, in respect of any error or omission arising from or in connection with the electronic communication of information to or from the service provider and the service provider's reliance on such information and including (but not limited to) the acts or omissions of the relevant service providers.

If the communication relates to a matter of significance on which the service provider wishes to rely and is concerned about the possible effects of electronic transmission, the service provider should request a hard copy of such transmission from the Fund.

8.7. Validity of contract Provisions

If any provision of the Main Agreement is held to be invalid, in whole or in part, such provision shall be deemed not to form part of the agreement. In any event the enforceability of the remainder of the agreement will not be affected.

8.8. Conflict

In the event of any conflict between the Main Agreement and any other document that forms part of the agreement, the Main Agreement shall prevail.

8.9. Applicability

The Main Agreement shall apply to work undertaken in relation to the service provider, its holding company or any of its subsidiary, associated or related companies, agents or sub-contractors providing services in terms of the agreement.

9. Dispute Resolution and Governing Law

Should any dispute arise between the Fund and the service provider, both parties will attempt to resolve the dispute in good faith through senior-level negotiations. If the dispute is not resolved through negotiation or mediation within a reasonable time both parties agree that it shall be finally resolved in accordance with the rules of the Arbitration Foundation of South Africa by an arbitrator or arbitrators appointed by the Foundation and agreed upon by both parties.

The Terms of Business and the Main Agreement shall be subject to South African law.

10. Acceptance

By signature of this document, the service provider agrees to be bound by the terms of business contained herein, subject to such variations as may be agreed between the parties when negotiating the main agreement.

Signed in acceptance on behalf ofbeing duly authorized thereto.

Signed at.....on this.....day of.....2020

Name & Surname.....

ANNEXURE B

Extract from Procurement Process Review Report

Primary Recommendations – See pages below (21 to 25)

PRIMARY RECOMMENDATIONS

A. Governance

We recommend EPPF management to consider the below improvement ideas which, if implemented will improve the procurement processes within the Fund. Below are our primary recommendations for management consideration:

- a) Appointment of a Procurement Officer (Refer below for the role and responsibilities).
- b) Development the Procurement Procedures Manual, which should include pertinent procurement processes which we have detailed below. Amongst others the procedures should include the following:
 - i. Need Assessment
 - ii. Sourcing (Competitive Tendering and Quotation)
 - iii. Requisitioning
 - iv. Purchase order
 - v. Receiving of goods and/or services
 - vi. Invoicing / Payment
 - vii. Supplier Database Management
 - viii. B-BBEE Status Evaluation credentials
 - ix. Emergency Procurement
 - x. Supplier Performance Management
 - xi. Consumables Management
 - xii. Reporting (Spend Management, etc.)

c) Development of the Travel Management Procedures Manual, which should include pertinent travel arrangements processes which we have detailed below. Amongst others the procedures should include the following:

- i. Supplier Arrangements (Travel Management Company)
- ii. Designated EPPF officers responsible for making travelling bookings
- iii. Travel Request Approval and Booking Process
- iv. Emergency Travel
- v. Personal Extension of Approved Business Trips
- vi. Reimbursement of Travel Expenses
- vii. Incidental Expenses
- viii. Insurance
- ix. Miscellaneous Expense (Baggage etc.)
- x. Cash Advance
- xi. Complaints Process
- xii. Traveller Profiles
- xiii. Cancellations
- xiv. Health and Safety (Vaccination)

d) Centralise the Travel Booking function into the responsibilities of the Procurement Officer to be appointed.

e) Development of the Accounts Payable / Creditors Procedures Manual, which should include pertinent creditors processes which we have detailed below. Amongst others the procedures should include the following:

- i. Requisitioning
- ii. Receipting
- iii. Matching
- iv. Supplier Invoicing/Payment (prepayments)
- v. Settlements
- vi. Reporting

f) Development of the Contract Management Policy, which should include pertinent contract arrangements protocols. Amongst others the policy should include the following:

- i. Purpose
- ii. General Principles
- iii. Definitions
- iv. Policy Statement
- v. Policy Scope
- vi. Contract Management Framework
- vii. Roles and Responsibilities
- viii. Cancellation of Contracts
- ix. Amendments of Contracts

g) Development of the Contract Management Framework, which outlines the key processes and activities to be undertaken to achieve effective contract management outcomes. Amongst others the procedures should include the following:

- i. Planning, Budgeting and Reporting
- ii. Identification and Classification of Contracts
- iii. Oversight of Contract Management
- iv. Document and Information Management
- v. Relationship Management
- vi. Performance Management
- vii. Payment, Collection, Incentives and Penalties
- viii. Risk Management

h) Development of the Contract Management Procedures Manual, which should include pertinent contract management processes. Amongst others the procedures should include the following:

- i. Reviewing existing and proposed contracts during the strategic planning and budgeting process;
- ii. Contract classification methodology;
- iii. Records and document management;
- iv. Recording of key contract information;
- v. Supplier and/or Service provider accreditation;

- vi. Performance reporting structure, content, frequency and recipients;
- vii. Payment and collection;
- viii. Incentive and penalty schemes;
- ix. Risk analysis, identification, assessment and response; and management controls for each classification, type or individual contract covering the entire Contract Life Cycle.
 - Planning
 - Creation
 - Collaboration
 - Execution
 - Administration
 - Closeout / renewal

- i) Documentation of the procurement process and supporting flow charts for ease of reference and subsequent changes and for training new staff.
- j) Development of the Consumables Procedures Manual, which should include amongst others the following:
 - i. Requisition (purchase order)
 - ii. Receiving of consumables
 - iii. Issuing (end users)
 - iv. Recording
 - v. Re-order levels.
- k) The job content of staff in departments involved in procurement should be changed to include procurement activities so that they can be held accountable. Refer below.
- l) Review and update the Procurement Committee Terms of Reference (ToR).
- m) Performance of a Procurement Capability Maturity 12 months after acceptance of this report i.e. 10 months after implementation of the recommendations.

B. Use of Fraxion

- a) The Procurement Officer to be appointed should be nominated as Fraxion Champion.
- b) Identification of Fraxion Departmental Super Users (Procurement Practitioners).
- c) Provision of Fraxion training to all users based on areas applicable to them for use.
- d) Full use of Fraxion capabilities should be encouraged and instilled.

C. Staff Training

- a) Training of staff involved in the procurement processes on the fundamental procurement principles.
- b) Training of Procurement Committee members of their roles and responsibilities.