

Contract management | Level 1 Process overview

1) Program approval

- The project proposal will be evaluated by the respective Project teams within the Pillar. This is then discussed with the SF war room and then submitted to the Executive DC for approval
- Based on the programme cover note a decision will be made by the committee to approve or reject the proposal inline with the predetermined criteria
- Based on the value of the project, the respective Disbursement governing forum will approve it

Accountability:

- Executive Disbursement Committee for projects less than/equal to R20m
- Disbursements Sub-Committee of Board (DC) for Projects between R20m and R100m
- SF Board for projects > = R100m

Documentation:

- Cover note proposal
- Supporting documentation from donee or suppliers

2) Contract drafting

- Once the project has been approved by the delegated Disbursement Committee, the SF team will formally brief the ENS team and ENS will draft the legal agreement
- Consideration will be given to tax implications on briefing based on each contracts proposed structure
- Briefing & drafting process to include core ENS legal partners with input from the Pillar lead and PM and the SF contract management team
- Key elements of the proposal and up-to-date standard clauses will be included in the agreement like POPIA, monitoring and specific reporting requirements, parties' obligations, conditions precedent, duration of the agreement, interpretations, and definitions

Accountability:

- ENS

Documentation:

- Draft agreement
- Cover note and supporting documentation

3) Contract negotiation

- The agreement will be circulated across the core SF team for comment including the pillar lead and PM, contract management team and finance
- Thereafter the agreement will be shared with 3rd party stakeholders for comment.

Accountability:

- ENS
- Pillar lead & Project Manager
- Contract manager
- Finance

Documentation:

- Draft agreement

4) Contract approval

- Final agreement to be shared with SF contract team, Pillar lead, finance and finally the SF CEO for approval. The SF CFO shall authorise the contract for CEO approval
- The contract is then shared with the relevant Disbursement Committee on request by the CEO, where it is requested for approval.
- The final agreement to be shared with the 3rd party stakeholder for approval
- Once both parties and CEO are happy with the agreement is ready for signatures
- Agreement to be loaded onto the Adobe Sign platform by ENS for signature and parties prompted to sign

Accountability:

- ENS
- SF CFO
- SF CEO
- 3rd party signatories

Documentation:

- Final agreement
- Supporting annexures

PROCESS

ACCOUNTABILITY

DOCUMENTATION

Contract management process continued

PROCESS

DOCUMENTATION ACCOUNTABILITY

5) Contract execution

- Finance team and pillar leads to execute project according to affirmed terms and conditions within the agreement
- Pillar Leads to ensure all contract conditions precedents are met before payment is requested
- Finance to ensure the payment T&Cs are met and ensure the relevant payment document is correct as per the contract conditions before payment is made.
- Finance ensure that the role of the SF be included in all contracts (*Principal/ Agent*).
- Agreement and all relevant documentation to be loaded and stored into a centralised location - the Smartsheet contract management platform.
- All key contract management information will be highlighted here including the commencement date, expire/ renewal date, reporting obligations and any specific contract conditions in order to eliminate issues like missing a contract renewal date

Accountability:

- SF Pillar lead & Project manager
- SF Finance

Documentation:

- 3rd party reports
- Financial tracking tools
- Signed agreement

6) Contract /project monitoring & evaluation

- Ongoing monitoring and evaluation of the key highlighted terms of the agreement through internal pillar controls
- All 3rd party project reports and documentation received should be reviewed and stored on MS Teams according to project by the PM
- Contracts need to be stored securely and need to be located quickly and efficiently
- All contracts should be reviewed by the Pillar throughout the year to ensure deliverables are being met and that the contract is delivering value to the Fund
- Tracking and reporting of KPI's and programme milestones by the Pillar and project team

Accountability:

- SF Pillar lead & Project manager

Documentation:

- Internal reports prepared by SF pillar
- External reports
- Contract tracking tool

7) Oversight & governance

- Contract manager to record and keep abreast with specific contract conditions and inform the dedicated PMs on these conditions as agreements reach an expiration or renewal date
- Contract manager to liaise with project manager to ensure specific contractual obligations are being met
- Contract management team to conduct mini audits once a year alongside the projects managers to test & ensure compliance

Accountability:

- Contract manager

Documentation:

- Contract tracking tool

8) Contract & project closeout

- SF pillar lead to review and facilitate the closeout of the project alongside the finance team, contract management team and 3rd party stakeholders
- Ensure all obligations laid out in the contract have been met alongside financial disbursements and SF commitments
- Closeout documentation is signed and saved

Accountability:

- SF Pillar lead & Project Manager
- Contract manager

Documentation:

- SF exit document, where applicable.
- SF closeout document

RACI – Contract Management

Contract stage	Process stakeholders					
	Contract management	ENS	SF Pillar	SF CEO	SF executive disbursements committee	3rd party stakeholders
Approval of program	I/C	I	R	I	A	I
Contract draft	C	R	A	I	-	-
Contract negotiation	A	C	R/A	I	-	A
Contract approval	C	R	C	A	C	A
Contract execution	I	I	R/A	I	-	R/A
Monitoring & evaluation	I	I	A/R	I	-	R
Oversight & governance	R/A	I	C	I	-	I
Project closeout	C/A	I	R/A	I	-	R/A
R: Responsible						
A: Accountable						
C: Consulted						
I: Informed						