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Proposal for:

**IMPLEMENTATION OF AGUMENTED SERVICES
DELIVERY SOLUTION: AZURE MARKETPLACE**

Created for:

**City of Johannesburg's Citizen Relationship and
Urban Management (CRUM): Group Citizen
Relationship and Urban Management (GCRUM)**



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1 Introduction and Executive Summary

1.1 Executive Summary & Key Introduction

We are pleased to present this comprehensive proposal for the provision of an Augmented Service Delivery Solution hosted on Microsoft Azure Marketplace, along with enhancements, maintenance and support services, tailored to meet the specific needs of the City of Johannesburg's Citizen Relationship and Urban Management' Group Citizen Relationship and Urban Management Unit.

At Rifumo Empowerment Holdings, we understand technology's vital role in enhancing business operations and achieving strategic goals. With this in mind, we propose the delivery of Service Delivery Solution designed to empower your organisation to deliver onsite service to the citizens of Johannesburg and South Africa at large. The business solution combines workflow automation, scheduling algorithms, and mobility to set up mobile workers (engineers) for success when they're onsite with citizens fixing issues.

1.2 Knowledge of the Public Sector Environment

Our consultants have years of experience in providing Microsoft Dynamics 365 solution configurations, development, and support. They have worked on many types of Dynamics based Public Sector projects, including implementations, upgrades, integrations, reporting, custom-developing tools/enhancements, process mapping, and training organizations in the public sector. On this crucial CRUM assignment, Rifumo will be able to leverage on its Public Sector experience to hit the ground running.

1.3 Proven Track Record

Rifumo has a proven track record and strong credentials in Microsoft Dynamics 365 projects, ICT Assessments, Business Process Design, System Integrations, and Project Management techniques. We remain a partner of choice to several Public Sector Clients. Our clients current or former are.

- Johannesburg Development Agency JDA
- COJ Departments
- Public Investment Corporation
- Gauteng Department of Education

1.4 Our Solid and Robust Methodology

Our Project Management and Implementation methodology is based on the Microsoft Operations Framework and the Dynamics Sure-Step toolsets. These are tried, tested, and trusted methodologies which have, over the years that we have utilized them, proven to add the desired value to Clients where Rifumo has implemented similar projects.

2 Company Profile: About Rifumo Empowerment Holdings

Established in 2013, Rifumo Empowerment Holdings (REH) is an Information Technology firm specializing in Process Automation (PA), Business Intelligence (BI), Data Warehousing (DW), Digitization, Customer Relationship Management systems (CRM), Application Development and Microsoft Business Central (BC). Our expertise in the development and implementation of Microsoft Technology (MT), enables our team to utilise standard best practices in the implementation of new technology and innovation. REH is a 100% black-owned SMME, B-BBEE Level 1 contributor and a Microsoft Gold Partner.

REH strive for the development, customisation, configuration, and implementation of technology solutions that offer expert guidance on the latest developments in technology across multiple industries. The organisation provides tailor-made solutions that are user-centric and customer focus to enable digital transformation using standard best practices and tried and tested methodologies.

We provide innovative technology through dedicated partnerships with our clients as we work to achieve outcomes that are user-driven and cost-effective. We take pride in enabling solutions and sharing knowledge collaboratively with our clients.

2.1 Company Profile: Our Service Catalogue



Microsoft Azure Cloud Services:

We provide comprehensive implementation and support for Microsoft Azure's suite of cloud services, including virtual machines, storage, databases, analytics, AI, IoT, and more. We enable organisations to build, deploy, and manage applications and infrastructure in a secure and scalable cloud environment.



Microsoft 365:

We offer Office 365 implementation services, to combine productivity tools such as Word, Excel, PowerPoint, and Outlook with collaboration services like SharePoint, Teams, and OneDrive. This is done in collaboration with our partners (clients) to enable businesses with cloud-based communication, collaboration, and productivity solutions.



Dynamics 365:

We offer an end-to-end Dynamics 365 (CRM and ERP) suite of intelligent business applications that streamline processes and enhance customer relationships. This includes modules for sales, marketing, customer service, finance, supply chain, and more, enabling organizations to optimize their operations and drive growth.



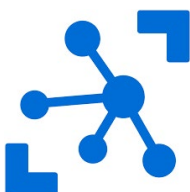
Business Intelligence:

We offer technologies, applications, and practices that enable organisations to collect, analyse, and interpret data to make informed business decisions. This involves the use of various tools (Microsoft BI tools) and techniques to transform raw data into meaningful insights, helping businesses gain a competitive edge and drive growth.



Azure AI and Machine Learning (AI and ML):

Through the use of Microsoft Azure (AI and ML), we provide a robust set of AI and machine learning services, including Azure Cognitive Services and Azure Machine Learning. These services enable developers to build intelligent applications that can understand, reason, and interact with users in a natural and personalized way.



Azure IoT:

We use Azure IoT to provide a comprehensive set of services and tools for building and managing IoT solutions. This enables our BI and technical team help organisations to connect, monitor, and manage devices, collect, and analyse data, and create actionable insights to drive operational efficiency and innovation.



Power Platforms:

We use Microsoft Power Platform to combine Power Apps, Power BI, and Power Automate (formerly known as Microsoft Flow) to create low-code/no-code solutions for building business applications, data visualizations, and workflow automation. This empowers organisations and users to create custom solutions and drive digital transformation without extensive coding skills.



Microsoft Security Services:

We provide a range of security services and solutions to protect against evolving threats. This includes Azure Security Center, Microsoft Defender for Endpoint, Microsoft 365 Defender, and more, helping organisations safeguard their data, identities, and infrastructure. This is done through innovation and partnerships with other leading technology organisations in the cybersecurity sector.



Data Warehousing:

We offer data warehousing services for the collection, to collecting, organising, and storing of large volumes of structured and sometimes unstructured data from various sources within an organisation. This involves creating a central repository, as a data warehouse, which is designed to support business intelligence, business portals, analytics, and reporting.

Table 1: Company Profile: Our Service Catalogue

2.2 Company Profile: Consulting Services

Our consulting services aim to provide organisations and government departments with technological solutions to penetrate and/or improve the delivery of business and government services through the use of technology, with expert guidance on service delivery and business model improvement.

Here is a comprehensive catalogue of service offerings that covers various domains, including:

- Project Management
- Change and Adoption
- Business Intelligence
- Enterprise Content Management
- OpenText
- Machine Learning
- Artificial Intelligence
- IoT
- Data Centre Support
- Hosting Solutions
- Modern Workspace (Microsoft 365)
- ICT Infrastructure
- Enterprise Infrastructure Architecture
- Communication Infrastructure
- Disaster Recovery
- Cybersecurity, and
- Healthcare

<p>1</p> <p>Project Management Services</p> <ul style="list-style-type: none"> Project planning, execution, and monitoring Risk management and mitigation strategies Stakeholder management and communication Resource allocation and budgeting Project documentation and reporting 	<p>2</p> <p>Change and Adoption Services</p> <ul style="list-style-type: none"> Change management strategy and planning User adoption planning and execution Training and enablement programs Communication and stakeholder engagement Measuring and tracking change effectiveness and reporting 	<p>3</p> <p>Business Intelligence Services</p> <ul style="list-style-type: none"> Data analysis and reporting Dashboard and visualization development Data modelling and data warehouse design Advanced analytics and predictive modelling Business performance monitoring and KPI tracking 	<p>4</p> <p>Enterprise Content Management (ECM)</p> <ul style="list-style-type: none"> ECM platform implementation and customization Document management and workflow automation Records management and compliance Collaboration and knowledge management Information governance and security 	<p>5</p> <p>Open Text Services</p> <ul style="list-style-type: none"> OpenText software implementation and integration Content management and archiving solutions Document capture and recognition Vendor invoice management Contract management and legal solutions 	<p>6</p> <p>Machine Learning and Artificial Intelligence</p> <ul style="list-style-type: none"> Machine learning model development and deployment Natural language processing and sentiment analysis Predictive analytics and forecasting Image and video recognition Chatbots and virtual assistants 	<p>7</p> <p>Internet of Things (IoT) Solutions</p> <ul style="list-style-type: none"> IoT platform integration and deployment Device connectivity and data acquisition Data processing and analytics IoT's security and privacy IoT application development and customization
<p>8</p> <p>Data Centre Support</p> <ul style="list-style-type: none"> Data center planning and design Installation and configuration of infrastructure components Server and storage management Network infrastructure setup and management Virtualization and cloud integration 	<p>9</p> <p>Hosting Solutions</p> <ul style="list-style-type: none"> Managed hosting services Cloud hosting and migration Infrastructure-as-a-Service (IaaS) and Platform-as-a-Service (PaaS) Disaster recovery planning and implementation Scalable and high-availability hosting solutions 	<p>10</p> <p>Modern Workspace (Microsoft 365)</p> <ul style="list-style-type: none"> Microsoft 365 implementation and migration Collaboration and productivity tools setup SharePoint and Teams customization Document management and version control Mobile device management and security 	<p>11</p> <p>ICT Infrastructure</p> <ul style="list-style-type: none"> Network design and implementation Server and storage solutions Data center architecture and optimization IT infrastructure monitoring and management Virtualization and cloud integration 	<p>12</p> <p>Enterprise Infrastructure Architecture</p> <ul style="list-style-type: none"> Infrastructure assessment and gap analysis Architecture design and planning Technology roadmap development Infrastructure optimization and scalability Integration of legacy and modern systems 	<p>13</p> <p>Communication Infrastructure</p> <ul style="list-style-type: none"> Unified communications solutions Voice over IP (VoIP) implementation Video conferencing and collaboration tools Contact center setup and optimization Network connectivity and telecommunications services 	<p>14</p> <p>Disaster Recovery Services</p> <ul style="list-style-type: none"> Disaster recovery planning and strategy development Backup and recovery solutions implementation Data replication and failover systems Testing and validation of disaster recovery plans Business continuity management
<p>15</p> <p>Cybersecurity Services</p> <ul style="list-style-type: none"> Security assessment and vulnerability scanning Security policy development and implementation Identity and access management Security incident response and threat detection Security awareness training and education 	<p>16</p> <p>Healthcare Services</p> <ul style="list-style-type: none"> Electronic Health Record (EHR) system implementation Health information exchange integration Healthcare data analytics and reporting Telemedicine and remote patient monitoring solutions Compliance with HIPAA and other healthcare regulations 	<p>17</p> <p>Property Management Services</p> <ul style="list-style-type: none"> Lease and tenant management Rent collection and financial reporting Property maintenance and repair coordination Lease administration and documentation Occupancy and vacancy management 	<p>18</p> <p>Reseller Portals</p> <ul style="list-style-type: none"> Development and customization of reseller portals Partner onboarding and enablement Sales and lead management Order processing and fulfillment Channel partner collaboration and communication 	<p>19</p> <p>Indigent Management</p> <ul style="list-style-type: none"> Indigent registration and eligibility determination Case management and service coordination Benefits and assistance program administration Reporting and compliance management Integration with government agencies and service providers 		

Figure 1: Company Profile: Consulting Services

These services are designed to cater to the specific needs of organizations across various industries, providing comprehensive solutions and support in their respective domains.

2.3 Our Track Record

Below are projects that Rifumo have been involved in, that illustrate our capability and experience in delivering Microsoft solutions.

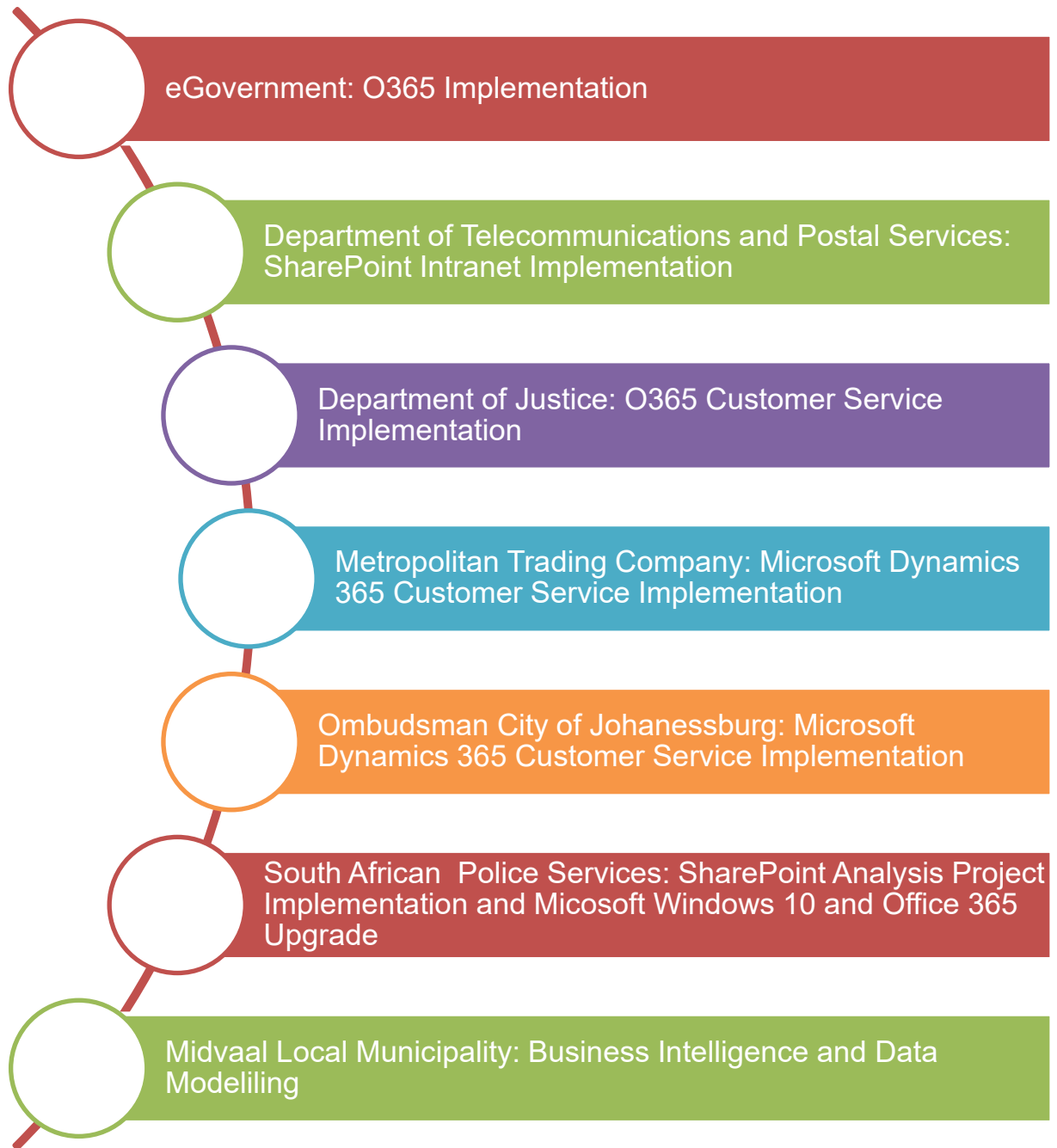


Figure 2: Company Profile: Our Footprint

2.4 Our Business Partners

<p>MTN</p> 	<p>Microsoft</p> 	<p>Huawei</p> 
<p>First Technology</p> 	<p>Phakamo Tech</p> 	<p>Teraco</p> 
<p>Reblaze</p> 	<p>OpenText</p> 	<p>Archibus</p> 
<p>Interfile</p> 	<p>Trifour</p> 	<p>K2</p> 
<p>Nintex</p> 	<p>Dynamics Africa</p> 	

Table 2: Company Profile: Our Business Partners

3 Scope of Work

3.1 Problem Statement

CRUM - Customer Relationship and User Management provides service delivery to the community or the citizens of Johannesburg. The city is currently experiencing challenges within the regions where CRM's unit, Responsive Service Delivery Initiative is deployed to response to the crisis that the city is experiencing.

Below are the current challenges that the city is experiencing:

- Illegal electricity connections and power outages
- Infrastructure vandalism and theft (cables, streetlights)
- Homelessness and illegal structures
- Exposed electrical cables
- Park invasions and building hijackings
- Illegal dumping and water leaks
- Damaged sewer lines, stolen water meters, and water scarcity
- Open trenches and blocked stormwater drains
- Capacity constraints in some entities hamper the resolution of service delivery calls, along with the non-participation of other service delivery departments.

3.2 Proposed Solution Summary

Augmented Service Delivery Solution is an enterprise grade and integrated solution specifically designed to optimize and streamline field operations for organizations of all sizes. As a part of the broader Dynamics 365 platform, it offers a plethora of tools and features to efficiently manage job orders, schedule appointments, and allocate resources.

With newer and advanced capabilities such as intelligent resource management through the use of AI, IoT integration for proactive maintenance, and customer engagement tools (Microsoft Social Engagement & Insights), Augmented Service Delivery solution will empower CRUM to deliver exceptional service experiences to its citizens. By leveraging real-time data, analytics, and automation, CRUM can escalate productivity, reduce operational costs, and ultimately elevate citizen satisfaction. This solution serves as a centralized platform for organizations seeking to modernize their Service Delivery operations and stay competitive in today's dynamic business environment

3.3 Solution Overview

Microsoft Dynamics 365 for Field Service



Figure 3: Augmented Service Delivery Solution Overview

Our Service Delivery application enables you to:

- Improve first-time fix rate
- Complete more service calls per technician per week
- Reduce travel time, mileage, and vehicle wear and tear
- Organize and track resolution of citizen/ community issues
- Communicate an accurate arrival time to citizens/ community.
- Provide accurate account and equipment history to the field technician
- Keep citizens/ community updated with the status of their service call and the resolution
- Schedule onsite visits when it's convenient for the citizens or community.
- Avoid equipment downtime through preventative maintenance

3.4 Key Features

Key Feature for Microsoft D365 Service Delivery	Feature Description
Job/ Work Order Management	Defines a service work task or a job needing to be scheduled or assigned to an engineer. These tasks/ jobs generally include information such as who the work is for, the type of work to be performed, timeframes, products, and services to be delivered, tasks that need to be done, and more.
Scheduling and Dispatch Tools	Manage resources and equipment needed for citizen service, visualize onsite appointments, and

	optimize service schedules with efficient routing and resource skill matching.
Communication Tools	Enhance collaboration between customer service agents, dispatchers, field technicians, citizens, and other stakeholders. Using service portals, and robust communication tools such as SMS, E-mails and In-app notification, Service Delivery can facilitate communication between teams and also allow for feedback and surveys after work has been completed.
Mobile Application	Service Delivery provides for a user-friendly mobile app that allows technicians to easily access and navigate their updated schedules, including any changes, as well as detailed instructions and information regarding the service tasks they need to perform on each job, all directly on their mobile device, streamlining their workflow and keeping them informed in real-time.
Asset Management	Asset Management lets CRUM keep track of equipment that you're responsible for inspecting, maintaining, and repairing. At their simplest, asset management note which products are located at/for each location. But CRUM can also track the service history of all past and present work/job orders for each asset. Additionally, if you're using Connected Service Delivery, you can connect customer assets to sensors that monitor the asset's health and trigger IoT alerts, and work orders as needed.
Preventative Maintenance	Dynamics 365 Service Delivery leverages the Internet of Things (IoT) to enable predictive and proactive maintenance. By integrating IoT sensors with Service Delivery operations, CRUM as an organization can monitor equipment health in real time, anticipate issues before they occur, and schedule preventive maintenance.
Inventory Management	Managing and understanding inventory levels is important when using Augmented Service Delivery. Being able to understand what you currently have on hand, on order, and committed to jobs, helps your organization better plan, and ensure that field agents have the supplies they need.
Billing	Generate invoices based on delivered products and services.
Time Tracking	Monitor resource time usage, including travel, breaks, and work.

Reporting & Analytics

A key strength of Dynamics 365 Service Delivery is its robust analytics and reporting capabilities. Organizations can leverage pre-built reports and dashboards to gain insights into Service Delivery performance, resource utilization, and customer satisfaction.

Table 3: Augmented Service Delivery Solution Features

3.4.1 Comprehensive Job/ Work Order Management

Our Augmented Service Delivery solution excels in work order management, providing a centralized system that creates, assigns, and tracks work orders. The system allows CRUM to define service tasks, schedule appointments, and allocate resources efficiently.

Below is a typical workflow for a Job/ Work Order

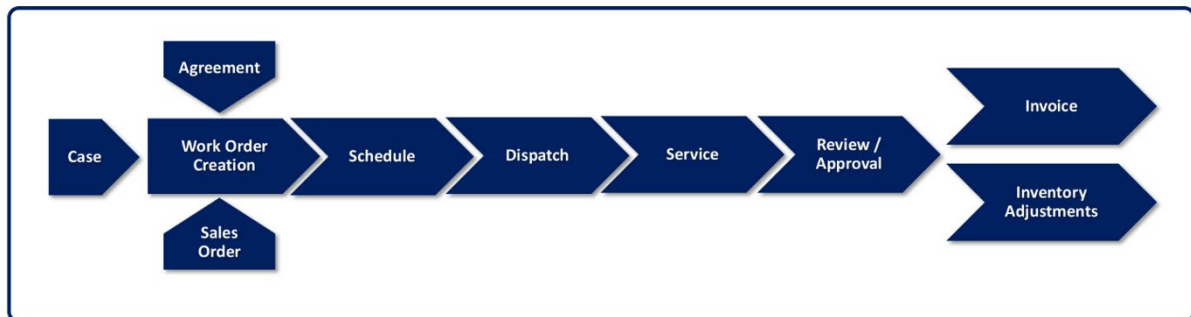


Figure 4: Service Delivery Work Order Process Flow

Features:

1. **Work Order Creation:** Easily generate work orders with detailed information about the service tasks and citizens requirements.
2. **Scheduling & Dispatch:** Utilize intelligent scheduling algorithms to optimize Service Delivery schedules, minimizing travel time and maximizing resource utilization.
3. **Real-Time Updates:** Keep citizens & citizens informed with real-time updates on service appointments, ensuring transparency and trust.

3.4.2 Advanced Resource Management

Dynamics 365 Service Delivery goes beyond basic scheduling by incorporating intelligent resource management capabilities. The solution considers various factors, such as technician skills, location, and availability, to assign the right resource to the right job at the right time.

Features:

1. **Resource Allocation:** Optimize resource allocation based on skills, proximity, and availability, ensuring that the right personnel is assigned to each job.

2. **Mobile Workforce Enablement:** Empower Service Delivery technicians with mobile access to job details, citizens information, and necessary documentation, facilitating on-the-go decision-making.
3. **Inventory Management:** Effectively manage and track inventory levels, ensuring that Service Delivery technicians have the right parts and equipment to complete their tasks.

3.4.3 Proactive Maintenance with IoT Integration

Our Augmented Service Delivery solution leverages the Internet of Things (IoT) to enable predictive and proactive maintenance. By integrating IoT sensors with Service Delivery operations, CRUM can monitor equipment health in real time, anticipate issues before they occur, and schedule preventive maintenance.

Features:

1. **IoT Integration:** Connect IoT-enabled devices to the Augmented Service Delivery system, allowing CRUM to monitor equipment health, performance, and usage patterns.
2. **Predictive Maintenance:** Anticipate equipment failures and issues, enabling CRUM to schedule proactive maintenance and minimize downtime.
3. **Remote Troubleshooting:** Diagnose and resolve issues remotely, minimizing the need for on-site visits and enhancing overall service efficiency.

3.4.4 Citizens Engagement and Communication

Augmented Service Delivery solution prioritizes citizens engagement by providing tools for effective communication and relationship management. The solution enables CRUM to stay connected with citizens throughout the service lifecycle.

Features:

1. **Social Engagement Portals:** Provide citizens with self-service portals where they can raise service request, schedule appointments, track service requests, and access relevant information. Integration to social platforms allows for the use of social media tools such as Twitter/X, Facebook/Meta, WhatsApp and Chatbots.
2. **Communication Tools:** Facilitate communication between Service Delivery teams and citizen/ citizens through channels such as SMS, email, and in-app notifications.
3. **Feedback & Surveys:** Gather valuable feedback from citizens to continuously improve service quality and identify areas for enhancement.

3.4.5 Analytics and Reporting

A key strength of Augmented Service Delivery solution is its robust analytics and reporting capabilities. CRUM can leverage pre-built reports and dashboards to gain insights into Service Delivery performance, resource utilization, and citizens satisfaction.

Features:

1. **Pre-build Dashboards:** Access pre-configured dashboards that provide at-a-glance insights into key performance indicators, allowing for quick decision-making.
2. **Customisable Reports:** Tailor reports to specific business needs, enabling CRUM to focus on the metrics that matter most to their Service Delivery operations.
3. **Predictive Analytics:** Use predictive analytics to easily identify trends, forecast demand, and optimize resource allocation for future service needs.

Work Oder Summary Report Metrics:

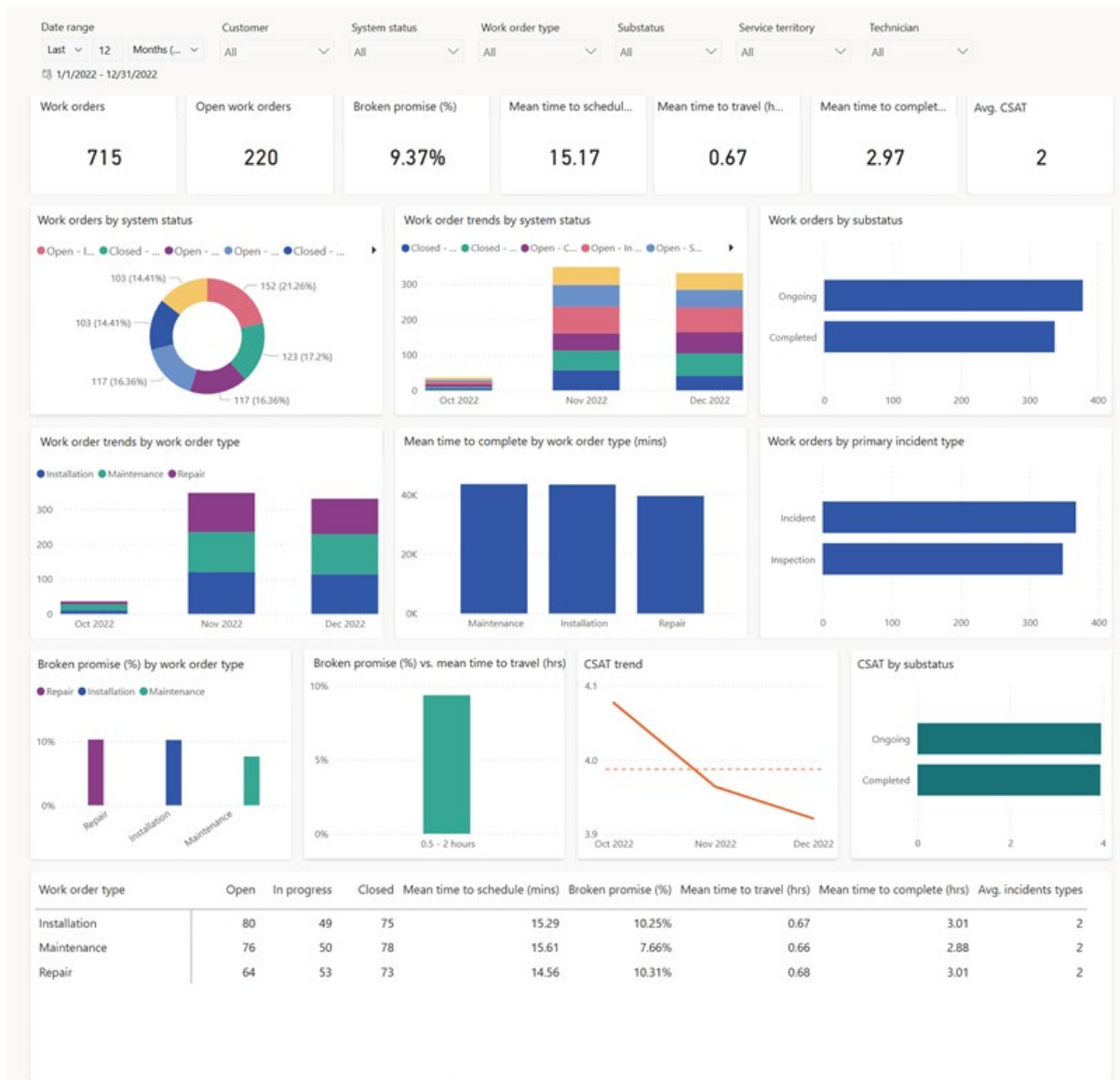


Figure 5: Work Order Summary Report

- **Work orders:** Total number of work orders created for the selected filters.
- **Open work orders:** Total number of currently open work orders.
- **Broken promise (%):** Percentage of work orders that weren't completed within the promise window.

- **Mean time to schedule (mins):** Average time to schedule from the time the work order was created to the time of the first booking.
- **Mean time to travel (hrs):** Average time taken by an agent to travel to the citizens. Calculated for all non-agreement work orders.
- **Mean time to complete (hrs):** Average time taken to complete all the bookings for a specific work order from the date the work order was created.
- **Avg. CSAT:** Average citizens satisfaction rate.
- **Work orders by system status:** Number of work orders by status.
- **Work order trends by system status:** Work order status over time.
- **Work orders by sub-status:** Number of work orders by sub-status.
- **Work order trends by work order type:** Work order type over time.
- **Mean time to complete by work order type (mins):** Average time to complete work order over time.
- **Work orders by primary incident type:** Number of work orders by primary incident type.
- **Broken promise (%) by work order type:** Represents the correlation between broken promise percentage and work order type.
- **Broken promise (%) vs mean time to schedule (mins):** Correlation between broken promise percentage and average time to schedule in minutes.
- **Broken promise (%) vs mean time to travel (hrs):** Correlation between broken promise percentage and average travel time in hours.
- **CSAT Trend:** Average citizens satisfaction score (CSAT) value per month over time.
- **CSAT by sub-status:** Number of work orders with CSAT rating by sub-status.
- **Territory analysis:** Number of bookings by territory on a map. The territory needs to be a physical geolocation to show on the map.

Resource Scheduling Optimisation Admin Report Metrics:

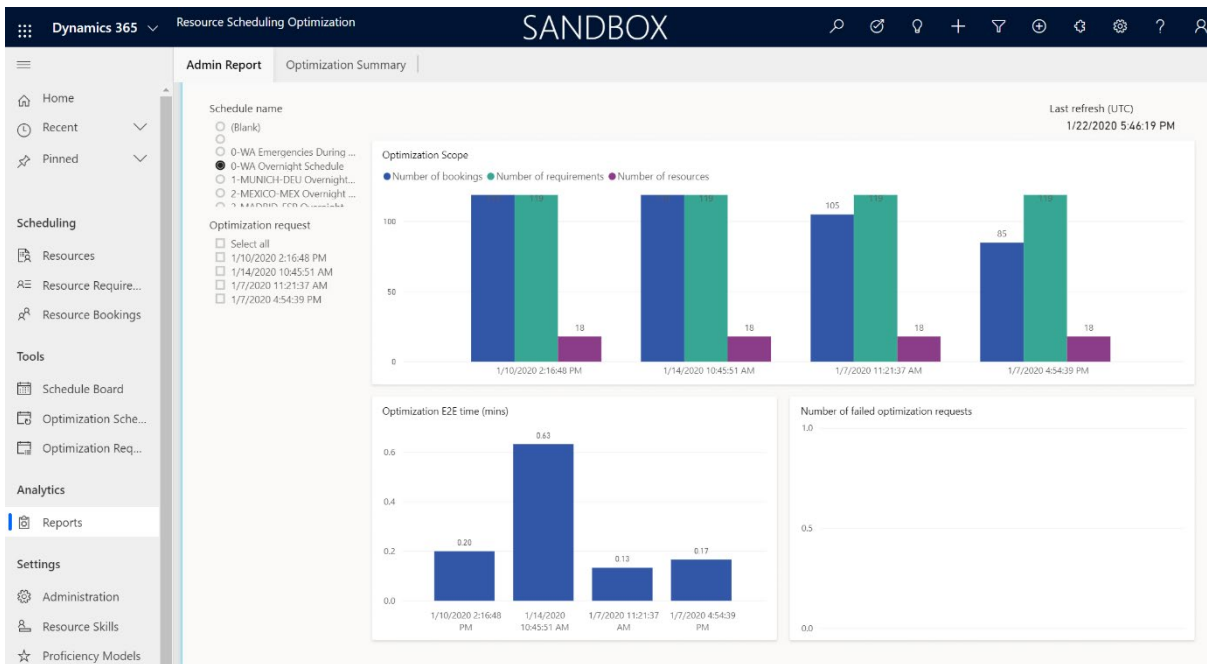


Figure 6: Resource Scheduling Optimisation Admin Report

- **Optimization Scope:** Number of bookings, requirements, and resources in the selected schedule requests.
- **Optimization E2E time (mins):** Time in minutes to run the optimization job from start to finish.
- **Number of failed optimization requests:** Number of failed optimization requests in the selected schedule requests.

Optimization Summary Report Metrics:

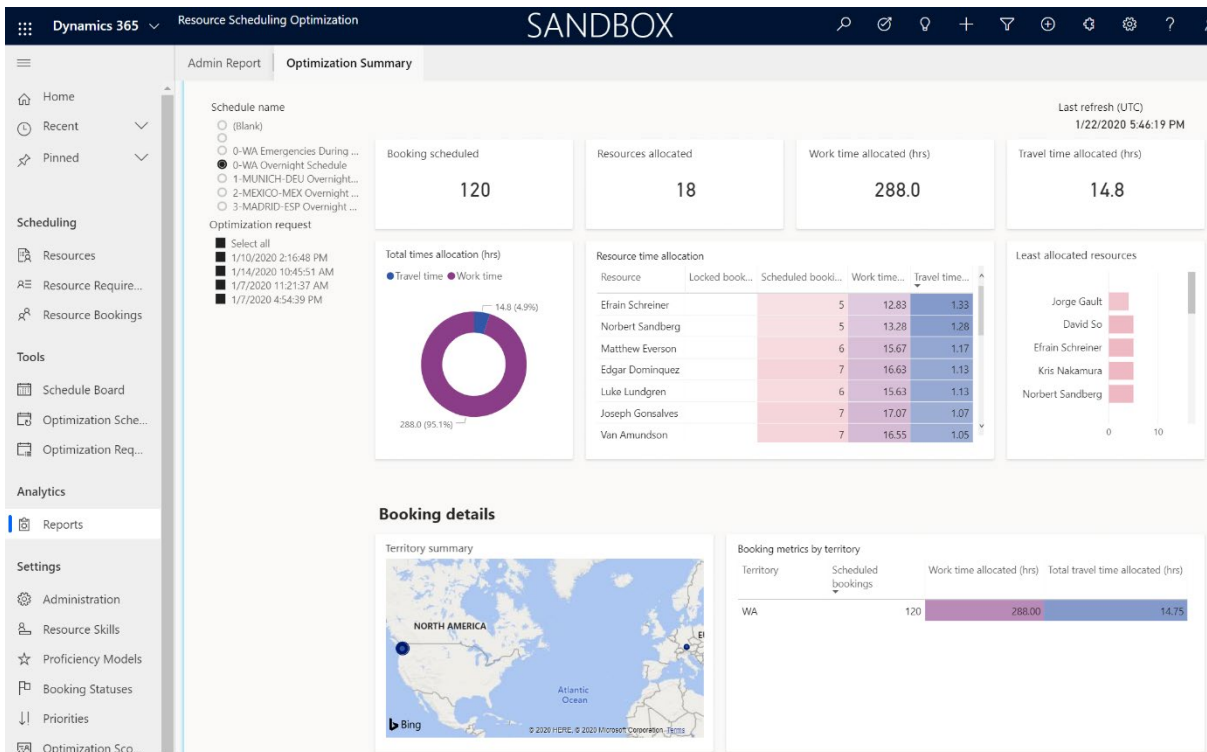


Figure 7: Optimization Summary Report

- **Booking scheduled:** Total number of bookings scheduled.
- **Resources allocated:** Number of resources allocated.
- **Work time allocated (hrs.):** The total work time of all allocated resources.
- **Travel time allocated (hrs.):** Sum of the travel time of all allocated resources.
- **Total times allocation (hrs.):** Distribution of work time and travel time in the scheduled bookings.
- **Resource time allocation:** List of each resource's scheduled bookings, locked bookings, work time, and travel time. Overbooked resources are highlighted.
- **Least allocated resources:** Ranks the resources by lowest usage to help dispatchers assign jobs on short notice.
- **Territory summary:** Shows optimized territories on a map with the ability to drill down.
- **Booking metrics by territory:** List of scheduled bookings, work time allocated, and travel time allocated for each territory.

Resource and Utilization Report Metrics:

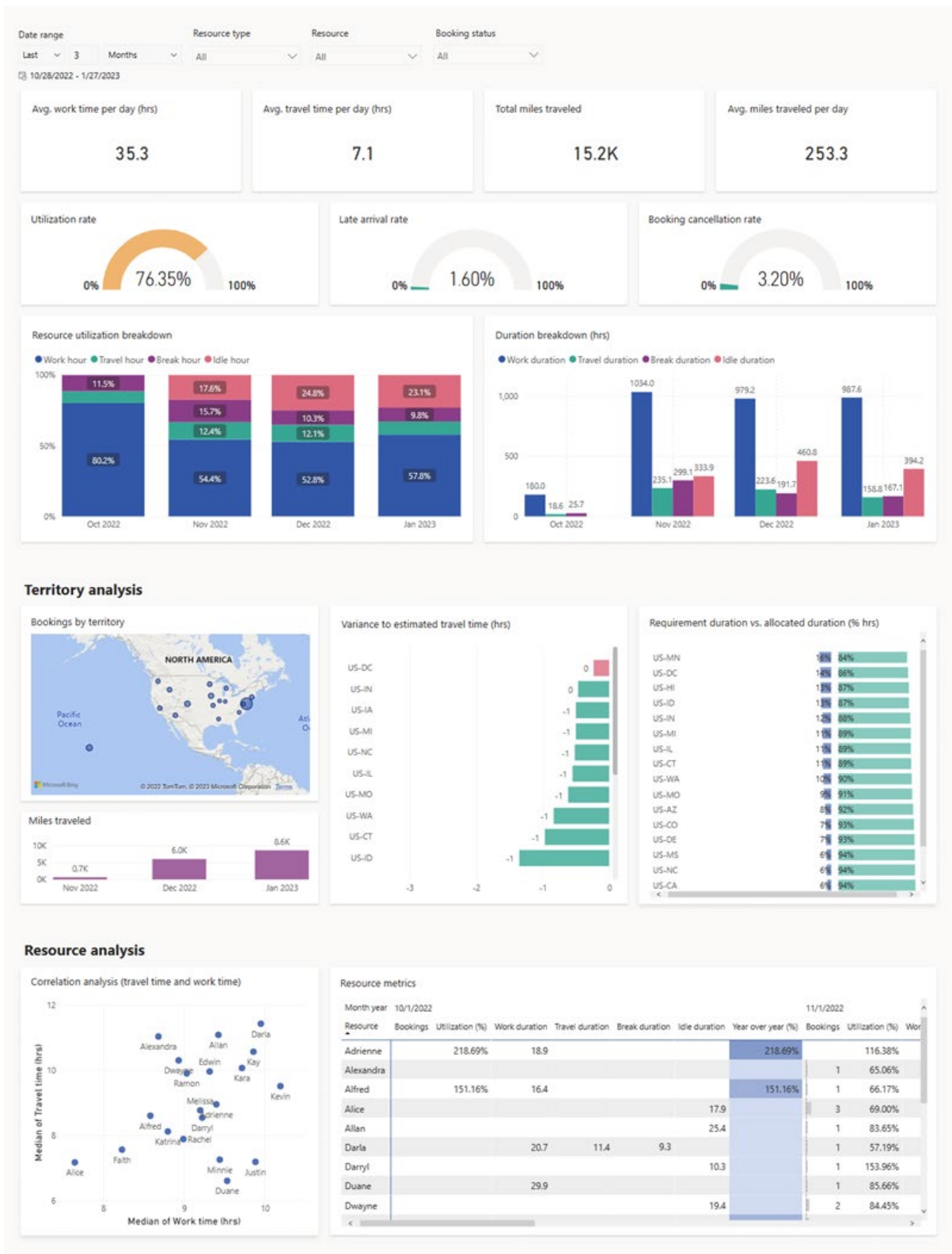


Figure 8: Resource and Utilization Report

- **Avg. work time per day (hrs.):** Average number of hours per day that the selected resources worked on bookings in the selected time range.
- **Avg. travel time per day (hrs.):** Average number of hours per day that the selected resources spend traveling in the selected time range.

- **Total miles travelled:** Total miles travelled by the selected resources in the selected time range.
- **Avg. miles travelled per day:** Average number of miles travelled by the selected resources in the selected time range.
- **Utilization rate:** The percentage of time a resource spends on work and travel per available time on the calendar.
- **Late arrival rate:** The percentage of completed bookings where the technician arrived late.
- **Booking cancellation rate:** The percentage of bookings with a cancelled status that had a status of in progress or completed before.
- **Resource utilization breakdown:** Percentage of time on work, travel, break, and idle time. Each bar in the chart shows the relative percentage of duration types in stacked columns. It doesn't show overtime values of any duration types. Available hours by day are defined in the calendar for a resource.
- **Bookings by territory:** List of territories as defined in the bookings with the number of bookings in each territory.
- **Variance to estimated travel time:** Variance between estimated travel times and actual travel times by territory.
- **Miles travelled:** Shows the total miles travelled per month.
- **Requirement duration vs. allocated resource duration (% in hours):** Gauge whether the total number of requirements in each territory is balanced with the total number of resources allocated to that territory. The resulting chart shows the percentage of the planned total duration versus the actual total duration.
- **Correlation analysis (travel time and work time):** Correlates each resource's travel time to work time and plots them in the matching quartile.
- **Resource metrics:** Shows the breakdown of KPIs for each resource, including number of bookings, utilization percentage, work time, travel time, break time, and idle time. Year over year (%) compares the resource utilization of the selected year to the year before.

3.4.6 Scalability and Flexibility

Augmented Service Delivery is developed to scale with the evolving needs of businesses. Whether an organization is a small service provider or a large enterprise, the solution offers the flexibility to adapt and grow.

Features:

1. **Modular Architecture:** Take advantage of the modular architecture of the platform to add or remove components based on changing business requirements.
2. **Integration Capabilities:** Seamlessly integrate with third-party applications and services to extend the functionality of the solution.

3. **Cloud-Based Deployment:** Choose a cloud-based deployment model for enhanced scalability, accessibility, and ease of maintenance.

3.5 Solution Audiences/ Key Roles

The Augmented Service Delivery application provides tools for these key roles on your service team:

1. **Citizen service agents** Citizen service agents play a crucial role in accessing incoming requests and determining the need for creating work orders for onsite visits. Operating primarily through a web browser, these agents facilitate effective communication and initial issue assessment.
2. **Service managers:** Service managers are responsible for tracking performance metrics and overseeing service delivery, focusing on increasing efficiency and standardizing processes. By primarily utilizing the application through a web browser, they can gain insights into operational performance and strategize improvements.
3. **Dispatchers:** Dispatchers are instrumental in reviewing and scheduling work orders, assigning them to resources using the schedule board and leveraging the fully automated Resource Scheduling Optimization Add-in for Augmented Service Delivery. Conducting resource availability searches and managing assignments through a web browser, dispatchers ensure optimal coordination and allocation.
4. **Field technicians:** Field technicians equipped with mobile apps on phones or tablets efficiently manage their assigned work orders. Performing maintenance and repairs on-site at citizens locations, they benefit from a streamlined mobile interface that enhances real-time communication and task execution.
5. **Inventory managers:** Inventory managers ensure that field technicians have the necessary resources to complete their service calls. This includes handling product returns and managing the procurement of new inventory. Operating primarily through a web browser, inventory managers contribute to the seamless flow of materials and equipment essential for Service Delivery operations.

3.6 Potential Entities/ Units/ Departments of Application for Augmented Service Delivery Solution

Within CRUM, these entities/ departments could potentially realise the benefits of Service Delivery

1. ISD
2. CRM
3. PPDM
4. ABM
5. AFSU
6. Joburg Development Agency (JDA)
7. Pikitup
8. JRA
9. Joburg Water

- 10. City Power
- 11. Human Settlement
- 12. JCPZ

3.7 Business Value Proposition/ Key Benefits

In the ever-evolving landscape of business operations, the need for streamlined and efficient Service Delivery management has become paramount. Augmented Service Delivery emerges as a comprehensive solution, empowering CRUM to optimize their Service Delivery operations, enhance citizens satisfaction, and boost overall efficiency

In this proposal we will explore some of the key benefits, and reasons why businesses like CRUM should consider adopting this robust solution.

1. **Enhanced Efficiency and Productivity:** Service Delivery automation is a game-changer for enterprises/organisations seeking to enhance their operational efficiency. By automating various tasks, CRUM can significantly reduce manual errors, improve workforce productivity, and ensure that Service Delivery teams are well-equipped to handle their responsibilities seamlessly. Augmented Service Delivery brings a host of automation features that contribute to smoother and more efficient Service Delivery operations.
2. **Optimized Resource Management:** One of the critical challenges in Service Delivery management is the optimal allocation of resources. Dynamics 365 Service Delivery offers advanced scheduling capabilities that enable CRUM to assign the right personnel to the right job at the right time. This not only maximizes the utilization of resources but also minimizes travel time and operational costs.
3. **Scheduling and Assignment:** This functionality offers unparalleled flexibility by efficiently overseeing both personnel and equipment using a user-friendly drag-and-drop schedule board at a centralized hub. It allows for citizens-centric appointment scheduling and ensures that the right tasks are assigned to the appropriate service agents. Citizens can also receive precise notifications regarding arrival times. The schedule board in Augmented Service Delivery provides a comprehensive overview, including workers' skills, equipment availability, existing schedules, and specific citizens cases and locations. This empowers CRUM to gain insights and visualize on-site appointments, ultimately leading to optimized service schedules.
4. **Shift Optimization:** Augmented Service Delivery excels at creating and meeting SLAs (Service Level Agreements), KPI targets, and service performance metrics. It identifies repairs or maintenance tasks that require technician-specific skills and links these issues to qualified technicians, thus efficiently allocating the right person for the job. The application boasts advanced routing capabilities that utilize location data based on citizens and equipment information, enhancing agent efficiency while reducing travel time, mileage, and vehicle wear and tear.

5. **Improved Citizens Experience:** Today, citizens experience is a key differentiator. CRUM can deliver exceptional citizens service by providing real-time updates, accurate appointment scheduling, and quick issue resolution. As a result, you get a satisfied and loyal citizens base, which is necessary for long-term success.
6. **Comprehensive Data and Insights:** A centralized platform helps to collect, store, and analyze Service Delivery operations' data. This wealth of information enables CRUM to make informed decisions, identify trends, and proactively address potential issues. Access to actionable insights is invaluable in refining business strategies and staying ahead in a dynamic market.
7. **Seamless Integration and Customization:** Augmented Service Delivery seamlessly integrates as an app with existing Microsoft Office 365 licenses and can also be paired with ERP systems for efficient data exchange, driving enhanced operational efficiency. Organizational data integration facilitates budget management through data-driven decisions, optimizing spending allocation. Establishing fluid communication with other Microsoft solutions enhances the user experience and contributes to improved overall performance.
8. **Safety and Compliance:** Service Delivery companies have a responsibility to monitor and ensure compliance with safety and liability regulations among their workers. An FSM solution can generate custom reminders for workers and maintain reliable records for managers. These reminders can be established as field-level hazard assessments within the citizens records as standard practice.

3.8 Scope of Work

The implementation of the solution upon successful award, will encompass but not limited to the following:

1. Analysis
2. Design
3. Development, Customisation, & Integration
4. Implementation
5. Support & Maintenance

3.8.1 Commitment to Excellence:

At Rifumo Empowerment Holdings, we are committed to delivering excellence. Our experienced professionals will work closely with your organisation to ensure seamless integration and optimal utilisation of the portals. We prioritise your satisfaction and success throughout the entire engagement.

3.8.2 Budget and Investment:

We have provided a detailed breakdown of the budget and investment required for this project in the attached financial document. Our competitive pricing structure reflects our dedication to providing value for your investment.

3.9 Technical Statement of work

3.9.1 Scope of work

The services to be rendered include customisation, integration, implementation, providing advanced solution support and maintenance, including service desk services for logging service requests, incidents and product changes and associated professional services for the repair and maintenance of the solution and day to-day administration of the system, with the following.

REH has a solution that includes support, and maintenance, including service desk services and logging of service requests and incidents.

3.10 Other Requirements.

Augmented Service Delivery offers role-based security functionality, which will separate key user access based on job roles within CRUM as an organisation and within the entire solution.

3.11 Azure Data Residence Requirements.

Microsoft has South Africa as one of its Azure Regions, an Azure Data Region is a combination of multiple centres, and South Africa has 2 data centres (North - Gauteng and South – Western Cape) therefore if CRUM should choose the cloud solution, Augmented Service Solution will be hosted in one of these South African Data regions.

3.11.1 Information Security Requirements.

Augmented Service Delivery, like its other Dynamics 365 siblings, comes with a bunch of security roles and field security profiles. These out-of-the-box security configurations are then updated and tailored in each implementation

The out-of-the-box security configurations of Augmented Service Delivery is based on 6 personas – these don't need to be separate individuals as each user can have multiple roles

Additionally, security roles for Connected Service Delivery allow administrators to give appropriate access to Internet of Things (IoT) tables, including alerts, assets, devices, and commands.

Security setup in Augmented Service Delivery should not be underestimated. This may sound trite but unlike other Dynamics 365 products, the security model of Augmented Service Delivery is considerably more complex because of significantly more related tables.

3.11.2 Disaster Recovery.

The Data Recovery plan in a Cloud based environment will be determined by engaging data centre owner, that is, Microsoft. However, all data will be stored securely on the Microsoft Data Centres.

3.12 Communication Plan

A formal process will be employed to facilitate communication during the delivery of the scoped services. There will be two key vehicles for providing this communication: a weekly status report and a weekly status meeting.

- The Rifumo Project Manager, working in conjunction with City of Johannesburg's Citizen Relationship and Urban Management Project Manager, will compile status reports for distribution to both City of Johannesburg's Citizen Relationship and Urban Management and Rifumo Management.
- Meetings will be held to review overall status, the project schedule and open issues noted in the status report.
- Additionally, a Steering Committee will be constituted, and a meeting will be conducted on a monthly basis, after which a status report will be prepared and circulated.

3.13 Issue Management Procedure

A formal process will be employed to track and resolve Service issues. The following general procedure will be used to identify and manage project issues:

1. Identify.
2. Document.
3. Assign Responsibility.
4. Monitor and Report Progress.
5. Communicate Issue Resolution.



Figure 9: Issue Management Process.

3.14 Change Control

During the delivery of the scoped services, items might arise that are outside the scope of work contemplated by either party. To address such items so that they are given proper consideration and to increase the probability that project scope is carefully managed, and costs are contained, Rifumo will employ a formal change control process.

The proposed change control process that Rifumo will employ is as follows:



Figure 10: Change Control Process

4 Pricing Summary.

The pricing for this project has been thoughtfully structured to align with your budgetary considerations and strategic objectives. We believe in delivering value for your investment, and our pricing reflects our commitment to providing cost-effective, high-quality solutions. Further pricing details are provided in the following section.

As part of our commitment to excellence, we have chosen Microsoft Azure Marketplace as our platform for the solution. Microsoft Azure is renowned for its robust and reliable cloud services, ensuring that you have a secure and scalable environment to deploy and manage these portals effectively. Our expertise in Microsoft Azure Marketplace guarantees a seamless experience throughout this engagement.

Our team's ICT, data, development, and analytics expertise ensures that the warranty outcomes are met and surpassed, resulting in seamless user experiences, robust security measures, and agile scalability. We stand behind our portals with a warranty that instills confidence in their long-term performance, fostering a productive and secure digital environment for all stakeholders.

4.1 Detailed Pricing – Total (7 Regions)

Augmented Services Delivery Proposed Implementation Plan				
WBS	Phases/Tasks	Resources	Hours/Resource	Project Cost
1	Analysis		1740	R4 560 200,00
1,1	JAD Sessions	BA,FC	190	R560 500,00
1,2	Review Business Process Analysis	BA,FC	128	R377 600,00
1,3	Gap/Fit Analysis	FC, BA	156	R460 200,00
1,4	Gap Resolutions	FC	210	R304 500,00
1,5	Description of Interfaces	SD,FC	228	R672 600,00
1,6	Data Migration Plan	PM/FC	320	R976 000,00
1,7	Detailed Project Plan	PM	78	R124 800,00
1,8	Functional Requirements Document	BA,FC	120	R354 000,00
1,9	Change Management	PM	180	R288 000,00
1,10	Peer Review	TL,FC, BA	78	R358 800,00
1,11	Sign Off	PM	52	R83 200,00
2	Design Phase		1566	R2 982 400,00
2,1	Design Specifications	FC,BA,SD	206	R916 700,00
2,2	Technical Design & Solution Architecture	SA	306	R504 900,00
2,3	Data Migration Design and Mapping	FC	580	R841 000,00
2,4	Test Cases, Scenarios and Plan	FC	308	R446 600,00
2,5	Peer Review	TL	152	R250 800,00
2,6	Sign Off	PM	14	R22 400,00
3	Development Phase		3602	R5 850 400,00
3,1	Application Set Up, Security, Company, Workflow, Modules, Reports & BI Configuration	FC	365	R529 250,00
3,2	Code Development & Customization	SD	768	R1 152 000,00
3,3	Components Integration	SD	980	R1 470 000,00

3,4	Data Migration	FC	820	R1 189 000,00
3,5	System Testing - Unit, Integration, System, Acceptance	FC,SD	350	R1 032 500,00
3,6	Super User Training and Manuals	FC	240	R348 000,00
3,7	Peer Review	TL	65	R107 250,00
3,8	Sign Off	PM	14	R22 400,00
4	Deployment Phase		1234	R3 309 550,00
4,1	Deployment Plan and Change Request	PM	206	R329 600,00
4,2	Test Plan & Cases	LT,JT,FC	250	R908 750,00
4,3	End User Training Plan and Training Documentation, (User, Training Manuals etc)	FC	156	R226 200,00
4,4	User Training	FC	130	R188 500,00
4,5	Go Live (Production) System	FC,SD,PM	140	R637 000,00
4,6	Hand Holding Support	FC,SD	338	R997 100,00
4,7	Sign Off	PM	14	R22 400,00
5	Operation Phase		406	R649 600,00
5,1	Change Management	PM	102	R163 200,00
5,2	Project Review Documentation	PM	154	R246 400,00
5,3	Project Closure Report & Meeting	PM	150	R240 000,00
5,4	Support under SLA	FC		
Total Implementation Cost Exclusive of VAT				R17 352 150,00
			VAT @15%	R2 602 822,50
Total Project Cost Inclusive of VAT				R19 954 972,50

Table 4: Detailed Pricing Structure

Costing Legend

Code	Description	Cost
PM	Project Manager	1600
BA	Business Analyst	1500
FC	Functional Consultant	1450
TL	Technical Lead	1650
LT	Lead Tester	1100
SD	Senior Developer	1500
SE	Support Engineer	1100
JT	Junior Tester	1085
SA	Solution Architecture	1650

Table 5: Resource Costing Legend

4.2 Pricing Summary Total (7 Regions)

Project Phase	Total (Rands)
Analysis Phase	4 560 200,00
Design Phase	2 982 400,00
Development Phas	5 850 400,00
Deployment Phase	3 309 550,00
Operational Phase	649 600,00
	Sub Total
	17 352 150,00
	VAT
	2 602 822,50
	Total
	19 954 972,50

Table 6: Consolidated Phase Pricing

4.3 Region A Costing Summary

No	Phase	Hours	Amount (Rands)
1	Analysis	257,13	673 894,04
2	Design Phase	231,42	440 731,02
3	Development Phase	532,29	864 556,31
4	Deployment Phase	182,36	489 076,36
5	Operation Phase	60,00	95 996,13
Total Implementation Cost Exclusive of VAT			2 564 253,86
VAT @15%			384 638,08
Total Project Cost Inclusive of VAT			2 948 891,94

Table 7: Region A Costing Summary

4.4 Region B Costing Summary

No	Phase	Hours	Amount (Rands)
1	Analysis	133,67	350 325,96
2	Design Phase	120,30	229 115,42
3	Development Phase	276,71	449 442,35
4	Deployment Phase	94,80	254 247,90
5	Operation Phase	31,19	81 108,88
Total Implementation Cost Exclusive of VAT			1 364 240,53
VAT @15%			204 636,08
Total Project Cost Inclusive of VAT			1 568 876,61

Table 8: Region B Costing Summary

4.5 Region C Costing Summary

No	Phase	Hours	Amount (Rands)
1	Analysis	257,82	675 705,60
2	Design Phase	232,04	441 915,79
3	Development Phase	533,72	866 880,41
4	Deployment Phase	182,85	413 229,54
5	Operation Phase	60,16	96 254,19
Total Implementation Cost Exclusive of VAT			2 493 985,54
VAT @15%			374 097,83
Total Project Cost Inclusive of VAT			2 868 083,37

Table 9: Region C Costing Summary

4.6 Region D Costing Summary

No	Phase	Hours	Amount (Rands)
1	Analysis	447,38	1 172 483,88
2	Design Phase	402,64	766 811,97
3	Development Phase	926,12	1 504 210,28
4	Deployment Phase	317,28	850 926,28
5	Operation Phase	104,39	167 020,20
Total Implementation Cost Exclusive of VAT			4 461 452,61
VAT @15%			669 217,89
Total Project Cost Inclusive of VAT			5 130 670,50

Table 10: Region D Costing Summary

4.7 Region E Costing Summary

No	Phase	Hours	Amount (Rands)
1	Analysis	187,64	491 767,71
2	Design Phase	168,88	321 619,23
3	Development Phase	388,44	630 901,68
4	Deployment Phase	133,07	356 898,78
5	Operation Phase	43,78	70 052,26
Total Implementation Cost Exclusive of VAT			1 871 239,66
VAT @15%			280 685,95
Total Project Cost Inclusive of VAT			2 151 925,61

Table 11: Region E Costing Summary

4.8 Region F Costing Summary

No	Phase	Hours	Amount (Rands)
1	Analysis	217,26	569 385,37
2	Design Phase	195,53	372 381,68
3	Development Phase	449,74	730 479,40
4	Deployment Phase	154,08	413 229,54
5	Operation Phase	50,69	81 108,88
Total Implementation Cost Exclusive of VAT			2 166 584,86
VAT @15%			324 987,73
Total Project Cost Inclusive of VAT			2 491 572,59

Table 12: Region F Costing Summary

4.9 Region G Costing Summary

No	Phase	Hours	Amount (Rands)
1	Analysis	239,10	626 637,43
2	Design Phase	215,19	409 824,89
3	Development Phase	494,97	803 929,57
4	Deployment Phase	169,57	454 780,03
5	Operation Phase	55,79	89 264,43
Total Implementation Cost Exclusive of VAT			2 384 436,36
VAT @15%			357 665,45
Total Project Cost Inclusive of VAT			2 742 101,82

Table 13: Region G Costing Summary

Furthermore, our licensing model is structured to provide flexibility and adaptability to your municipality's needs. Our solution offers a range of licensing options, allowing you to choose the most suitable arrangement based on anticipated user volume and usage patterns. Our licensing terms extend beyond the validity period, ensuring ongoing access to updates, enhancements, and new features that align with evolving technological trends.

This approach not only maximises the value of your investment but also reflects our dedication to fostering long-term partnerships. Our licensing agreements are characterised

by their transparency and compliance with industry standards, enhancing the predictability of costs and facilitating efficient budget planning. With our licensing model, your entity gains cutting-edge portals and the assurance of a flexible and sustainable licensing structure.

4.10 Grand Total (7 Regions)

All Portals Description	Unit	Total (Rands)
Total Portal Pricing	1	17 352 150,00
	Sub Total	17 352 150,00
	VAT	2 602 822,50
	Grand Total	19 954 972,50

Table 14: Consolidated Grand Pricing

4.11 Validity Period

Unless otherwise stated in this document, the indicated costs and efforts are valid for a period of sixty (60) calendar days based on the proposal date. Beyond the indicated expiry date, the estimates will require confirmation or adjustment by Rifumo and Microsoft.

4.12 Warranty Period

Rifumo warrants the work governed under this Agreement and corresponding Work Order/s for a period of thirty (30) days from Sign-off and Acceptance by CRUM, of the work completed for CRUM or on go-live date.

4.12.1 Warranty Conditions

The warranty provided is specifically for any work completed (under the requirements defined within the Work Order), and that does not comply with:

- Approved specifications, or
- Approved change requests, or
- Written agreement between CRUM and Rifumo.

4.12.2 Warranty Outcomes

Items covered under the warranty conditions outlined above will be fixed, changed, amended, or completed at Rifumo's cost.

5 Azure Marketplace

Microsoft and partners adhere to the General Procurement Guidelines that are issued by government not only as a prescription of standards of behaviour, ethics, and accountability which it requires of its public service, but also as a statement of the Government's commitment to a procurement system which enables the emergence of sustainable small, medium, and micro businesses which will add to the commonwealth of our country and the achievement of enhanced economic and social well-being of all South Africans.

5.1 Introduction to Microsoft Azure Marketplace

The Microsoft Azure Marketplace is an online store that offers applications and services either built on or designed to integrate with Microsoft's Azure Cloud. The products and services sold through the Azure Marketplace come from either Microsoft directly or its technology partners.

In accordance with the Azure marketplace procurement guidelines, the billing relating to applications and services transacts strictly via Microsoft and clients with an Enterprise Agreement (EA) and or Microsoft Customer Agreement (MCA) are empowered to procure solutions via the marketplace using the EA or MCA as a billing and procurement enabling agreement.

Technology partners solutions that are Microsoft Azure Consumption Commitment (MACC) compliant on the Microsoft Azure Marketplace, means that these solutions can consume Microsoft Azure prepayment through the MCA or, EA monetary commitment. This approach helps simplify clients purchase and payment management processes.

5.2 Microsoft Azure Marketplace: Enterprise Digital Portals

Rifumo currently has several applications available for purchase via the Azure Marketplace.

These include among others:

- Enterprise Digital Portals
 - ✓ Enterprise Development Portal
 - ✓ Business Central Portal
 - ✓ Informal Trader
 - ✓ Ombudsman
 - ✓ SMME Reseller Portal
 - ✓ Trade and Investment
- Smart E-Invoicing Portal
- Augmented Service Delivery

In addition, all our offers are MACC enabled and preferred Microsoft Solutions. The Microsoft Azure Consumption Commitment (MACC) is a contractual commitment that your organization may have made to Microsoft Azure spend over time. If elected by CRUM, the procurement of our solutions will be consumed against the current MACC via the Microsoft Customer Agreement (MCA).

5.3 Azure Marketplace Guidelines

- The Microsoft Azure Marketplace works through an agency model which supports the following business process flow:
 - The client signs the EA and MCA which is a purchase agreement with Microsoft.
 - The client selects a specific solution for purchase from a technology partner on the Microsoft Azure Marketplace.
 - In terms of the purchase via the EA and or MCA for Azure Marketplace solutions, Microsoft is responsible for billing, collections, tax payments and the payment to partner.
 - It is therefore important to note that as per the Public Finance and Management Act of 1998 (PFMA) Microsoft and the Microsoft Enterprise Agreement (EA) and Microsoft Customer Agreement (MCA) are the contracting purchase agreement.
 - The technology partner is responsible to set the price for its products, sets the terms of use, sets the requirement technology configuration, and provides technical support relating to such a product, solution, or service.
 - Technology partners are therefore responsible for supporting their software whilst Microsoft is responsible for supporting the purchase, billing, payments, and subscription management experience as well as the overall Microsoft Azure platform.

5.4 Procurement Assumptions

- Any government department or entity which is a holder of a valid and binding Enterprise Agreement (EA) and or Microsoft Customer Agreement (MCA) and having followed its own internal procurement processes and approvals can directly procure additional products or services from the Microsoft Azure Marketplace.
- The process of appointing Microsoft technology partners is entirely at the discretion of Microsoft clients. This process should be conducted in line with each client's internal approval and/or procurement processes.
- In appointing any Microsoft technology partner, Microsoft clients should therefore have due regard to their own internal approval processes, and we recommend the partner appointment should be signed off by an appropriately delegated and/or authorized accounting officer in line with the PFMA.
- Microsoft does not influence or play any role in this process.
- Once a technology partner has been appointed, the client will have to enter into a separate agreement or alternatively an SLA with such a partner.

- This agreement is intended to regulate the use of third-party licenses for the marketplace products and applications. Microsoft also allows technology partners to leverage our standard contracts or create custom terms and conditions per offering.
- If a client accepts these and buys a solution on marketplace his agreement outlines partner specific terms that relate to their product including the price, the terms of use and provides details of technical support relating to such a product. This agreement is directly between the purchaser on the marketplace and publishers' solutions.
- Therefore, clients must be cognizant that technology providers with solutions on Microsoft Azure Marketplace can either utilize the standard contract terms for Azure marketplace with custom amendments or create their own terms and conditions per marketplace solution It is the client's accountability to understand and accept these terms and conditions in line with your internal approval processes.

It is assumed by Microsoft, Rifumo that our joint client CRUM has followed all approved procurement processes that comply with PFMA prior to purchasing from Microsoft the Microsoft Azure Marketplace offers on the Microsoft Azure Marketplace. If there is any uncertainty, please contact your Microsoft Account Executive and or Rifumo as your Appointed Microsoft Licensing Service Provider (LSP).

6 Acceptance

By signing of this proposal document, City of Johannesburg's Citizen Relationship and Urban Management agrees that Rifumo Empowerment Holdings (Pty) Ltd may proceed with the work required and will be governed by the standard terms and conditions contained therein.

Rifumo EH PMO

Name **Signature** **Date**

CRUM PMO

Name **Signature** **Date**

CRUM HOD

Name **Signature** **Date**

CRUM Finance

Name **Signature** **Date**

7 Terms & Conditions

7.1 Introduction

These are standard Terms of Business, which would constitute the entire agreement between the Parties.

For purposes of these terms the following words shall have the provided meanings:

1. "AFSA" shall mean the Arbitration Foundation of Southern Africa, or its successors in title.
2. "Applicable Laws" shall mean all national, provincial, local and/or municipal legislation, regulations, statutes, by-laws, ordinances, guidance notes, Consents and/or laws of any relevant Governmental Authority and/or any other instrument having the force of law as may be issued and in force from time to time relating to or connected with the activities or the engagement between the Parties as contemplated under this Contract.
3. "Business Day" shall mean any day other than a Saturday, Sunday, or public holiday in the Republic of South Africa.
4. "Agreement Business Hours/Hours" shall mean the hours from 08h00 to 17h00 (South African time) on Business Days.
5. "Client" shall mean the client receiving the work.
6. "Confidential Information" shall mean any and all information relating to either Party's business information (technical, commercial, operational, financial) and business relationships including, but not limited to, research, developments, product plans, products, services, diagrams, formulae, processes, techniques, technology, software, know-how, designs, ideas, discoveries, inventions, improvements, copyrights, trademarks, trade secrets, citizens, suppliers, markets, marketing, Intellectual Property and Personal Information, disclosed either directly or indirectly in writing, orally or visually and which the disclosing Party desires to protect against unrestricted disclosure or competitive use, and which is furnished pursuant to this Contract.
7. "Consent" shall mean any voluntary, specific, and informed expression of will in terms of which permission is given for the Processing of Personal Information as set out in Section 1 of the POPIA.
8. "Data" shall mean any data, including Personal Information as defined in the Protection of Personal Information Act, 2013 and referred to in the Promotion of Access to Information Act 2 of 2000 ("PAIA") and any other Applicable Laws.
9. "Data Subject" shall mean any natural or juristic person to whom the Personal Information relates as set out in Section 1 of the POPIA.

10. "Effective Date" shall mean the Signature Date of this terms, and in respect of each Project Work Order, the effective date stipulated therein, failing which it shall be the Signature Date of such Project Work Order.
11. "Information Officer" shall mean in the case of a juristic person: the chief executive officer or equivalent officer of the juristic person or any person duly authorized by that officer; or the person who is acting as such or any person duly authorized by such acting person.
12. "Intellectual Property" shall mean all work product generated by each Party including, but not limited to, any and all information, notes, material, drawings, records, diagrams, processes, technology, firmware, software, know-how, designs, ideas, discoveries, inventions, improvements, copyrights, trademarks and trade secrets; and includes the various methodologies, procedures, processes and techniques, models (including, without limitation, function, process, system and data models), templates, general purpose consulting and software tools, utilities and routines, and logic, coherence and methods of operation of systems which each Party has created, acquired or otherwise has rights in.
13. "Parties" shall mean the parties to this Agreement collectively, and "Party" means either one of them individually, as the context requires.
14. "Personal Information" shall mean any personal information as defined in the Protection of Personal Information Act 4 of 2013 relating to an identifiable, natural or juristic person, including information relating to race, gender, sex, marital status, nationality, ethnic or social origin, colour, sexual orientation, age, physical or mental health, religion, belief, disability, language, birth, education, identity number, online identifier or other particular assignment to a person, location information, telephone number, email, postal or street address, biometric information and financial, criminal or employment history as well as the personal opinions, views or preferences of the person correspondence sent by a person that is implicitly or explicitly of a private or confidential nature or further correspondence that would reveal the contents of the original correspondence or the views or opinions of another individual about the person and the name of the person if it appears with other personal information relating to the person or if the disclosure of the name itself would reveal information about the person as set out in Section 1 of the POPIA.
15. "Processing" shall mean any operation or activity or any set of operations, whether or not by automatic means, concerning Personal Information, including- the collection, receipt, recording, organizations, collation, storage, updating or modification, retrieval, alteration, consultation or use; dissemination by means of transmission, distribution or making available in any other form, or merging, linking, as well as restriction, degradation, erasure or destruction of information as set out in Section 1 of the POPIA.
16. "Project" shall mean a project or other Client engagement and its associated scope of work, as described in a Project Work Order.

17. "Project Work Order" shall mean the document signed by the Parties describing the details about a specific Project to be undertaken by the Parties including, without limitation, any additional terms and conditions applicable to that Project.
18. "Project Manager" shall mean the individual appointed from time to time to be responsible for the overall planning, supervision, and control of a Project Work Order.
19. "Services" shall mean the services to be provided by the Parties in terms of the Projects as detailed in the Project Work Orders executed by the Parties from time to time.
20. "Service Provider" shall mean Rifumo.
21. "Signature Date" shall mean in respect this Contract or any Project Work Order, the date that the last Party signs.
22. "Subcontractor" shall mean the Party designated as such in a Project Work Order.

7.2 Applicability of these Terms of Business

1. These Terms of Business apply to the provision of any of the Services provided by Rifumo to the Client.
2. These Terms of Business are applicable to the Client, its officers, directors, employees, affiliates, agents, representatives, or sub-contractors. It is the responsibility of the Client to ensure that the Client's officers, directors, employees, affiliates, agents, representatives, sub-contractors are made aware of the terms of the Contract

7.3 Access and Use

1. The Client will be granted a non-transferable license to access Services and use the Service and Products, as provided for in the relevant Agreement and Appendices thereto.
2. The usernames, passwords, and PIN numbers (if applicable) of Authorised Users are personal to the individual Authorised Users and the Client and the Authorised Users undertake not to allow any person other than the relevant Authorised User to access or use the Services or Products using such username, password, and PIN number (if applicable).

7.4 Confidentiality

1. Neither Party shall at any time disclose, directly or indirectly, to any other person whatsoever (including to the public or any section of the public) any information concerning this Contract or any other information of any nature whatsoever concerning the other Party or any company affiliated with the other Party, including but not limited to, its citizens, employees or plans, or any other matter regarding the internal affairs of the other Party or its affiliates whether such information or matter is stated to be confidential or not, without the express written permission of the other Party (collectively, "Confidential Information").

2. This covenant is given by each Party on its behalf and each Party also undertakes to ensure that it will take all reasonable steps to enforce obligations in like form against its directors, shareholders, representatives, agents, and employees.

7.5 Service Standards

1. Rifumo is committed to always provide the Client with access to a high-quality Service and the highest quality of support to meet the Client's needs.
2. If at any time the Client believes that Rifumo's Services or the Products could be improved, or is dissatisfied with any aspect thereof, Rifumo requests the Client to raise the matter immediately with representative responsible for this Contract or with the director in charge of the Service. In this way Rifumo can ensure that Client's concerns are dealt with properly and promptly.

7.6 Rifumo's Responsibilities

Rifumo is responsible for:

1. Granting access to the Services and/or Products to the Client and its Authorised Users on the basis set out in the relevant Agreement; and
2. Provision of training and support on the basis set out in the relevant Agreement.

7.7 Permissible Uses

The Client may:

1. Only use the Services and Products for purposes of its internal business and as provided for in the Agreement.
2. Customise, manipulate, analyse, reformat, print and/or display for its internal use the reports generated by the Services or Products including the information contained in such reports); and
3. Only permit access to and use of the Services and Products to Authorised Users.

7.8 Third-party Products, Equipment and Operation

1. The Client will ensure that it and all Authorised Users using the Products hold valid and current licences entitling them to use such Rifumo and third-party Products and that they will abide by the terms of any such license agreements when accessing and using the Products.
2. The Client is required to acquire and maintain all telephone and other equipment required to access the Products (at its own cost).
3. The Client is responsible for operating its own equipment and to familiarise itself with the information available through the Products.

7.9 Impermissible Uses

The Client agrees that it and the Authorised Users are not permitted to:

1. De-compile, reverse compile, disassemble or print the source code nor derive, nor attempt to derive the source code of the Software;
2. Attempt to modify, enhance or alter the Software or any part thereof, or permit others to do so;
3. Copy, adapt, rent, lease, sub-license, resell, broadcast, publicly distribute or publicly display, transfer possession, or ownership, or provide right of access and use of the Services and/or Products and/or reports generated by the Products (including the information contained therein) and/or any related documentation, user manuals, products, services, data or other information or parts thereof, obtained from Rifumo to any third-party; and
4. Remove, alter, or obscure any copyright, legal, proprietary, or other notices on the Rifumo Products and or third-party Products.

7.10 Fees and Payments

1. Payment terms are strictly 30 days from date of invoice. Invoicing will happen monthly and will be based on fixed amount for the month, work completed as per the timesheets or based on the last two sprints for the billing month. Invoicing will happen monthly and will be based on the fixed amount for the month, work completed as per the timesheets or based on the last two sprints for the billing month.
2. Unless otherwise specified, all fees and expenses set out are exclusive of Value Added Tax (VAT) and other statutory fees and charges. The Customer shall pay all VAT and any other such fees and charges that may be payable on such fees and expenses.
3. If any quote, agreement, or piece of work is subject to licensing that comprises foreign exchange rates or is based on foreign 3rd party licenses, Rifumo has the right to re-negotiate prices with clients should the exchange rate increase by more than 10% of the agreed amount.
4. All amounts which are required to be paid to Rifumo and which are not paid on the due date shall bear interest at the current prime rate per month. The said interest shall be calculated monthly in arrears from the due date of payment and shall be compounded.
5. Rifumo may suspend any or all of the Services or supply of Products on seven (7) days written notice to Customer if any payment is overdue by more than seven (7) days and may require payment in advance for future supply of Products or provision of Services.
6. Rifumo shall issue the Client with the relevant credit and debit notes in circumstances contemplated in Section 21(1) of the VAT Act. The credit and debit notes will contain all the particulars contemplated in Section 21 of the VAT Act, as the case may be.
7. Rifumo will apply an automatic 6% escalation annually to all charges including hourly rates, maintenance charges and all other quoted items. Rifumo reserves the right to charge a

higher CPI increase should CPI increase significantly or if any suppliers change their increases.

7.11 Copyright and Intellectual Property Rights

1. All Intellectual Property belonging to either of the Parties shall remain the property of such party and the other Party will not acquire any right, title, or interest in and to such Intellectual Property.
2. Where the Client has a licence to use Products, such license is granted on a non-exclusive and non-transferable basis.
3. Each party agrees that it shall not duplicate, reverse assemble, decompile, reverse engineer, or otherwise attempt to derive source code (or the underlying ideas, algorithms, structure, or organisation) from any such Intellectual Property which constitutes computer software, except as specifically authorised in writing by the Party owning such property. Such conduct will entitle Rifumo to immediately terminate the relevant Business Agreement.
4. Neither party shall in any manner alter, remove, or affect the display of the respective Intellectual Property rights notices (and disclaimers) of the other party and/or their vendors and licensors without the prior written approval of the other party, and their vendors or licensors where applicable; and
5. Neither party may use the other party's Intellectual Property, trade names, logos or any derivative or component thereof without the prior written approval of the other party.
6. If the Services or any component thereof becomes, or in Rifumo's reasonable opinion is likely to become, the subject of an Intellectual Property infringement claim or proceeding, Rifumo shall use reasonable efforts to secure the right to continue providing the Services and/or for the Client to continue using the Services. In the event that despite reasonable efforts, this cannot be accomplished by Rifumo, Rifumo shall discontinue the affected part of the Services and Rifumo's charges shall be equitably reduced to reflect the reduction in the value of the Services to the Client, provided that the aforementioned remedies shall be the Client's sole remedies in respect of any such intellectual property infringement claim.

7.12 Data Usage and Protection

1. Rifumo and the Client shall comply with all Data use and Data protection requirements as may be applicable to the engagement between the Parties, as dictated by Rifumo's Data protection policies in force from time to time, and any applicable legislative requirements and the Data use and Data protection requirements as specified in the Project Work Orders hereto.
2. The Parties warrant that it will Process Personal Information submitted to it by the other strictly within the bounds of the instructions received from the Client. Any potential further

Processing will be communicated to the other Party and will only be done upon receiving written Consent from the other Party.

3. The Parties warrant that Personal Information submitted to it is treated as Confidential Information and will not be disclosed to third parties without the prior Consent of the other Party unless the disclosure is required by law or in the course of the proper performance of Rifumo's duties under this Contract. For further information regarding the Parties' privacy practices, the Parties are encouraged to familiarise themselves with each other's Data protection policies that are in force from time to time.
4. The Parties acknowledge and accept that the other may have to disclose, share or transfer Personal Information to third parties and in the event of subcontracting, as part of the engagement agreed upon between the Parties and performance of its obligations in terms of this Contract. and any Project Work Orders.
5. The Parties will retain Personal Information only for as long as the purpose for which the Personal Information is collected remains in respect of this Contract and the Project Work Orders, or as required by law.
6. The Parties warrant that they are authorised to submit any Personal Information under their control to each other and that they are each able to provide proof thereof.
7. Each Party will indemnify, defend, and hold harmless the other and its directors, officers, employees, contractors or agents and sub-contractors, against any and all Data Subjects and third-party claims and actions related to the unlawful Processing of Personal Information for the duration of this Contract.

7.13 Data Protection Rights and Notifications

1. Data Subjects have certain rights in respect of their Personal Information. In particular:
 - a. **Withdrawal of Consent:** Data Subjects may withdraw their Consent at any time by sending a written request to the relevant Information Officer. Upon receiving notice that the Data Subject has revoked his/her/their Consent, The Parties will stop Processing the Data Subject's Personal Information within a reasonable time, which will vary depending on what information has been collected and for what purpose, and the Data Subject will receive a confirmation email from the relevant Party stating same.
 - b. **Access or obtain a Copy of Personal Information:** Data Subjects have the right to examine any of their Personal Information held by the Parties. In order to do so Data Subjects may send a written request to the relevant Information Officer. As per the Promotion of Access to Information Act, 2000 ("PAIA"), The Party holding the Personal information may charge a nominal fee should the Data Subject request any physical records.
 - c. **Update, Modify, Rectify, Erase:** the Personal Information that the Parties hold on the Data Subject; and

- d. **Object:** to the Processing of the Data Subject's Personal Information or Restrict or stop the Parties from Processing any of the Personal Information which it holds on the Data Subject, including by withdrawing any Consent previously given for the Processing of such Personal Information.
2. The Parties undertake to notify each other immediately of:
 - a. Any request from a Data Subject which results in a Party's obligation to cease Processing certain Personal Information;
 - b. Any instance in which one of the Parties is obligated to assist the other with enforcing a Data Subject's rights as set out in the Protection of Personal Information Act, 2013 or any other Applicable Laws;
 - c. Any instance that would render either of the Parties unauthorised to continue Processing certain Personal Information of Data Subjects.
3. The foregoing notwithstanding, neither Party assumes any responsibility for the accuracy, completeness, or integrity of the Data which either of the Parties stores, collects, collates, mines, transmits, alters or Processes and the Parties accordingly indemnify each other against any loss or damage which either Party may suffer as a result of any incomplete, incorrect, or corrupt Data generated through the Parties' engagement with each other.
4. The Client agrees to indemnify and hold harmless Rifumo and its directors, officers, employees, contractors or agents and sub-contractors from any and all third-party claims, liabilities, against loss, damages, costs, or expenses (including reasonable attorney fees) arising from any claim, demand, assessment, action, suit or proceeding relating to the unauthorised use and processing of Personal Information as defined in any applicable data protection law of any third party.

7.14 Information Officer

1. The Protection of Personal information Act, 2013 ("POPIA") places a duty on Rifumo to appoint an Information Officer.
2. Rifumo has appointed Nkosana Tshabalala as Information Officer, whose contact details are: nkosana@rifumoholdings.co.za (email).
3. The duties of the Information Officer under the Applicable Laws are:
 - a. Liaising with the Client when it enquires about Personal Information of Data Subjects.
 - b. Assisting the Client with any requests and enforcing Data Subject rights in respect of the Client's or the Data Subjects' Personal Information;
 - c. Making sure that Rifumo is compliant with the Applicable Laws and that Rifumo Processes Personal Information under its control in accordance with this Agreement.
4. In the event that the Client or a Data Subject wishes to enforce any of the above rights, such request should be submitted via email to Rifumo's Information Officer. Furthermore, the Client and the Data Subjects have the right to lodge a complaint with the South African Information Regulator.

7.15 Indemnities and Limitations

1. The Client agrees to indemnify and hold harmless Rifumo and its directors, officers, employees, contractors or agents and sub-contractors from any and all third-party claims, liabilities, against loss, damages, costs, or expenses (including reasonable attorney fees) arising from any claim, demand, assessment, action, suit or proceeding relating to the use of Rifumo's Services, information, and/or Products that is based on the Client's or its Representatives' conduct, action, or inaction.
2. Rifumo assumes no responsibility for the accuracy, completeness, or integrity of the data which the Client stores, collects, collates, mines, transmits, alters or processes utilising the Services and/or the Products. The Client agrees to indemnify and hold harmless Rifumo and its directors, officers, employees, contractors or agents and sub-contractors from any and all third-party claims, liabilities, against loss, damages, costs or expenses (including reasonable attorney fees) arising from any claim, demand, assessment, action, suit or proceeding relating to the use of Rifumo's Services or Products, which Client may suffer as a result of any incomplete, incorrect or corrupt data generated by, from or using the Services and/or the Products.
3. Neither Party shall be liable, whether in contract, delict or otherwise, for any indirect or consequential damages including, but not limited to, loss of data, loss of profits, loss of custom, and/or business foregone, whether foreseeable or not, and whether or not in the contemplation of the Parties at the time of the conclusion of an agreement, arising from or in connection with this Contract.
4. The aggregate liability of each Party to the other, whether in contract, delict or otherwise, shall not exceed the total amount payable by the Client to Rifumo in terms of this Contract except if caused by gross negligence or wilful misconduct.
5. Rifumo will not be liable to the Client, or any assignee or third party claiming through or on behalf of the Client for any punitive damages whatsoever or for any consequential or other loss or damages beyond the maximum liability specified.
6. Any claims, howsoever arising, must be commenced formally by service of court summons or process initiating arbitration proceedings within three years after the Party bringing the claim becomes aware (or ought reasonably to have become aware) of the facts which give rise to the claim and, in any event regardless of the knowledge of the claimant, by no later than three years after the date of any alleged breach of contract, delictual act or other act or omission giving rise to a cause of action. This expressly overrides any statutory provision, which would otherwise apply.
7. Section 1 of the Apportionment of Damages Act, 1956, will apply to all claims between Rifumo and the Client and that "breach of contract or gross negligence" and "damages" or "losses" as used herein shall be deemed to fall within the meanings of "fault" and "damage" as contained in Section 1 of the Apportionment of Damages Act, 1956.
8. Rifumo alone will be responsible for the fulfilment of its obligations in terms of the Contract. By entering into the Contract, the Client agrees that it will not bring any claim

in respect of or in connection with the Contract, whether in contract, delict or otherwise, against any Rifumo entity, or against any of the directors, partners, employees, agents or sub-contractors of Rifumo or any other Rifumo entity.

9. Rifumo accepts no third-party claims for damages of any nature arising from this Contract. For the avoidance of doubt, the term “third-party” includes Authorised Users.
10. The aggregate liability of each party to the other, whether in contract, delict or otherwise, shall not exceed the total amount payable by the client to the Company in terms of this agreement except if caused by gross negligence or wilful misconduct.

7.16 Termination and Suspension

1. Rifumo shall be entitled to suspend Services where Client is in breach of any material aspect of the Agreement and these Terms and fails to remedy such breach after being given thirty (30) days’ notice to remedy the breach. Rifumo may terminate any Service(s) under these Terms should Client be in breach of any material aspect of such Service(s) and fails to remedy the breach after being given thirty (30) days’ notice to remedy the breach.
2. Either Party shall be entitled to terminate this Contract at any time, by providing to the other Party thirty (30) days’ prior written notice of such intention to terminate, provided that the provisions of this Contract shall continue to apply to any active Appendix until such Appendix is terminated.
3. Unless otherwise provided for therein, any Appendix may be terminated at any time on thirty (30) days’ written notice by Rifumo. Any termination of such Appendix shall not affect the operation of the remainder of this Contract.
4. Rifumo shall be entitled to terminate this Contract, at any time and with immediate effect, without prejudice to any other rights it may have hereunder or in law, by providing the Client with notice of such termination if any of the following occur:
 - a. Other than for the purposes of reconstruction or amalgamation, the Client is placed under voluntary or compulsory winding up, judicial management or receivership or under the equivalent of any of the foregoing; or
 - b. The Client makes any arrangement or composition with its creditors generally, or ceases or threatens to cease to carry on business or disposes of any of its material assets other than in the normal course of business; or
 - c. The Client consolidates or merges with or into any entity; or
 - d. A substantial part of the Client’s property becomes subject to levy, seizure, assignment, or sale for or by any creditor or governmental agency.

7.17 Return of Information

1. In the event that this Contract is terminated as described herein, each Party shall forthwith return to the other all papers, materials, and other properties of the other then in

its possession, save to the extent that these are needed to carry out the Services in respect of any active Appendix.

2. The Client may at any time on written request to Rifumo, require that Rifumo immediately return to the Client any of the data belonging to the Client and may, in addition, require that Rifumo furnish a warranty to the effect that upon such return, it has not retained in its possession or under its control, either directly or indirectly, any such data or material. Alternatively, Rifumo shall, as and when required by the Client on written request to Rifumo destroy all such data and material and furnish the Client with a written statement to the effect that same has been destroyed. Rifumo shall comply with any request in terms, within seven (7) days of receipt of such request.

7.18 Electronic Communication

1. In connection with this Contract, Rifumo and the Client and the Authorised Users may wish to communicate electronically with each other. However, the electronic transmission of information, including downloading of files, cannot be guaranteed to be secure or virus- or error-free and consequently, such information could be intercepted, corrupted, lost, destroyed, arrive late or incomplete or otherwise be adversely affected or unsafe to use. Rifumo and the Client each recognise that systems and procedures cannot be a guarantee that transmissions will be unaffected by such hazards.
2. Each Party accepts these risks and authorises electronic communications between them.
3. Each Party agrees to use commercially reasonable procedures to check for the currently most commonly known viruses before sending information electronically.
4. Each Party shall be responsible for protecting its own systems and interests in relation to electronic communications and neither Party (in each case including their respective directors, partners, employees, sub-contractors or agents and in the case of the Client each Authorised User) will have any liability to each other on any basis, whether in contract, delict (including negligence) or otherwise, in respect of any error, damage, loss or omission arising from or in connection with the electronic communication of information between them or their reliance on such information.

7.19 Monitoring

Rifumo reserves the right to and may from time to time, in order for it to monitor compliance with the terms of the Contract, monitor any and all information transmitted or received.

7.20 Disclaimers by Rifumo

1. The Products are provided “as is” and Rifumo makes no express or implied warranties whatsoever in relation thereto. Without limiting the generality of the foregoing:
 - a. Rifumo does not represent or warrant that the Services and/or the Products will meet the Client’s particular requirements but will meet the substantial requirements.

- b. Rifumo does not warrant that the services will be error free, will be available on a continuous or uninterrupted basis or at any particular time, or will meet any particular criteria of accuracy, completeness, reliability, performance or quality, or the implied warranties of merchantability or suitability for a particular purpose; and
 - c. Rifumo does not represent or warrant that any reports or information that the Client or Authorised Users may access or download when using the Services or Products will be error-free, free from viruses or other harmful components.
2. Rifumo is excluded from liability for any of the following:
- a. Any interruption or non-availability of the Services or the Products, or any systems failure, access failure, or any errors, inaccuracies or lack of completeness, reliability, performance, quality, merchantability or suitability for a particular purpose or the specific purpose of the Client;
 - b. Any errors, viruses, or other harmful components to which the Client or any third party or any Authorised User, or any documents, files, Products, hardware, or computer systems of any of the aforementioned parties are exposed as a consequence of using the website or the Products;
 - c. Any unauthorised access to or alteration of transmissions of data (including, inter alia, Authorised User passwords) or of any material or data sent or received, or not sent or received by any Party which could not have been prevented by organisational security measures.

7.21 Force Majeure

1. Neither Rifumo nor the Client will be liable to the other for any delay or failure to fulfil their obligations under this Contract to the extent that any such delay or failure arises from causes beyond their reasonable control, including but not limited to an act of God or public enemy, fire, explosion, earthquake, perils of the sea, flood, storm or other adverse weather conditions, war (declared or undeclared), civil war, revolution, civil commotion or other civil strife, riot, strikes, blockade, embargo, sanctions, epidemics, act of any Government or other Authority, compliance with Government orders, demands or regulations, or any circumstances of like or different nature.
2. Should either Party be prevented from carrying out its contractual obligations by force majeure lasting continuously for a period of thirty (30) days the Parties will consult with each other regarding the future implementation of this Contract. If no mutually acceptable arrangement is arrived at within a period of seven (7) days thereafter, either Party will be entitled to terminate this Contract forthwith on written notice.

7.22 Governing Law

1. This Contract will be governed by and interpreted in accordance with the laws of South Africa.

2. In the event of there being any dispute or difference between the Parties arising out of this Contract which cannot be resolved amicably by the Parties, the said dispute or difference shall, on written demand by either Party be submitted to arbitration in Johannesburg in accordance with the Arbitration Foundation of South Africa (“AFSA”) rules, which arbitration shall be administered by AFSA.
3. Should AFSA, as an institution, not be operating at that time or not be accepting requests for arbitration for any reason, then the arbitration shall be conducted in accordance with the AFSA rules for commercial arbitration (as last applied by AFSA) before an arbitrator appointed by agreement between the Parties to the dispute or failing agreement within 10 (ten) business days of the demand for arbitration. In this instance, any Party to the dispute shall be entitled to forthwith call upon the chairperson of the Johannesburg Bar Council to nominate the arbitrator, provided that the person so nominated shall be an advocate of not less than ten (10) years standing as such. The person so nominated shall be the duly appointed arbitrator in respect of the dispute. In the event of the attorneys of the parties to the dispute failing to agree on any matter relating to the administration of the arbitration, such matter shall be referred to and decided by the arbitrator whose decision shall be final and binding on the Parties to the dispute.
4. Any Party to the arbitration may appeal the decision of the arbitrator or arbitrators in terms of the AFSA rules for commercial arbitration.
5. Nothing herein contained shall be deemed to prevent or prohibit a Party to the arbitration from applying to the appropriate court for urgent relief or for judgment in relation to a liquidated claim.

7.23 Cession and Assignment

1. This Contract and any part, share or interest herein and the rights and obligations of the Client are personal and may not be ceded, delegated, or assigned, let, or otherwise disposed of in any manner whatsoever without the prior written consent of Rifumo.
2. Any consent or approval required to be given by either Party in terms of this Contract will, unless specifically stated otherwise, not be unreasonably withheld.

7.24 Variation

No addition to or variation, deletion, or agreed cancellation of all or any clauses or provisions of this Contract will be of any force or effect unless in writing and signed by both the Parties.

7.25 Waiver

No waiver of any of the terms and conditions of this Contract will be binding or effectual for any purpose unless in writing and signed by the Party giving the same. Any such waiver will be effective only in the specific instance and for the purpose given. Failure or delay on the part of either Party in exercising any right, power or privilege hereunder will not constitute or be deemed to be a waiver thereof, nor will any single or partial exercise of any right, power or privilege preclude any other or further exercise thereof or the exercise of any other right, power, or privilege.

7.26 Severability

1. All provisions and the various clauses of this Contract are, notwithstanding the manner in which they have been grouped together or linked grammatically, severable from each other.
2. Any provision or clause of this Contract which is or becomes unenforceable in any jurisdiction, whether due to voidness, invalidity, illegality, unlawfulness or for any other reason whatever, shall, in such jurisdiction only and only to the extent that it is so unenforceable, be treated as pro non scripto and the remaining provisions and clauses of this Contract shall remain of full force and effect.
3. The Parties declare that it is their intention that this Contract would be executed without such unenforceable provision if they were aware of such unenforceability at the time of execution hereof.

7.27 Counterparts

This Contract may be executed in counterparts, each of which shall be deemed an original, and all of which together shall constitute one and the same Contract as at the date of signature of the Party last signing one of the counterparts.

7.28 Notices

All notices in terms of this Contract shall be in writing addressed to the registered address of the Party and shall be sent by prepaid registered post or shall be physically delivered. Posted notices shall be deemed to have been received on the 5th business day following posting.

Any written notice in connection with this Contract may be addressed to the Parties respective address as set out in the Contract.

In the case of **Rifumo Empowerment Holdings (Pty) Ltd** to:

Postal Address: Office B04FO02 - First Floor - Devon House
Florida Park

Physical Address: Roodepoort
1709
South Africa
289C Ontdekkers Service Road, Property Park
Florida Park
Roodepoort
1709
South Africa

And shall be marked for the attention of the CEO.

In the case of the **City of Johannesburg's Citizen Relationship and Urban Management** to:

Postal Address: _____

Physical Address: _____

Telefax No / Email: _____

And shall be marked for the attention of _____.

7.29 Cost

Each party will bear and pay its own legal costs and expenses of and incidental to the negotiation, drafting, preparation, and implementation of this agreement.