



public works  
& infrastructure

Department:  
Public Works and Infrastructure  
REPUBLIC OF SOUTH AFRICA

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## TERMS OF REFERENCE

# APPOINTMENT OF A SERVICE PROVIDER FOR THE ASSESSMENT OF CONSTRUCTION PROJECT MANAGEMENT UNIT'S PERFORMANCE IN THE DEPARTMENT OF PUBLIC WORKS AND INFRASTRUCTURE

GRC

2023

## 1. PURPOSE OF THE ASSIGNMENT

The National Department of Public Works and Infrastructure (hereinto referred to as the Department) seeks to identify and appoint an experienced company to analyse the performance of the Construction Project Management Branch in the Department for the period starting from April 2019 to September 2023. The work is largely a desktop approach and analysis of specific information and interviews of critical role players.

## 2. CONTEXTUAL BACKGROUND

The performance of the Construction Project Management Branch has been concerning over time. Although the performance of the programme has average about 78% in the last three financial years, the performance tends to pick only in the fourth quarter. There are also concerns over the management of the programme both at the Head Office and Regional Office level. Generally, the programme measures its efficiencies as well as the total projects completed coupled with expenditure reports. Of great concern is the extent of projects delays, poor performance of contractors and the possibility that the awarding mechanism (SCM) may have compromised the process/value chain. It is against this background that an analysis is required to focus on underlying causes of poor performance of the programme and propose solutions to improving the performance of the programmes.

## 3. SCOPE OF THE ASSIGNMENT

*The work entails 5 critical areas –*

- Analysis of performance reports from the CPM Branch in relation to the APP targets (the causes of poor performance by the construction unit)
- Assessment of the procedures and processes followed by CPM branch in managing the construction portfolio. This will also entail an assessment of the gaps within the government machinery in delivering construction projects
- Comparative Analysis of other construction companies and/or public sector institutions that actually have a track record of good performance in delivering construction projects/project management.
- Provide an overall assessment of the trends in the construction industry and underlying challenges faced internationally and locally including assessment of skills and importance of professional affiliation within the built environment.
- Recommend/proposals to improve performance of the construction unit in the Department (what need to be considered at management level, operational level, procurement level and delivery level) including the contractual agreements and clauses in the contracts.

The Service Provider will be required to work closely with the following units:

1. Office of the Deputy Director-General
2. Institutional Performance Monitoring and Evaluation unit
3. Construction Project Management (CPM)
4. Supply Chain Management (SCM) especially the colleagues who administer the construction portfolio
5. PMTE Finance division
6. Project managers at the regional offices
7. Visit at least 3 construction sites to interview contractors on site
8. No information **shall** be provided to the Service Provider without the consent of the Project Leader (in this case, Office of the Deputy Director-General).

## 5. CONDITIONS OF CONTRACT

The conditions of contract applicable to this appointment will be the special conditions of contract stipulated in Section 8 of this document.

## 6. FORMAT OF QUOTATION TO BE PROVIDED

The Service Provider (at own cost) must prepare and submit a quote as outlined below:

- All material submitted should be relevant to the subject matter.
- Proposals shall be submitted in English.

## 7. PROPOSAL SUBMISSION

The proposal **MUST** include (a) Profile of the organisation detailing their areas of focus (b) demonstrate experience of work done (related to the request) in the public sector/private sector or industry. **Failure to provide this information will be to the disadvantage of the bidder.**

The proposal **must** also consist of the following for purposes of evaluation:

- 7.1 A **schedule of work/project done** by the service provider as per the Technical Quality of the Proposal/Bid must be submitted alongside the proposal.

No.	Type of work/project Completed	Duration of the work/Project	Industry/Public Sector/Private Sector/Consultancy	Name of contact person in the organisation (Project Manager)
1	<b>Scope</b> <ul style="list-style-type: none"> <li>Identify the study needs by explaining what must be done and why.</li> <li>Project scope explaining how the project will be implemented and resources</li> <li>Identify possible challenges, limitations and solutions.</li> </ul>			
2	<b>Detailed research methodology</b> <ul style="list-style-type: none"> <li>Design of the study</li> <li>Sampling methodology</li> <li>Data analysis</li> </ul>			
	<b>Clear Project implementation plan</b> <ul style="list-style-type: none"> <li>Team composition and expertise</li> <li>Milestones</li> </ul>			
3	Presentation of the outcomes			
4	Close out report			

7.2 A well-documented **Project Execution Plan** including the time frames that have been specified in the table as well as taking into account the critical areas highlighted in section 3 (Scope).

7.3 Detailed **Project Costing Schedule** outlining the following:

Deliverable	Item/Output	Unit of measure	Quantity	Rate	Total
Deliverable 1					
Deliverable 2					

Deliverable 3					
Deliverable 4					
Deliverable 5					
<b>Total Cost</b>					

All costs must be inclusive of value-added tax where applicable.

## 8. SPECIAL CONDITIONS OF CONTRACT

The special conditions applicable to this project are outlined in the table below. Service Providers must indicate if they concur with the conditions by clearly completing the table. **Failure to complete the table will lead to disqualification. Proposals that do not reflect concurrence with any of the conditions will not be considered.**

Condition	Concurrence		Reason / Comment (If any)
	YES (X)	NO (X)	
8.1 Entry meeting with project lead at least 2 working days after receipt of the appointment letter from the Department to carry out the project. This entry meeting will discuss and draft a project plan.			
8.2 Final/Approved Project plan to be presented to the Department 5 working days after the entry meeting.			
8.3 Provide company profile and demonstrate knowledge of the assignment (Analytical skills and practical experience)			
8.4 Compilation of the Report must be completed in 4-6 weeks (including a meeting with the department) after receiving a letter of appointment from the Department to which during that time, the Service Provider should have contacted the project lead to discuss the approach in line with the department's strategy on construction. (The project should be completed by 30th January 2024 depending on start date of which ideally the project should be completed within 2 months).			
8.5 The Service Provider must make resources available after hours and over weekends which must be included in the cost of this quotation. This will not be paid as an additional cost to the Department.			
8.6 The successful service provider shall continually be engaged until the conclusion of the project.			

8.7 Copyright: All information generated, communication produced, and data acquired, and any other material produced under the auspices of this project remains the intellectual property of the Department.			
8.8 Confidentiality: The Service Provider will be bound by the same clause of confidentiality and code of ethics as applicable to officials of the Public Service.			
8.9 The Department will not be held responsible for any costs incurred by the bidder/s in the preparation and submission of the quotations.			
8.10 Travelling costs and time spent or incurred between home and office of service providers and the Department's Head Office will not be for the account of the Department.			
8.11 For risk assessment purposes, the Department may contact department(s)/companies where work/services were previously rendered. The Department reserves the right to neither make any appointment nor issue prior notice of any contact with the department where work/services were previously rendered. Furthermore, the department may request bidder(s) to provide samples of work previously completed in the areas of the assignment (Analytical report). Failure to respond as stipulated by the department may lead to disqualification.			

**ACCEPTANCE OF THE SPECIAL CONDITIONS AND SPECIFICATIONS**

Name of Bidder: \_\_\_\_\_

Name of authorized signatory: \_\_\_\_\_

Signature of authorized signatory: \_\_\_\_\_

***By signing above the bidder hereby accept terms and conditions (general and special conditions) of this quotation and confirm full understanding of the requirements and specifications of this tender.***

**9. MONITORING PROGRESS ON THE PROJECT**

- 9.1 The Department's Governance, Risk and Compliance Branch will be responsible for regular and on-going monitoring and management of the contract with the Service Provider.
- 9.2 The Service Provider is to report progress as and when required to do so (This will also be guided by the approved/agreed Project Plan).

**10. PAYMENT TERMS**

The Department undertakes to pay all valid claims for work done to its satisfaction within 30 days of presentation of a substantiated claim. No payment will be made where there is outstanding information/work by the Service Provider.

## 11. EVALUATION CRITERIA

11.1 The minimum functionality score to qualify for further evaluation is **70%**. Bidders that score less than **70%** will be disqualified. 6 Main categories (of which are further broken down in the evaluation criteria) are determined in the table below:

	Category	Description	Weighting factor:
1	Company profile	The company must have existed in the relevant area – built environment for a period of time (registration to be specific in relation to the built environment)	10
2	Individual Experience	Years of experience of the individuals in the construction industry/Built Environment with relevant experience and exposure in project management, analysis and expert advice (CV with a focus on Qualifications, Institutions worked for and experience)	10
3	Company/ Individual Deliverables	<ul style="list-style-type: none"> <li>Be able work under pressure and deliver within tight deadlines</li> </ul> Evidence of previous work within construction industry/ Built Environment with relevant experience and exposure in project management. The work should have been done in the last 5 -8 years with 2015 as the baseline till March 2023) <sup>1</sup>	20
4.	Technical Quality of the Proposal/Bid	Technical Quality of the Proposal/Bid. The technical quality of the proposal will be assessed using the following criteria (3 criteria and 8 sub items): <ol style="list-style-type: none"> <li>Clear understanding of the scope</li> <li>Detailed research methodology</li> <li>Clear Project implementation plan</li> </ol>	30
5	Referrals	The service provider/individual to provide reference letters on work previously done/completed in both private and public sector (international reference will be an added advantage) (Provide reference – last 5 -8 years with 2015 as the baseline till March 2023) <sup>2</sup>	20
6	Individual Professional Expertise/ Affiliation <sup>3</sup>	The individual (s) must: Be affiliated with a recognised professional body within the built environment (both Local and international) – this will assist in assessing the level of professional expertise in the Department on the basis on criterion used for professional affiliation including international bodies – this also include Built Environment councils and others within the Built environment	10

<sup>1</sup> This takes into account the possible of none or less work completed during the Covid-19 pandemic period.

<sup>2</sup> This takes into account the possible of none or less work completed during the Covid-19 pandemic period.

<sup>3</sup> Affiliation is important as this will allow the bidder to provide reasonable recommendations within the built environment regarding skill sets





## 11.4 Evaluation of Service Provider and Scoring methodology

	Category	Description	Evaluation criteria	Weighting factor:
1	Company profile	The company must have existed in the relevant area – built environment for a period of time (registration to be specific in relation to the built environment)	5 years and more = 5 points 4 – 5 years = 4 points 3 – 4 years = 3 points 2 – 3 years = 2 points 1 – 2 years = 1 point 0 – 1 year = 0 points	10
2	Individual Experience	Years of experience of the individuals in the construction industry/Built Environment with relevant experience and exposure in project management, analysis and expert advice (CV with a focus on Qualifications, Institutions worked for and experience)	6 years and more = 5 points 5 – 6 years = 4 points 4 – 5 years = 3 points 3 – 4 years = 2 points 2 – 3 years = 1 points 1 – 2 years = 0 points	10
3	Company/ Individual Deliverables	<ul style="list-style-type: none"> <li>Be able work under pressure and deliver within tight deadlines</li> </ul> <p>Evidence of previous work within construction industry/ Built Environment with relevant experience and exposure in project management. The work should have been done in the last 5 -8 years with 2015 as the baseline till March 2023)<sup>4</sup></p>	7 completed projects and more = 5 points 5 – 7 years = 4 points 4 – 5 years = 3 points 3 – 4 years = 2 points 2 – 3 years = 1 points 0 – 2 years = 0 points	20
4.	Technical Quality of the Proposal/Bid	<p>Technical Quality of the Proposal/Bid. The technical quality of the proposal will be assessed using the following criteria (3 criteria and 8 sub items):</p> <p>4. <b>Clear understanding of the scope</b></p> <ul style="list-style-type: none"> <li>Identify the study needs by explaining what must be done and why.</li> </ul>	<ul style="list-style-type: none"> <li>Proposal covers all three criteria and at least 5 sub items within the criteria = 5 points</li> <li>Proposal covers all three criteria and at least 4 sub items within the criteria = 4 points</li> <li>Proposal covers all three criteria and at least 3 sub items within the criteria = 3 points</li> </ul>	30

<sup>4</sup> This takes into account the possible of none or less work completed during the Covid-19 pandemic period.

	Category	Description	Evaluation criteria	Weighting factor:
		<ul style="list-style-type: none"> <li>Project scope explaining how the project will be implemented and resources</li> <li>Identify possible challenges, limitations and solutions.</li> </ul> <p>5. <b>Detailed research methodology</b></p> <ul style="list-style-type: none"> <li>Design of the study</li> <li>Sampling methodology</li> <li>Data analysis</li> </ul> <p>6. <b>Clear Project implementation plan</b></p> <ul style="list-style-type: none"> <li>Team composition</li> <li>Milestones</li> </ul>	<ul style="list-style-type: none"> <li>Proposal covers at least two criteria and at least 3 sub items within the criteria = 2 points</li> <li>Proposal covers at least two criteria and at least 2 sub items within the criteria = 1 points</li> <li>Proposal covers at least two criteria and at least 2 sub items within the criteria = 1 points</li> <li>Proposal covers only one criteria and at least 2 sub items within the criteria = 0 points</li> </ul>	
5	Referrals	<b>The service provider/individual to provide reference letters on work previously done/completed in both private and public sector (international reference will be an added advantage) (Provide reference – last 5 -8 years with 2015 as the baseline till March 2023)<sup>5</sup></b>	<ul style="list-style-type: none"> <li>5 or more reference letter/ recommendations = 5 points</li> <li>4 reference letter/ recommendations = 4 points</li> <li>3 reference letter/ recommendations = 3 points</li> <li>2 reference letter/ recommendations = 2 points</li> <li>1 reference letter/ recommendation = 1 point</li> <li>0 reference letter/ recommendations = 0 points</li> </ul>	<b>20</b>
6	<b>Individual Professional Expertise/ Affiliation<sup>6</sup></b>	<b>The individual (s) must: Be affiliated with a recognised professional body within the built environment (both Local and international) – this will assist in assessing the level of professional expertise in the Department on the basis on criterion used for professional affiliation including international bodies – this also include Built Environment councils and others within the Built environment</b>	<ul style="list-style-type: none"> <li>Affiliated to 3 local Professional bodies and 1 international body within the built environment = 5 points</li> <li>Affiliated to 2 local Professional bodies and 1 international body within the built environment = 4 points</li> <li>Affiliated to 1 local Professional body and 1 international body within the built environment = 3 points</li> <li>Affiliated to at least 2 local Professional bodies = 2 points</li> <li>Affiliated to at least 1 local Professional body = 1 points</li> <li>No affiliation to any Professional body = 0 points</li> </ul>	<b>10</b>

<sup>5</sup> This takes into account the possible of none or less work completed during the Covid-19 pandemic period.

<sup>6</sup> Affiliation is important as this will allow the bidder to provide reasonable recommendations within the built environment regarding skill sets

## **12. FURTHER INFORMATION**

### **CONTACT DETAILS**

Mr. Lwazi Mahlangu (project lead)

Department of Public Works and Infrastructure

5<sup>th</sup> Floor, Central Government Offices

256 Madiba Streets, 0001

Tel: +27 (12) 406 - 1977

E-mail: [lwazi.mahlangu@dpw.gov.za](mailto:lwazi.mahlangu@dpw.gov.za)