



public works  
& infrastructure

Department:  
Public Works and Infrastructure  
REPUBLIC OF SOUTH AFRICA

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## TERMS OF REFERENCE:

# DEVELOPMENT OF AN ETHICS MANAGEMENT PROGRAMME FOR THE DEPARTMENT OF PUBLIC WORKS AND INFRASTRUCTURE (DPWI)

GRC

2025

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## 1. PURPOSE

- 1.1. The National Department of Public Works and Infrastructure (hereinafter referred to as "the Department") is committed to upholding the highest standards of ethics, integrity, and good governance in its operations. Recognising the critical role of ethical conduct in public service, the Department seeks to strengthen its existing ethics framework and foster a culture of integrity amongst its employees and leadership. To achieve this, the Department requires the expertise of a qualified service provider to develop a comprehensive Ethics and Integrity Management Strategy and associated policies, an Ethics awareness programme, and to conduct an ethics leadership survey.

## 2. CONTEXTUAL BACKGROUND

- 2.1. The Constitution of the Republic of South Africa requires public administration to promote high standards of ethical conduct among employees. Furthermore, employees are required to serve the public in an unbiased and impartial manner in order to create confidence in the public service.
- 2.2. This requirement has been translated into a Code of Conduct for the public service. Reducing the risk of conflict-of-interest situations is an important issue in enhancing a culture of ethics and integrity within the department. If not appropriately managed, conflict of interest situations can undermine the integrity of officials, decisions, and stakeholders involved. It can also lead to the misuse of public resources and abuse of positions as officials serve their interests.
- 2.3. The department is responsible among other things to establish and mainstream organisational ethical culture in line with the Public Service Regulations, Code of conduct and other relevant prescripts. The department requires an ethics awareness programme to:
  - a. Maintain and promote high standard of professional ethics in the workplace; and
  - b. Strive to build an organisation that is free of unethical practices and corruption.
- 2.4. The department has a responsibility to improve integrity among employees, promote professional ethics and help to deter unethical conduct. It is based on above-mentioned prescripts that department is expected to develop the Ethics Strategy and implement a comprehensive ethics awareness programme in order to foster a culture of integrity, build trust and a resilient professional department. This will also enhance the reputation of the department.

### 3. SCOPE OF THE ASSIGNMENT

#### 3.1. The work entails four critical areas (specific deliverables) –

- Development of an Ethics Management Strategy that correspond to the department/government ethical vision with an implementation plan.
- Develop the following ethics policies:
  1. Code of Conduct and Ethics.
  2. Conflict of Interest (Declaration and Management).
  3. Gifts, Hospitality, and Benefits.
  4. Other Remunerative Work outside DPWI and Outside Activities.
  5. Conducting business with organs of the state.
  6. Consequence Management for Ethics Breaches.
  7. Ethics Risk Management.
- Development of an ethics awareness and educational programme for the department.
- Analysing the department ethics risks and develop a departmental Ethics Risk register.
- Undertake an ethics leadership survey. (develop an ethics leadership survey, analyse survey data, develop a comprehensive report on the findings of the ethics leadership survey, and present the assessment report to the Department's senior management)

### 4. CONTACT UNITS

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

- a. Office of the Deputy Director-General: Governance, Risk and Compliance.
- b. Governance, Ethics and Compliance Unit (Project Lead).
- c. Other relevant units.
- d. No information **shall** be provided to the Service Provider without the consent of the Project Leader (in this case, Governance and Compliance).

### 5. CONDITIONS OF CONTRACT

- 5.1. The conditions of contract applicable to this appointment will be the special conditions of contract stipulated in Section 8 of this document.
- 5.2. The suitable service provider will be required to comply with all South African and Public Service laws and regulations.

## 6. FORMAT OF QUOTATION TO BE PROVIDED

- 6.1. 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

- 7.1. The proposal **MUST** include the following:
- a. Company Profile: Detailing experience, expertise, and a list of similar projects undertaken (with client references).
  - b. Demonstrate experience of work done (**related to the request**) in the public sector/private sector or industry.
  - c. Understanding of the Terms of Reference: Demonstrating a clear comprehension of the project objectives and scope.
  - d. Abridged Curriculum Vitae (CVs) of the Project Manager and **team** to be allocated in the different roles required, indicating qualifications and experience **relevant Ethics Programme development (Ethics Strategies, Policies, Education, Training and Awareness, etc)**.
  - e. Provide references that DPWI **can contact**. DPWI reserves the right to contact these references directly and without prior consent. The **reference letters** must be relevant to Ethics Strategy and Policy development, Ethics Education, Training and Awareness, surveys, must be on company letterhead, signed and dated (Provide reference – last 5 years)
  - f. Proposed Methodology and Work Plan: A detailed description of how the service provider intends to achieve the objectives, including specific activities, timelines, and resources.
  - g. Detailed Financial Proposal: Itemised breakdown of costs, including professional fees, disbursements, and any other associated expenses, presented in South African Rand (ZAR) and inclusive of VAT.
  - h. Proof of registration on the Central Supplier Database (CSD) with the National Treasury.

**Failure to provide this information will be to the disadvantage of the bidder.**

**Note:** *all personal information provided will be used in accordance with the provisions of the Protection of Personal Information Act no 4 of 2013.*

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

7.2.1. 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>Identifying the project needs by explaining what must be done.</li> <li>Project scope explaining how the project will be implemented and resources.</li> <li>Identifying possible challenges, limitations and solutions.</li> </ul>			
2	<b>Clear Project implementation plan</b> <ul style="list-style-type: none"> <li>Team composition and relevant expertise.</li> <li>Clear timeframes.</li> <li>Methodology.</li> <li>Milestones.</li> </ul>			
3	<b>Presentation</b> of the report of the work done.			
4	Close out <b>report</b> .			

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

7.4. 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

8.1. 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 5 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)			

Condition	Concurrence		Reason / Comment (If any)
	YES (X)	NO (X)	
8.4 The project should be completed within <b>6 months</b> after appointment.			
8.5 The successful service provider shall continually be engaged until the conclusion of the project.			
8.6 <b>Copyright:</b> 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.  The DPWI shall become the owner of developed work, including documents, advisory, plans, models, and reports produced, which must be handed over to the DPWI after completion of the project.			
8.7 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.			
8.8 All information, documents and reports not currently in the public domain and used during or generated from the project must be regarded as confidential and may not be made available to any unauthorised person or institution without written permission from the DPWI.			
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 <u>For risk assessment purposes</u> , 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			



Condition	Concurrence		Reason / Comment (If any)
	YES (X)	NO (X)	
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.			

### EXPERTISE AND QUALIFICATIONS OF THE SERVICE PROVIDER

The service provider must demonstrate proven experience and expertise in the following areas:

1. Extensive experience in developing ethics, integrity, and governance frameworks, strategies, and policies, preferably within the South African public sector.
2. Demonstrated understanding of the South African legal and regulatory framework governing public service ethics (e.g., Public Service Act, Public Finance Management Act, Prevention and Combating of Corrupt Activities Act).
3. Proven expertise in policy development, change management, and training and awareness material development.
4. Experience in conducting surveys, data analysis, and report writing, particularly in relation to ethics, organisational culture or leadership assessments.
5. A team of qualified professionals with relevant academic qualifications (e.g., in ethics, public administration, policy development, law, psychology, organisational development) and related certifications.
6. Strong facilitation, communication, and report-writing skills.
7. Knowledge of current trends and challenges in ethics and integrity management globally.

### ACCEPTANCE OF THE SPECIAL CONDITIONS AND SPECIFICATIONS

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

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

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

***By signing 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, Ethics and Compliance Unit will be responsible for regular and ongoing 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 be guided by the approved/agreed Project Plan). This can be in a form of meetings. Minutes of the review meetings should be made available to the DPWI within five working days after the meeting.

## 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. FURTHER INFORMATION AND CONTACT DETAILS

Supply Chain Management (SCM) Enquiries

Ms. Tshwarelo Ramoleta

Email: [Tshwarelo.Ramoleta@dpw.gov.za](mailto:Tshwarelo.Ramoleta@dpw.gov.za)

All SCM related enquiries should be directed at SCM.

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