



public works
& infrastructure

Department:
Public Works and Infrastructure
REPUBLIC OF SOUTH AFRICA

TERMS OF REFERENCE:

APPOINTMENT OF A SERVICE PROVIDER TO DEVELOP, CONDUCT, AND REPORT ON AN ETHICS LEADERSHIP SURVEY

GRC

2026

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1. PURPOSE

- 1.1. The Department of Public Works and Infrastructure (DPWI) requires the services of a qualified service provider to design, administer, analyse, and report on an Ethics Leadership Survey. The primary objective is to measure the maturity of ethical leadership, evaluate organizational culture, and establish a baseline to strengthen the Department's ethics and integrity framework.

2. CONTEXTUAL BACKGROUND

- 2.1. In terms of Section 195 of the Constitution of the Republic of South Africa, public administration must be governed by the democratic values and principles enshrined in the Constitution, including a high standard of professional ethics.
- 2.2. Furthermore, the Public Service Regulations (PSR), the Public Finance Management Act (PFMA), and the Public Service Code of Conduct mandate the Department to maintain an effective integrity management system, manage conflicts of interest, and foster a workplace free from corruption and unethical practices.
- 2.3. To measure organizational ethics maturity against internal targets (e.g., achieving a targeted Ethics & Leadership Culture Rating), the DPWI requires an independent assessment of leadership conduct, transparency, and value alignment across management levels.

3. SCOPE OF WORK AND DELIVERABLES

The successful service provider will be required to execute the following scope of work within a period of three (3) months from the date of appointment:

3.1. Inception & Project Execution Plan:

- Inception meeting and submission of a detailed Project Execution Plan and Schedule within 5–10 working days of appointment.

3.2. Survey Instrument Design & Validation:

- Design a validated, multi-dimensional Ethics Leadership Survey (utilizing a 5-point Likert scale or equivalent standard metric) assessing core dimensions such as: Ethical Leadership and Tone from the Top, Accountability and Transparency, Alignment with Organizational Values and Code of Conduct.

3.3. Survey Administration & Communication:

- Develop a stakeholder communication plan to drive survey participation.

- Securely administer the survey electronically to targeted management, ensuring strict anonymity and POPIA compliance.

3.4. Data Analysis & Performance Scoring:

- Quantitative and qualitative analysis of survey results, including dimension-specific scoring, target gap analysis, and overall Ethics Culture Rating calculations.

3.5. Reporting & Executive Presentation:

- Compile a draft and final Comprehensive Findings and Insights Report with actionable recommendations and ethics risk mitigation strategies.
- Present the final report and executive summary to DPWI Senior Management and the DDG: Governance, Risk, and Compliance (GRC).

3.6. Project Close-Out:

- Submit a formal Close-Out Report alongside all raw, anonymized datasets and project documentation.

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. Confidentiality: All information, data, and intellectual property generated during this project remain the sole property of the DPWI. The service provider will sign a non-disclosure agreement (NDA) and must adhere to the Public Service Code of Ethics and POPIA requirements.

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 Leadership Survey**.
 - 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 programmes, and 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:

No.	Information	Indicator
1	Company Profile & Experience	Proven track record in conducting organizational surveys, ethics assessments (preferably in the public sector). (Provide signed reference letters on client letterheads within the last 5 years).
2	Key Personnel & Expertise	Qualifications and experience of the proposed Lead Consultant/ Project Manager and project team in Ethics, Public Governance, Organizational Psychology, or Data Analytics.
3	Methodology & Work Plan.	Clarity and robustness of the proposed methodology (survey design, data security/anonymity, analytical models, Likert-scale scoring methodologies, and project schedule).
4	Knowledge of Regulatory Context.	Demonstrated understanding of SA Public Sector regulations (PFMA, PSA, PSR, Code of Conduct, Anti-Corruption Frameworks).

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	Approved Inception Report & Execution Plan				
Deliverable 2	Validated Survey Instrument & Launch Strategy				
Deliverable 3	Survey Completion & Raw Anonymized Dataset				

Deliverable	Item/Output	Unit of measure	Quantity	Rate	Total
Deliverable 4	Final Assessment Report & Executive Presentation				
Deliverable 5	Approved Project Close-Out Report				
Total Cost					

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.			

Condition	Concurrence		Reason / Comment (if any)
	YES (X)	NO (X)	
8.3 Provide company profile and demonstrate knowledge of the assignment (Analytical skills and practical experience)			
8.4 The project should be completed within 3 months after appointment.			
8.5 The successful service provider shall continually be engaged until the conclusion of the project.			
8.6 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. 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			

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

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 governance, ethics, and integrity surveys.
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. Experience in conducting surveys, data analysis, and report writing, particularly in relation to ethics, organisational culture or leadership assessments.
4. A team of qualified professionals with relevant academic qualifications and related certifications.
5. Strong facilitation, communication, and report-writing skills.
6. 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

Mr/Ms

Email:

All SCM related enquiries should be directed at SCM.

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