

**The University of South Africa invites suitably
qualified service providers to participate in a
Public Tender Process to provide the University
with**

**Services for refurbishment and upgrading Of Solomon
Mahlangu Building**

Tender Specification Document

Tender Ref. No:	PT2023/22	Date of Issue:	NOVEMBER 2023
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1. BACKGROUND

UNISA Solomon Mahlangu building which is located in the central part of Tshwane Is an old building that has not been renovated since the merger of Unisa and Vudec. Due to its dilapidating state Unisa wrote to the Department of Higher Education and Training (DHET) to request funding for refurbishment of this building. DHET has approved the request and was confirmed on the letter which was signed by the then Minister of DHET on the 12 July 2018.

The proposed work comprises of total refurbishment and upgrading the building to meet the current building regulations and ensuring compliance with health and safety standards and regulations.

Based on the foregoing, UNISA is therefore soliciting tenders from suitably qualified building contractors for the refurbishment of Solomon Mahlangu Building. Prospective contractor must be strategically and efficiently capacitated with experienced experts in their respective professions.

2. PROPRIETARY AND CONFIDENTIAL INFORMATION

All material submitted in response to this tender shall become the property of UNISA. Any confidential information provided by a service provider in response to this Tender will be held in confidence and will only be used for the evaluation of this tender.

3. DEALING WITH THE UNIVERSITY OF SOUTH AFRICA

Service providers must not contact any member of UNISA and / or consultants with respect to queries they may have with this tender. A compulsory information session will be held during which it is expected that any queries raised, will be answered.

The service provider shall not disclose any such information or specification, whether explicit or implied, to any third party without the written consent from UNISA.

4. COMPULSORY REGISTRATION AND ADMITTANCE TO THE TENDER INFORMATION SESSION

- Prospective tenderers must read the tender specification and bring a copy to the information session

Registration Date: 05 December 2023

Registration Time: 10:00 to 11:00 (Latecomers will not be admitted)

**Venue: Unisa Solomon Mahlangu Building, Philadelphia Hall,
Cnr Lilian Ngoyi and Nana Sita Street, Tshwane, Gauteng**

The above-mentioned time frames must be strictly adhered to; latecomers will not be registered and admitted to the information session. The information session will commence immediately after registration.

5. TENDER SUBMISSION AND CLOSING DATE

The original and a soft copy of the tender must be submitted into the official tender box in a sealed envelope located in the Kgorong Building, Main Entrance, Pretoria Muckleneuk Campus, Preller Street, Muckleneuk Ridge. Please quote the tender reference number **PT2023/22** on the sealed envelope.

Closing date: 30 January 2024 2 @ 12:00

Tenders submitted late will not be accepted or considered.

Points will be awarded for Broad-Based Black Economic Empowerment.

The decision of the UNISA Management Committee on awarding a tender is final.

UNISA reserves the right to appoint, contract with and monitor the performance of any service provider it deems will offer the best service in line with its requirements, although it may not necessarily be the lowest Tenderer. UNISA also reserves the right, in its sole discretion, not to award a tender, to re-advertise a tender or not to award the tender to a service provider who has more than two existing contracts with UNISA.

The tender awarded will be conditional and subject to successful negotiations and signing of a written contract, failing which UNISA reserves the right to withdraw the tender and to award the tender to another Tenderer without repeating the process.

6. MANDATORY REQUIREMENTS

Mandatory requirements will include the following and must be labelled and submitted in the following order.

Failure to comply and submit any one of the documents will disqualify the submission:

Annexure A1: Attendance of compulsory information session.

Annexure A2: Completed and signed Supplier List Application Form (F25) (www.unisa.ac.za/tenders)

Annexure A3: Resolution to sign on behalf of the tendering unit (www.unisa.ac.za/tenders). Own company resolution will also be accepted.

Annexure A4: Copy of valid SARS clearance certificate to be submitted. SARS pin will also be accepted.

Annexure A5: Copy of company registration documents listing all active Directors / members of the company (CIPC document. Copies of share certificates must be included (excluding close corporations).

Annexure A6: BOQ. Attached BOQ must be completed in full.

Annexure A7: Minimum of **Three** recent (not older than 5 years) contactable references from customers to which the tenderer has provided or is providing goods/services that are substantially **similar (size, nature & quantity)** to the goods/service required. If current references are provided these must be in place for a minimum of one years. Annexure A7 must be completed.

Annexure A8: Financial Statements

- a. One set (2 years comparative figures) of the most recent audited Annual Financial Statements together with a signed Independent Auditor's Report or a signed letter from the Accounting Officer for Close Corporations must be submitted unless the reporting entity is exempted in terms of the new South African Companies Act from obtaining an Independent Auditor's Report.

The exempted entity must then submit a signed Independent Reviewer's report or signed compilation engagement (ISRS 4410) report from any recognised accounting professional body. **The annual financial statement submitted must be within six months of their financial year-end to qualify for evaluation.**

A complete set of Annual Financial Statements including the following:

- *Independent Auditor's Report (Letter from an External Accountant/Accounting Officer for Close Corporations)*
- *Statement of Comprehensive Income (Income Statement)*
- *Statement of Financial Position (Balance Sheet)*
- *Statement of Cashflows*
- *Statement of Changes in Equity*
- *Notes to the Financial Statements*

No draft, summarized or extracts of financial statements will be accepted.

- b. Where the financial statements of the holding company are submitted, a signed letter be included from the holding company, on their letterhead signed by the CEO/CFO, that they would be liable if the subsidiary defaulted. This must be attached to the financials being submitted. Failure to submit such signed letter will disqualify the tender submission.
- c. The financial statements should be submitted as a separate bound document.

Annexure A9: Unisa General Terms and Conditions to be completed and signed (www.unisa.ac.za/tenders)

Annexure A10: Contractors must have a **CIDB grading of 7GB or higher** (proof to be submitted)

Please refer to the table below for CIDB Grading

WORKS CAPABILITY/TRACK RECORD		
Designation	Maximum value of contract that contractor is considered capable of performing	Track Record / Largest Contract completed, during the 5 years immediately preceding the application, in the class of construction works applied for.
2	R 1 000 000.00	R 130 000.00
3	R 3 000 000.00	R 450 000.00
4	R 6 000 000.00	R 900 000.00
5	R 10 000 000.00	R 1 500 000.00
6	R 20 000 000.00	R 3 000 000.00
7	R 60 000 000.00	R 9 000 000.00
8	R200 000 000.00	R 30 000 000.00
9	No Limit	R 90 000 000.00

7. OTHER REQUIREMENTS

Annexure B1: A valid B-BBEE certificate from a SANAS accredited verification agency. Failure to submit the above will result in a zero score for B-BBEE.

Note: All documents submitted in support of this tender must be the documents of the tendering unit and may not pertain to different companies or units within a group. As an example, a tenderer cannot submit its own B-BBEE certificate, but the SARS certificate of its holding company

8. ENVIRONMENTAL IMPACT

Set out the detail of the environmental impact of the activities relating to the agreement/contract and the waste generated as a result thereof. Attach a detailed implementation plan by the contractor and/or the person(s) responsible for implementing the agreement/contract, indicating how the environmental impact and the waste generated will be minimized, mitigated and managed. Tenderer's are to not that the project will be take place in a live environment, therefore the plan must include the management of the providing the services with minimal to no interruption to the operations of the university.

9. PRICING

- ❖ All pricing must be quoted in South African Rand (ZAR) including VAT.
- ❖ The pricing **must remain valid for 120 days** from the closing date of the tender.
- ❖ In instances where the contract period exceeds a year it is accepted that the prices will remain fixed for the first year.
- ❖ Pricing / costing template **must be completed** (Annexure A6)
- ❖ Any pricing not included in the pricing template will not be considered.

Prices charged by the supplier for goods delivered and services performed under the contract shall not vary from the prices quoted by the supplier in his tender, and any variance will render the contract null and void.

10. PAYMENT TERMS

The payment terms of the University are 30 days after receipt of goods and services and upon receipt of the required documentation. **No upfront payments will be considered.**

11. SUB-CONTRACTING

- 11.1 The tenderer and/or the contract, or any portion thereof, or any share or interest therein, may not be transferred, assigned or granted to any other company without the specific written permission and conditions of the University.
- 11.2 The University may consider accepting sub-contracting if an agreement is entered into only with the primary supplier, and the agreement, or any portion thereof, or any share or interest therein, may not be transferred, assigned or granted to someone else subject to the following principles:
- a) Sub-contracting is allowed, provided that the tenderer has declared upfront at the time of submitting the tender documents that a portion of the contract will be sub-contracted; this is limited to 20% of the work. **Annexure C** must be completed. However, the University reserves the right to allow or not allow sub-contracting.
 - b) The primary supplier takes full responsibility and accountability for the portion of the work sub-contracted.
 - c) The name of the sub-contractor must be declared upfront to ascertain whether the sub-contractor is not blacklisted or has not defaulted.

11.3 The University encourages sub-contracting aimed at empowering exempted micro enterprises (EMEs) and qualifying small enterprises (QSEs), as defined in the B-BBEE Codes. In the event that sub-contracting is to any other than EMEs and/or QSEs which is 51% or more black owned, the sub-contracted supplier must have a B-BBEE status level equal to or higher than the appointed supplier.

12. JOINT ARRANGEMENTS

The University of South Africa will NOT accept joint arrangement proposals.

13. EVALUATION CRITERIA

Pre-qualification:

Only tenderers that meet all the mandatory requirements will proceed to stage 1 of the adjudication.

Evaluation of tenders:

Tenderers will be evaluated on the basis of technical, financial offer, and preference. The evaluation of tenders will commence with the evaluation of quality/functionality/technical, and only those who achieve the minimum qualifying score for functionality of **75 points** will be further evaluated for financial offer and preference in terms of the preference points system.

The successful tender will be determined using a weighted score between the points earned on each of the elements of the process described above. The tender evaluation weighted scoring will be as follows:

Stage 1– Technical and Functional evaluation Criteria:

ITEM	CRITERIA	WEIGHTING
1	Approach Paper – Method Statement	20
2	Tenderers' Experience	40
3	Tenderers' Personnel Credentials and Experience	30
4	Quality Control	10
	TOTAL	100

Above scores will be converted to a percentage. Service providers who score 75% or more will be evaluated in stage 2

Form A1.1 Evaluation Schedule: Approach Paper – Method Statement (20)

The approach paper must respond to the scope of work and outline the proposed approach / methodology including the project plan from mobilisation of the project team, kick-off to practical completion. The approach paper should indicate the proposed duration of the project with reference to the estimated project duration of one month. Tenderers shall note that health and safety is submitted and evaluated on a separate schedule with this tender but should be clearly referenced to. The approach paper should articulate what value add the tenderer will provide in achieving the stated objectives for the project.

The tenderer must as such explain his / her understanding of the scope of the assignment and the Employer's stated and implied requirements, highlight the issues of importance, and explain the technical approach they would adopt to address them. The approach paper should explain the methodologies, which are to be adopted, demonstrate the compatibility of those methodologies with the proposed approach. The approach should also include reference to the quality plan which outlines processes, procedures and associated resources, applied by whom and when, to meet the requirements and indicate how risks will be managed and what contribution can be made regarding value management.

The tenderer must attach his / her approach paper to this page. The approach paper should be between 1 and 2 pages. The scoring of the approach paper will be as follows:

The scoring of the approach paper will be as follows:

- **Proposed detailed project program for the entire scope of work (10)**
 - Construction program period of above 10 months but less than 12 months = 10 points
 - Construction program period above 12 months = 5 points
 - Unrelated to the project or no program = 0 points
- **Health and Safety Plan (5)**
 - ISO 45001 certified = 5 points
 - Or (if the tenderer is not ISO 45100 certified)
 - ✓ Specific to the project = 4 points
 - ✓ Generic but addressing Health and Safety plan in general = 2 points
 - ✓ Unrelated to construction or No Plan = 0 points
- **Environmental and Risk Management Plan (5)**
 - ISO 45001 certified = 5 points
 - Or (if the tenderer is not ISO 45100 certified)
 - ✓ Specific to the project = 4 points
 - ✓ Generic but addressing Environmental & RM plan in general = 2 points
 - ✓ Unrelated to construction or No Plan = 0 points

Form A1.2 Evaluation Schedule: Tenderer's Experience (40)

The experience of the tenderer in similar* projects or similar areas and conditions in relation to the scope of work over the last five years will be evaluated.

Tenderers should very briefly (between 1 and 2 pages) describe his or her experiences in this regard and attach this to this schedule. Reference will be necessary to any other returnable schedules submitted with this tender as is appropriate. The description should be put in tabular form with the following headings:

Employer, contact person and telephone number, where available	Description of work (service)	Value of work (i.e. the service provided) inclusive of VAT (Rand)	Date completed

The scoring of the tenderer's experience will be as follows:

MAIN FUNCTIONALITY CRITERIA:	SUB CRITERIA	WEIGHTING FACTOR:
COMPANY EXPERIENCE Demonstrated experience of tendering entity with respect to relevant projects. Bidder must provide reference letters on client's letterhead not older than 5 years, confirming a successful completion of similar* projects Note: appointment letters /contract must accompany corresponding reference letters (on client's letterhead) not older than 5 years on similar* projects. The following must be vividly captured: a. Employer, contact person and telephone number b. Description of work (service) c. Value of work (i.e. the service provided) inclusive of VAT) d. Date completed Failure to submit appointment letter/contract with corresponding reference letters on client/s letter head the service provider will forfeit points	1.1) Seven appointment letters /contract and corresponding reference letters (on client's letterhead) not older than 5 years on similar* projects = 40 points 1.2) Five appointment letters /contract and corresponding reference letters (on client's letterhead) not older than 5 years on similar* projects = 35 points 1.3) Three appointment letter /contract and corresponding reference letters (on client's letterhead) not older than 5 years on similar* projects = 30 points 1.4) No Letters /contract and corresponding reference letters (on client's letterhead) not older than 5 years on similar* projects = 0 points	40

Similar* projects include but not limited to refurbishments or upgrading works carried out by the contractor in the past.

Form A1.3 Evaluation Schedule: Contractor's Site Organogram, Personnel Credentials, Plant and equipment (30)

a) Personnel

The Contractor should propose the structure and composition of their team i.e. the main disciplines involved, the key staff member / expert responsible for each discipline, the proposed technical, support staff and site staff, together with names of second choice alternate personnel. The roles and responsibilities of each key staff member / expert should be set out as job descriptions. In the case of an association / joint venture / consortium, it should, indicate how the duties and responsibilities are to be shared. In addition, they shall provide a summary of the key staff member's qualification (certificates, diplomas or degrees as well as professional registration

certificates), experience previous and current occupation. Please include full detailed CV's of the key staff members that will be fully dedicated to this project.

The contractor must attach to this page a DETAILED & COMPREHENSIVE company profile including core competencies of personnel. The company profile must summarize information about your organisation. For a company profile to be compliant for this tender, the following detail MUST be included in the company profile. • Company core business activities – Describe your products and services and markets in which you operate • Company background – State number of years in business, location, history of company, etc • Company resources – Number of employees, core competencies of personnel, structure of company - organogram

The Contractor must attach his / her organization and staffing proposals to this page. Reference will be necessary to any other returnable schedules submitted with this tender.

The scoring of the proposed organization and staffing will be as follows:

- **Construction Manager to be professionally registered with SACPCMP (10 points)**
 - Construction Manager fully registered with SACPCMP (10+ years experience) = 10 points
 - Construction Manager fully registered with SACPCMP (6 years experience) = 8 points
 - Construction Manager fully registered with SACPCMP (4 years experience) = 4 points
 - NON-SUBMISSION = 0 points
- **OHS Agent, OHS Manager or OHS Officer to be professionally registered with SACPCMP (10 points)**
 - OHS Agent fully registered with SACPCMP = 10 points
 - OHS Manager fully registered with SACPCMP = 8 points
 - OHS Officer fully registered with SACPCMP = 4 points
 - NON-SUBMISSION of all of the above = 0 points
- **Project specific organogram indicating key staff members, and their roles and responsibilities all for whom CV's, qualifications, etc have been included (5 points)**
 - Organogram of the company = 2 points
 - CV's and Qualifications of all key staff members = 3 points
 - NON-SUBMISSION of all of the above = 0 points
- **Schedule of available plant & equipment including temporary works, equipment, tools, craneage, etc. available for the works (5 points)**
 - Schedule showing plant & equipment = 5 points
(Proof of ownership or Letter of intent to be submitted)
 - NON-SUBMISSION of all of the above = 0 points

Form A1.4 Evaluation Schedule: Quality Control (10) Procedures

The quality control practices and procedures, which ensure compliance with stated requirements of the Employer will be evaluated.

Tenderers should very briefly outline (Between 1 and 2 pages) his or her procedures in relation to the project and attach this to this schedule, reference will be necessary to any other returnable schedules submitted with this tender

The scoring of the tenderer's quality control procedures will be as follows:

The scoring of the service provider's quality control procedures will be as follows:

- ISO 9001 certificate for the organization = 10 points
- Or combination of the following (if tenderer is not ISO 9001 certified)
 - ✓ Standard operating procedures (SOP) for quality control = 2 points
 - ✓ Documents management process = 2 points
 - ✓ Training Documents and attendance registers for the last 12 months = 2 points
 - ✓ Competency certificates for the training for all training formally provided = 2 points
 - ✓ NON-SUBMISSION of all of the above = 0 points

Above scores will be converted to a percentage. Service providers who score 75% or more will be evaluated in stage 2

Stage 2:

CRITERIA			POINTS
Price $P_s = 75 \left(1 - \frac{P_t - P_{\min}}{P_{\min}} \right)$ Where: Ps = Points scored for price of tender under consideration Pt = Rand value of tender under consideration Pmin = Rand value of lowest acceptable tender			75
B-BBEE B-BBEE score to be taken from valid B-BBEE certificate provided			25
a	B-BBEE LEVEL	Points Allocation (10)	10
	Level 1	10	
	Level 2	9	
	Level 3	8	
	Level 4	5	
	Level 5	4	
	Level 6	3	
	Level 7	2	
b	Black Ownership	Points range	8
	51% to 70%	6	
	71% to 99%	7	
	100%	8	
c	Female Black Ownership	Points range	5
	30% to 50%	4	
	51% to 100%	5	
	25.1% to 50%	1	
	51% to 100%	2	
TOTAL:			100

14. TENDER SPECIFICATION

Background

UNISA Solomon Mahlangu building which is located in the central part of Tshwane Is an old building that has not been renovated since the merger of Unisa and Vudec. Due to its dilapidating state Unisa wrote to the Department of Higher Education and Training (DHET) to request funding for refurbishment of this building. DHET has approved the request and was confirmed on the letter which was signed by the then Minister of DHET on the 12 July 2018.

Following the DHET approval University Facilities Management embarked on the process of implementing the project. In March 2019 University Estates subsequently procured the services of the Architect/PA, Quantity Surveyor, Mechanical Engineer, Electrical Engineer, Civil and Structural Engineer to proceed with the design of Solomon Mahlangu Building refurbishment and upgrade project. These consultants were appointed from the MANCOM approved panel of professional consultants.

The proposed work comprises of total refurbishment and upgrading the building to meet the current building regulations and ensuring compliance with health and safety standards and regulations.

Based on the foregoing, UNISA is therefore soliciting tenders from suitably qualified building contractors for the refurbishment of Solomon Mahlangu Building. Prospective contractor must be strategically and efficiently capacitated with experienced experts in their respective professions.

Scope of Work

The scope of work for the refurbishment and upgrading of Solomon Mahlangu Building includes the following:

- Installation of HVAC system
- Installation of the second lift
- Renovations of the cleaners and gardener's change rooms
- Replacement of old escape fire doors
- Adjustments to old escape stairs
- Replacement of guards' offices
- Renovation of toilets
- Installations of fire detection system
- Painting of the building outside
- Demolition work
- Upgrading of Electrical System including replacement of old lights with new LEDs
- Artwork (Mural)

Performance Management of the Contractor

The performance of the Contractor will be measured two-fold on a regular basis to ensure:

1. That the UNISA's strategic objectives and goals in relation to the execution of the project are met
2. The effectiveness on the Contractor in:
 - a. Efficient utilisation of project resources and design
 - b. Accuracy and knowledge of the technical professional services in the team
 - c. Impact and effectiveness of project controls to keep the project on track

The following is the initial key performance metrics for measuring the above and may be subject to change as and when it becomes necessary in the execution of the scope of services.

Key Performance Areas (KPA) refers to the areas of performance the professional and construction team are responsible for and the Key Performance Indicators (KPI) refers to the measure of impact and effectiveness of the controls in achieving the key objectives of the project. The measure is the tool that will be used to determine the effectiveness and impact. KPIs will include both qualitative and quantitative indicators and targets will be agreed with the successful service provider before the contract commences. The rating scale will be as follows.

STANDARD RATING SCALE

5	Outstanding	Exceptional performance in all areas of responsibility. Planned objectives were achieved well above the established standards and accomplishments were achieved in unexpected areas.
4	Exceeds expectations	Consistently exceeds established standards in most areas of responsibility. All requirements were met, and objectives were achieved above the established standards.
3	Meets expectations	All job requirements were met, and planned objectives were accomplished within established standards. There were no critical areas where accomplishments were less than planned.
2	Needs improvement	Performance in one or more critical areas does not meet expectations. Not all planned objectives were accomplished within the established standards and some responsibilities were not completely met.
1	Does not meet minimum standards	Does not meet minimum job requirements. Performance is unacceptable. Responsibilities are not met, and important objectives have not been accomplished. Needs immediate improvement.

The Bidder is required to provide a performance management plan detailing methodology and approach to ensure that the proposed interventions and controls are effective in meeting their obligations.

Key Performance Management Metrics

DISCIPLINE	KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE INDICATOR (KPI)	MEASURE
PROJECT MANAGER	Project Integration Management	1. Project's execution does not have a negative impact on the operations or cause reputational damage to UNISA	1) Project execution plan 2) Stakeholder feedback 3) Project Interphase management plan
	Project Scope Management	2. Scope is approved by the relevant authority and experts 3. The project is managed within the approved scope 4. Change control process is followed	1) The number and kind of change requests/variation orders 2) Project execution plan 3) Signed contracts
	Project Resource Management	5. The project is running on time, within budget and the quality according to industry regulations and standards	1) Project Execution plan 2) Project Status reports
	Project Schedule Management	6. On target execution of project against the plan project baseline	1) Project execution plan 2) Project Status reports 3) Schedule performance index
	Project Cost Management	7. On target execution of projects against the project baseline	1) Project execution plan 2) Bills of Quantities (BoQ) 3) Project cost reports 4) Cost performance index
	Project Risk Management	8. Risks identified, monitored and mitigated timeously 9. There are little to no project issues that are impeding on progress 10. The project does not have a negative impact on UNISA's operations and reputation	1) Risk management plan 2) Project execution plan 3) Project status reports 4) Project cost reports 5) SHEQ reports
	Project Communications Management	11. Accurate messaging is disseminated timeously, to the correct stakeholders. 12. The hierarchy of communication and decision making is clearly understood by all stakeholders	1) Communication plan 2) Communique sent out, response time to requests 3) Project status reports
	Project Procurement Management	13. The relevant project approvals are obtained timeously 14. The correct procurement strategy was developed and implemented 15. The correct/capable services providers, suppliers and/or contractors are appointed for projects 16. Projects execution does not have a negative impact on the operations or cause reputational damage to UNISA	1) Procurement strategy 2) Project execution plan 3) Project status reports 4) Minutes of approval authorities' meetings
	Project Stakeholder Management	17. Communication effectiveness 18. Stakeholders support projects, 19. Trust, respect in relationship with stakeholders 20. Conflicts mitigated on time	1) Project execution plan 2) Stakeholder management plan 3) Stakeholder feedback 4) Communication plan 5) Project status reports

DISCIPLINE	KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE INDICATOR (KPI)	MEASURE
CONSTRUCTION / ENGINEERING PROFESSIONAL TEAM	Technical accuracy of deliverables and advice provided (time, quality and cost)	1. Deliverables provided are aligned to industry standards/best practice and constitute bankable business cases for projects 2. Little to no change requests/variations to the execution plans (time, cost, quality) 3. Little to no change requests/variations to the project scope of work 4. Deliverables are aligned to UNISA's strategic objectives and goals 5. Stakeholder satisfaction 6. Project execution cycle is appropriate for the required turn-around time	1) Project execution plan 2) Stakeholder management plan 3) Stakeholder feedback 4) Communication plan 5) Project status reports 6) Close-out documentation
	Project integration	7. Loss cost of deliverable changes 8. Project lifecycle turn-around time 9. Quality of deliverables 10. Communication and interaction between the professional team and the stakeholders 11. Involvement of key stakeholder groups	1) The total percentage of change - Extent of rework Percentage of late projects 2) Project status reports 3) Project execution plans 4) Stakeholder feedback 5) Communication plan
	Stakeholder Management	12. Communication effectiveness 13. Stakeholders support projects, 14. Trust, respect in relationship with stakeholders Conflicts mitigated on time 15. Shared organisational knowledge of problems/issues	1) Project execution plan 2) Stakeholder management plan 3) Stakeholder feedback 4) Communication plan 5) Project status reports
	Statutory, regulatory, legal and institutional compliance	16. Number of non-compliance reports 17. Internal and external audit score rating 18. Number of strategic objectives met 19. Regulatory report creation cycle length 20. Turn-around time to implement new regulations, policies and processes	1) UNISA Policies, Procedures and Process 2) Industry standards and regulations 3) Regulatory compliance expense per resource 4) Non-compliant change request percentage 5) Percentage of compliance issues handled correctly 6) External complaints per resource 7) Internal audits frequency
	Innovation	21. The number of innovation solutions implemented 22. Potential impact of innovative solutions implemented (time, cost, quality) 23. Risk aversion 24. Stakeholder satisfaction	1) Project execution plan 2) Stakeholder feedback 3) Project status reports 4) Close-out documentation

DISCIPLINE	KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE INDICATOR (KPI)	MEASURE
CONSTRUCTION TEAM	Resource Management	1. The budgeted cost of work that has actually been performed in carrying out a scheduled task during a specific time period 2. Cost and time predictability 3. The total percentage of change - Extent of rework 4. Project progress relative to milestones 5. Cost Efficiency 6. Schedule/Time Efficiency 7. The number of working hours spent on different aspects of the works. 8. The use of materials on site 9. The number of variations orders	1) Project execution plan 2) Stakeholder feedback 3) Project status reports 4) Close-out documentation
	Stakeholder Management	10. The Contractor's ability to manage stakeholders and to ensure that their operations do not impede or impose on them 11. Number of complaints	1) Project execution plan 2) Stakeholder management plan 3) Stakeholder feedback 4) Communication plan 5) Project status reports
	Occupational Health and Safety, Environmental, Quality and Risk Management	12. Number of incidents/accidents. 13. The number of defects. 14. The amount of waste generated and the amount of recycling	1) Project execution plan 2) Stakeholder management plan 3) Stakeholder feedback 4) Communication plan 5) Project status reports 6) SHEQ report/incident reports

