The University of South Africa invites suitably qualified service providers to participate in a

Public Tender Process to provide the University with

Engineering Procurement and Construction (EPC)/Turn-Key Services for the Construction of New UNISA Nelspruit Learner Centre on the site Portion 8 Erf 3411, Nelspruit Extension 29, 24 Jerepico Street

Tender Specification Document

Tender Ref. No:	**PT2024/01**	**Date of Issue:**	**09 February 2024**

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1. BACKGROUND

The University of South Africa (UNISA) is a public higher education institution governed in terms of the Higher Education Act, 101 of 1997, as amended. UNISA as the largest open distance learning (ODL) institution in Africa with an indelible ODeL footprint across the continent, guided by student-centredness as one of its guiding principles has taking a bold decision to construct its permanent multi-storey student centre at the heart of the City of Nelspruit.

The Facilities Management Department, as the custodian of UNISA facilities, strives to provide the physical and educational environment that is easily accessible to enable learning to take place. The Department has a goal to effectively manage, maintain and expand the infrastructure of UNISA within the country's relevant framework, policies, directives and legislation. The Department is responsible for the management of the UNISA infrastructure development, refurbishments and maintenance. This includes engaging the University community and external specialists to ensure that projects are executed in line with the planned budget timelines by applying project management principles and contract management to achieve this objective.

Given its huge mandate as defined above, Facilities Management (University Estates) is expected to roll out various construction, OHS compliance, and renovation/refurbishment projects across UNISA campuses and Regional centres.

Consistent with UNISA's 2030 strategy, UNISA's Campus Master Plan has identified a need to expand the current on-site and off-site accommodation to provide modern multi-use accommodation options. The aim is to create access to a safe and secure environment by providing modern, flexible, multi-use facilities, at a reasonable market related cost. In addition, to create on and off-site space that services a wide range of stakeholders, including staff, students, and external users.

To respond to our vision of being an African university shaping futures in the service of humanity, UNISA seeks to appoint an EPC contractor to provide a full Turnkey building solution for the design and construction of the Nelspruit Learner Centre. The said construction has become imperative as the learner centre will assist the University to reduce the lease portfolio as well as to deliver first class facilities in line with the functional requirements.

The current Nelspruit Learner Centre forms part of UNISA's expansion strategy. This facility is therefore one of the first regional leased facilities that are earmarked for replacement with an owned facility. 1.4555ha of land was purchased by UNISA on site Portion 8 Erf 3411, Nelspruit Extension 29, 24 Jerepico Street. The current issue is that UNISA has currently leased a 1 005m² property with a shortfall of 3 176m² to meet the to meet the university's strategic objectives to be agile and embed an innovative, collaborative, efficient and sustainable institution, improve Student Satisfaction Index, for campuses demonstrate comprehensive Smart Campus implementation as measured against variables such as being intuitive and simple to use; demonstrating design thinking; is student-centric; is modular, adaptive, flexible and intelligent and is adaptable and scalable.

A feasibility study was undertaken by UNISA in 2022, and the outcome has confirmed that it is feasible to develop the property to meet the university's functional and strategic requirements. **The University therefore seeks to construct a new ± 5090 m2 square meters (m^2) facility to cater for staff and students.** Currently the university is meeting the regional user requirements through leased property while the facility is being constructed. This therefore not only highlights the urgency and importance of this project, but also the superior quality of the experience and knowledge required from the contractor.

UNISA calls for a suitably qualified EPC/Turnkey contractor to design and construct the Nelspruit Learner Centre (NLC) facility. The prospective contractor must be strategically and efficiently capacitated with experienced

experts in their respective professions. Only a service provider, entity or consortium that can provide all the required multidisciplinary skills and capacity, to constitute such a team may submit tenders.

The contractor should have in their organisation or consortium skilled design, construction, project management and related professionals and contractors in the built environment who can be mobilised immediately after appointment to meet the specific project lifecycle phases.

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: **20 February 2024**

Registration Time for Both Virtual and Physical meeting: 10:00 to 10:30 (Latecomers will not be admitted)

NB: For those attending virtually you need to register on the chat box and for those attending Physical the register would be provided.

Venue: **VC Boardroom (UNISA), 1st Floor Standard Bank Building, 31 Brown St, Nelspruit Central, 1201**

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 Kgorong Entrance, Muckleneuk Campus, Preller Street, Muckleneuk Ridge. Please quote the tender reference number **PT2024/01** on the sealed envelope.

Closing date: 11 March 2024 @ 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 company registration document CoR14.3 / Disclosure Certificate. Copies of share certificates must be included (excluding close corporations).

Annexure A6: **Minimum of three recent** (not older than 7 years) **contactable references demonstrating completed similar work (Turnkey Services or Consortium) and of a value over R100 million** 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.
Annexure A6 reference template must be completed.

Annexure A7: 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 A8: Unisa General Terms and Conditions to be completed and signed (www.unisa.ac.za/tenders)

Annexure A9: Completed NEC 3 ECC Document **including Pricing Schedule by:**

Bidding Entity

Annexure A10: Valid Letter of good standing with Department of Labour for compensation for occupational injuries and diseases. or from FEM (The Federated Employers Mutual Assurance Company Workmen's Compensation Insurance for The Construction Industry)

Bidding Entity

Technical Mandatory Requirements

Annexure A11: Contractors must have a CIDB grading of 8 GB or higher (proof to be submitted)

Contractor

Annexure A12: Proof of Professional Indemnity Insurance for the Professional Team to the value of R40 million. Such can be provided as one insurance for the consortium, fully specifying covered professional services as per list on the table below:

Or

Individual company Professional Indemnity Insurance can be provided, provided all professional services listed on the table below are covered and the combined insurance value is a minimum of R40 million.

All Below Services must be covered by the Professional Indemnity Insurance (Individually or Combined Consortium Cover)
Project Management
Architectural Services
Quantity Surveying Services
Occupational Health and Safety Services
Civil Engineering Services

All Below Services must be covered by the Professional Indemnity Insurance (Individually or Combined Consortium Cover)
Structural Engineering Services
Mechanical Engineering Services
Electrical Engineering Services

Annexure A13: Proof of the Performance Bond as stated in the NEC 3 ECC (Contractor) or Letter of Intent from Financial Institution

Contractor

Annexure A14: Proof of professional registration with the relevant professional council for all members of the professional team.

Professional Team Member	Registration Body (As a Professional)
Project Manager	SACPCMP
Architect	SACAP
Quantity Surveyor	SACQSP
Occupational Health and Safety Consultant	SACPCMP
Civil Engineer	ECSA
Structural Engineer	ECSA
Mechanical Engineer	ECSA
Electrical Engineer	ECSA

7. OTHER REQUIREMENTS

Annexure B1: A valid B-BBEE certificate from a SANAS accredited verification agency. An affidavit certifying their total annual income and level of black ownership will be sufficient for EMEs and QSEs. Failure to submit the above will result in a zero score for B-BBEE.
Annexure B2: Project specific Safety Health Environment and Quality (SHEQ) Management Plan.
Annexure B3: Baseline risk assessment
Annexure B4: Project specific level 2 program
Annexure B5: Proposed performance management plan based on the criteria in the scope of work

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. Tenderers are required to include all the aspects that may affect the execution of the works in their planning. As discussed above, the tenderer should therefore as part of this tender include an Environmental Management Plan (EMP) that should as a minimum address:

- Ensuring compliance with regulatory authority stipulations and guidelines which may be local, provincial, national and/or international.
- Ensuring that there is sufficient allocation of resources on the project budget so that the scale of EMP-related activities is consistent with the significance of project impacts.
- Verifying environmental performance through information on impacts as they occur.
- Responding to changes in project implementation not considered in the EMP.
- Responding to unforeseen events.
- Providing feedback for continual improvement in environmental performance.

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** (Included in NEC 3 ECC Document, Annexure A9)
- ❖ Any pricing not included in the pricing template will not be considered.
- ❖ Foreign exchange rate used to be indicated (if applicable).

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

It is a requirement of this tender for prospective contractors that 30% of the work is set aside for sub-contracting to QSE/EME contractors. Annexure A15 must be completed.

12. COMMUNITY LIAISON OFFICER

It is a requirement of the contract that a CLO is part of the contractor team. Therefore the offered price must be inclusive of the CLO.

13. JOINT ARRANGEMENTS

The University of South Africa will accept joint arrangement proposals on condition that the following is adhered to:

a) In case of a joint venture

- All mandatory requirements and non-mandatory documents must be in the name of the joint venture entity *(separate entity established for this purpose)*

b) In case of a joint agreement

- joint operation partners must each submit their own relevant mandatory requirements.
- the joint operation agreement must be signed by all participating parties and must be submitted as part of this tender submission.

14. EVALUATION CRITERIA

14.1 Pre-qualification:

Only tenderers that meet all the mandatory requirements including the financial evaluation will proceed to Stage 1 of the technical evaluation.

14.2 Evaluation of tenders:

Tenderers will be evaluated based on 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 evaluation:

	DESCRIPTION	POINTS
1	Company experience	25
2	Credentials, Qualifications, Experience of Staff	35
3	Construction Resources	10
4	Approach and Methodology	30
Total		**100**

Above scores will be converted to a percentage. Service providers who **score 75% or mor**e will be evaluated in Stage 2 of the evaluation.

Form A1.1 - Evaluation Schedule: Tender's Experience (25 points)

The experience of the tenderer or joint venture partners in the case of an unincorporated joint venture or consortium as opposed to the key staff members / experts **in similar projects or similar areas and conditions in relation to the scope of work over the past seven years will be evaluated.**

Tenderers should describe their experience in this regard and attach these to this schedule. Reference will be necessary to any other returnable schedules submitted with this tender as is appropriate.

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 7 years, confirming a successful completion of: **TURNKEY SERVICES OR CONSORTIUM FOR A PROJECT VALUE OF R100 MILLION OR ABOVE, WORK MUST HAVE BEEN COMPLETED IN THE PAST SEVEN YEARS** **Note: appointment letters /contract must accompany corresponding reference letters** (on client's letterhead) not older than 7 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.	**Note: The reference letter will be evaluated only if the corresponding appointment letter/contract is attached** **The appointment letter and contract alone hold no points.** 1.1) Seven appointment letters /contract and corresponding reference letters (on client's letterhead) not older than 7 years on similar projects above R100 million = **25 points** 1.2) Five appointment letters /contract and corresponding reference letters (on client's letterhead) not older than 7 years on similar projects above R100 million = **21.88 points** 1.3) Three appointment letters /contract and corresponding reference letters (on client's letterhead) not older than 7 years on similar projects above R100 million = **18.75 points**	**25**

Form A1.2 - Evaluation Schedule: Contractor's Resources – Personnel (35 points)

The Consultant should propose the structure and composition of the team indicating i.e., the main disciplines involved, the key staff member / expert responsible for each discipline, and the proposed technical and support staff and site staff, together with names of second choice alternate personnel. Please note that the resources are not limited to the resources listed in the table(s) below. The Contractor should make provision in his pricing for all resources necessary (Including other professionals not listed in the table below) as inherent in turnkey/EPC type services.

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 CVs of the key staff members that will be fully dedicated to this project.

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

[1.2 A] PLEASE ATTACH CV`S FOR ALL KEY STAFF AND CERTIFIED QUALIFICATIONS

NOTE*: Failure to submit CV`s, copy of certified qualification service provider will forfeit points*

KEY STAFF	**QUALIFICATION AND KEY STAFF EXPERIENCE (35)** **Qualifications (10); Experience (25)**
1. Project Manager	**QUALIFICATION** Diploma or bachelor's degree or higher in Architecture, Engineering, Building Science or Built Environment degree and professional registration with SACPCMP. = **3 points** **EXPERIENCE** 10years or more experience in the project and/or construction management = **4 points** 6 to 9 years' experience in the project and/or construction management = **3 points** 1 to 5 years' experience in the project and/or construction management = **1 point** No experience = **0 points**

KEY STAFF	QUALIFICATION AND KEY STAFF EXPERIENCE (35) Qualifications (10); Experience (25)
2. Architect	**QUALIFICATION** Diploma or bachelor's degree or higher in architecture and professional registration SACAP. = **1 point** **EXPERIENCE** 10 years or more experience in architectural design including space planning= **3 points** 6 to 9 years' experience in architectural design including space planning= **2 points** 1 to 5 years' experience in architectural design Including space planning= **1 point** No experience = **0 points**
3. Quantity Surveyor	**QUALIFICATION** Diploma or bachelor's degree or higher in Quantity Surveying. Must be registered professional quantity surveyor with SACQSP. = **1 point** **EXPERIENCE** 10 years or more experience in quantity surveying of building projects= **3 points** 6 to 9 years' experience in quantity surveying of building projects = **2 points** 1 to 5 years' experience in quantity surveying of building projects s= **1 point** No experience= **0 points**

KEY STAFF	QUALIFICATION AND KEY STAFF EXPERIENCE (35) Qualifications (10); Experience (25)
4. Occupational Health and Safety Consultant	**QUALIFICATION** Diploma or bachelor's degree or higher or recognized qualification and expertise in Health and Safety Management in construction environment plus registration with SACPCMP = **1 point** **EXPERIENCE** 10 years or more experience in the implementation and management of health and safety oversight on major construction works = **3 points** 6 to 9 years' experience in the implementation and management of health and safety oversight on major construction works = **2 points** 1 to 5 years' experience in the implementation and management of health and safety oversight on major construction works = **1 point** no experience = **0 points**
5. Civil Engineer	**QUALIFICATION** Diploma or bachelor's degree or higher in Civil Engineering with professional registration with ECSA. = **1 point** **EXPERIENCE** 10 years or more experience in the provision of civil engineering = **3 points** 3 to 4 years' experience in the provision of civil engineering = **2 points** 1 to 2years' experience in the provision of civil engineering = **1 point** No experience = **0 points**

KEY STAFF	QUALIFICATION AND KEY STAFF EXPERIENCE (35) Qualifications (10); Experience (25)
6. Structural Engineer	**QUALIFICATION** Diploma or bachelor's degree or higher in Structural Engineering with professional registration with ECSA. = **1 point** **EXPERIENCE** 10 years or more experience in the provision of structural engineering = **3 points** 3 to 4 years' experience in the provision of structural engineering = **2 points** 1 to 2years' experience in the provision of structural engineering = **1 point** No experience = **0 points**
7. Mechanical Engineer	**QUALIFICATION** Diploma or bachelor's degree or higher in Mechanical Engineering with professional registration with ECSA. = **1 point** **EXPERIENCE** 10 years or more experience in the provision of mechanical engineering = **3 points** 3 to 4 years' experience in the provision of mechanical engineering = **2 points** 1 to 2years' experience in the provision of mechanical engineering = **1 point** No experience = **0 points**

KEY STAFF	QUALIFICATION AND KEY STAFF EXPERIENCE (35) Qualifications (10); Experience (25)
8. Electrical Engineer	**QUAIFICATION** Diploma or bachelor's degree or higher in Electrical Engineering with professional registration with ECSA. = **1 point** **EXPERIENCE** 10 years or more experience in the provision of electrical engineering = **3 points** 3 to 4 years' experience in the provision of electrical engineering = **2 points** 1 to 2years' experience in the provision of electrical engineering = **1 point** No experience = **0 points**

[1.2 B] PLEASE PROVIDE SUPPORTING DOCUMENTATION

***NOTE**: Failure to submit proof, the service provider will forfeit points*

CONSTRUCTION RESOURCES (10 Points)
1. Demonstrate available plant & equipment including temporary works, equipment, tools, cranage, etc. available for the works (5 points). ✓ Demonstrate plant & equipment (Indicate owned and hired plant, and the relevant proof to be submitted) = **5 points** ✓ Incomplete or Non-Submission of all the above = **0 points** **2. Level 2 Project program (5 points)** ✓ Execution program period of less than 18 months = **5 points** ✓ Execution program period of 18 months = **2 points** ✓ Execution program period of above 18 months or no program = **0 points.**

Form A1.3 Evaluation Schedule: Approach and Methodology (30 points)

Provide a methodology and approach for the proposed required solution- This should include a project plan. The proposal should not be more than 20 pages and include the following:

- Outline the bidder's detailed methodology and approach including but not limited to the design approach and construction management *(3 points)*, demonstration of project life cycle model *(2 points)*, integration management *(4 points)* = **09 Points**.
- Outline the bidder's project specific governance framework that should as a minimum indicate communication and stakeholder management plan *(2 point)*, RACI matrix *(2 point)*, decision matrix (including stage gate review processes and key deliverables) *(2 point)*, change control processes and procedures *(1 point)*, risk and issue management processes *(1 point)* = **08 Points**;
- Please indicate your firm's value proposition to UNISA and indicate what sets you apart – collateral, tools and accelerators that can be leveraged by UNISA to fast track the execution of the project = **04 Points**
- Project specific Quality Management Plan (QMP) that indicate control practices and procedures which will ensure compliance with stated minimum requirements of the Employer *(3 points)*; plus, Quality Control Certifications (ISO 9001 certification) *(2 Points)* = **05 Points**
- Project specific Occupational Health and Safety management plan that indicate control practices and procedures which ensure compliance with Employer safety policies, regulations and legislation *(2 points);* plus, Safety management certification (ISO 18001 certification) *(2 points)* = **04 Points**

Above scores will be converted to a percentage. Service providers who score **80%** or more will be evaluated in Stage 2 of the evaluation.

Stage 2: Price and B-BBEE Evaluation

<table>
<tr><th colspan="3">CRITERIA</th><th>POINTS</th></tr>
<tr><td colspan="3">Price and B-BBEE Evaluation

$Ps = 75\left(1 - \frac{Pt - P\min}{P\min}\right)$

Where:
Ps = Points scored for price of tender under consideration
Pt = Rand value of tender under consideration
Pmin = Rand value of lowest acceptable tender</td><td>75</td></tr>
<tr><td colspan="3">B-BBEE

B-BBEE score to be taken from valid B-BBEE certificate provided</td><td>25</td></tr>
<tr><td rowspan="2">A</td><td>B-BBEE LEVEL</td><td>Points Allocation (10)</td><td rowspan="2">10</td></tr>
<tr><td>Level 1</td><td>10</td></tr>
</table>

CRITERIA			POINTS
	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**	3
	30% to 50%	2	
	51% to 100%	3	
D	**Youth Owned**	**Points range**	2
	25.1% to 50%	1	
	51% to 100%	2	
E	**People Living with Disabilities**	**Points range**	2
	25.1% to 50%	1	
	51% to 100%	2	
	TOTAL:		**100**

15. OPTIONAL PRE-SCREENING OF MANDATORY SUPPORTING DOCUMENTATION

A non-compulsory pre-screening opportunity will be available to assist service providers to ensure that their documentation meets the commercial mandatory requirements prior to the closing date of the tender responses. The **pricing requirement does not form part of this opportunity** and must only be submitted on the closing date.

The Supply Chain Management Directorate will be available on:

Date: 04 March 2024
Time: 10:00 – 12:00
Venue: OR Tambo Administration building, Level 5, Room 5-18, Preller Street, Muckleneuk Campus, Muckleneuk Ridge, Pretoria.

16. TENDER SPECIFICATION

16.1 Scope of work

The concept of this project arises from the desire to move away from continuous leasing arrangement to having its own study facility that will guarantee 24-hours provision of teaching, learning and research activities to its student within the Nelspruit metro and its surroundings.

It is therefore imperative to highlight the desire of the end-user of this proposed academic facility, to have **a building not more than 3 storeys**, which will meet its functional requirements from both operational and maintainability perspective. All materials selection built into the concept design must consider local availability and cost effectiveness, UNISA's smart campus requirements, and efficient Energy usage (with potential for off-grid power supply).

The ease of access to both the staffs, students, and visitors must have resonance from disability, and health & safety point of view that also includes pandemic outbreaks. The application of intended infrastructure technology must align with Unisa existing building management system, the issue of alternative energy supply will be vigorously investigated, apply and built into the design in a manner that it will align to environmental sustainability master plan for power and energy efficiency in the wake of current erratic power supply by Eskom.

The facility will service 10 000 Full Time Equivalent (FTE) or ±11 189 (headcount) students. It is anticipated the Learner Resource centre of 3 stories will be constructed, with two levels of basement parking the facility will as a minimum provide for the detailed functional and space requirements that include but not limited to:

ADMINISTRATIVE BLOCK:

1. Information Services
2. Advisors Cubicles
3. Finance Queries Cubicles
4. Counselling Counters
5. Mini clinic
6. Closed Office
7. Open Plan Office
8. Board Rooms
9. Cafeteria

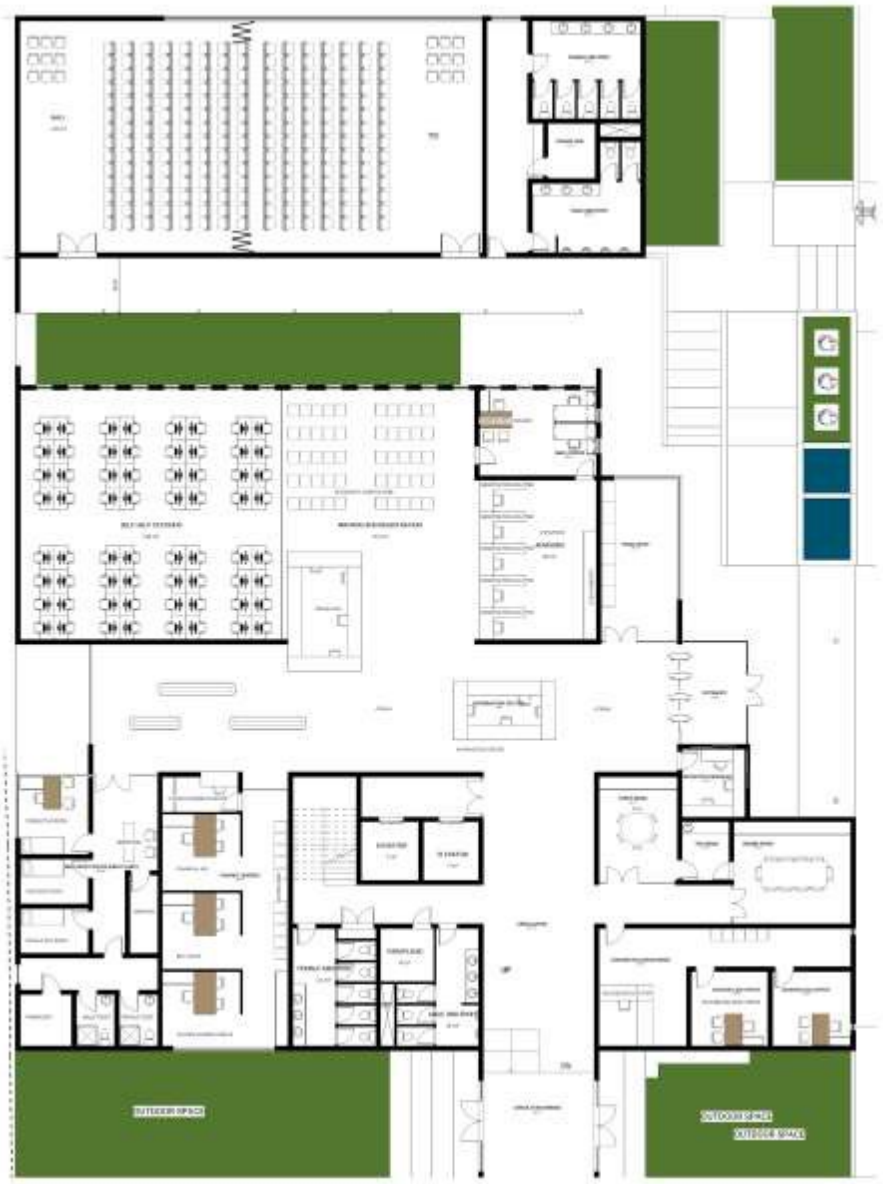
RESOURCE CENTER:

1. Library Commons
2. Server Rooms
3. Ablutions for Staff/Students
4. Computer Laboratories
5. Lecture Venues
6. Video Conference rooms

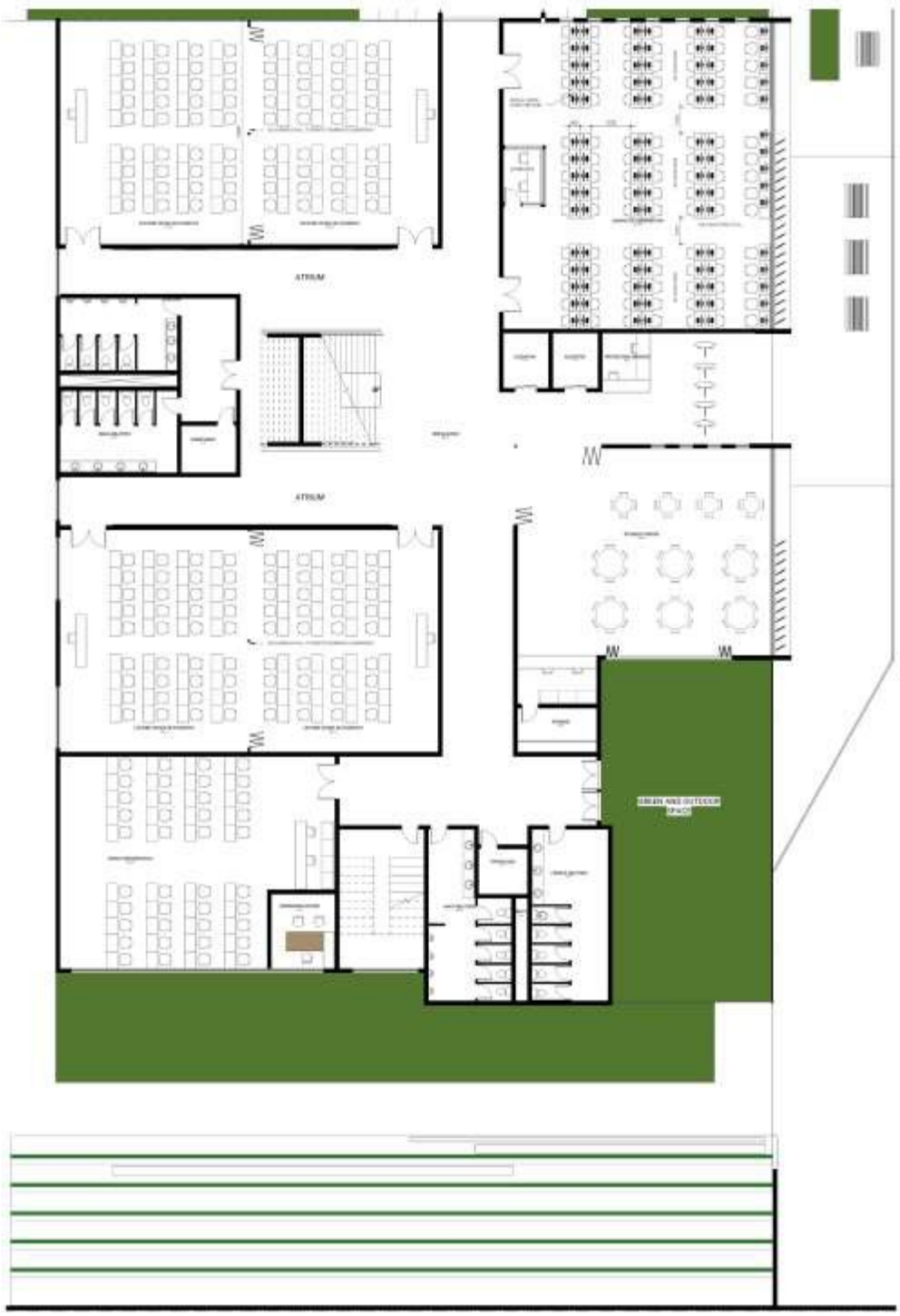
GROUND FLOOR PLAN:

This shows the proposed layout of the ground floor plan in the administrative block and resource center.

ADMINISTRATIVE BLOCK:

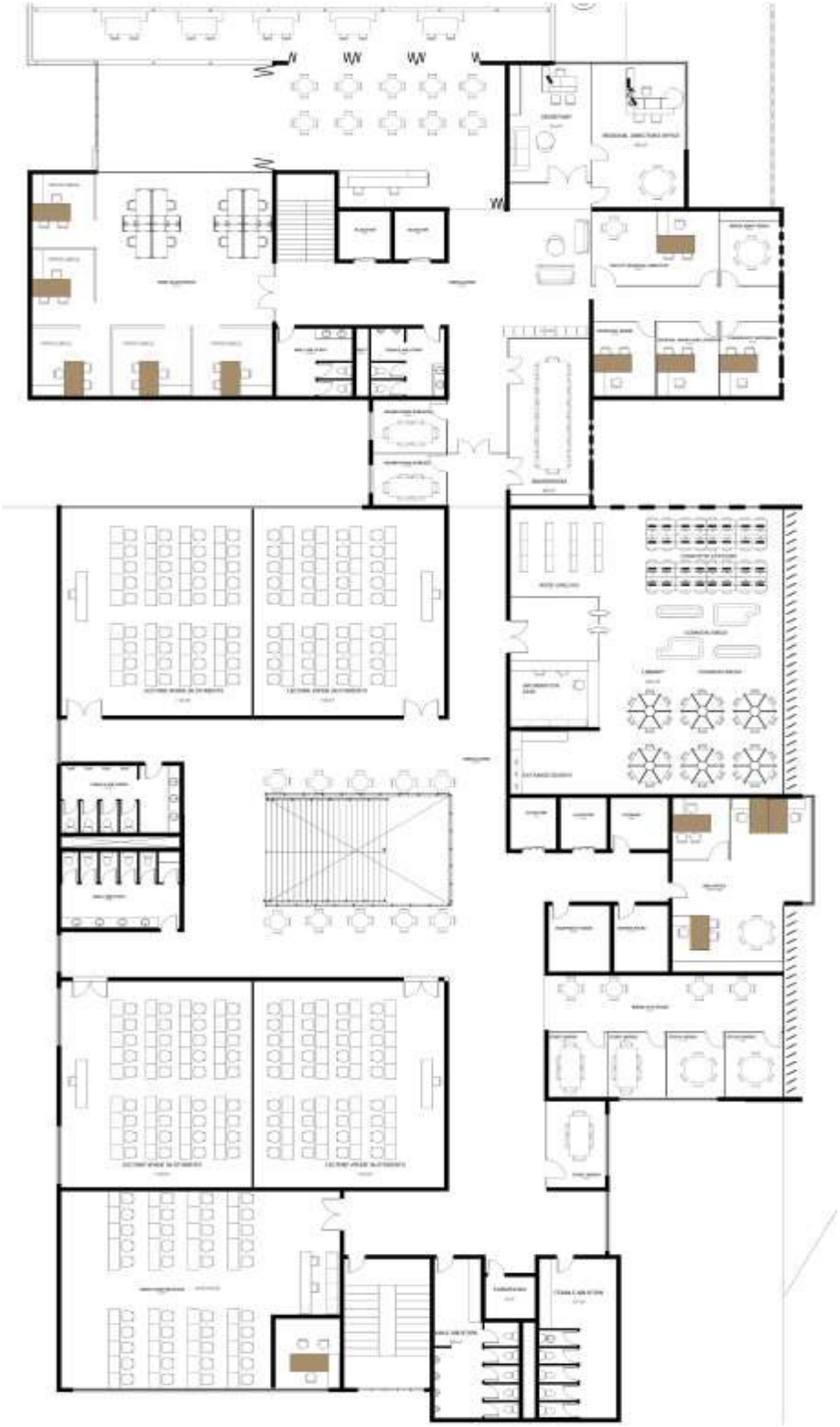


RESOURCE CENTER:



FIRST FLOOR PLAN:

The first-floor plan shows the spatial arrangements of both the administrative block and the resource center.



The space requirements as received from the end-user therefore include but are not limited to:

Description	Standard Size as per ASM	Requirement (No)	Space (m^2)
Reception area/ security	30	2	78
Waiting area	1.5	60	117
Self Help computer per workstation	2.5	80	229.0
Office	11	2	22
Workstations-registrations	4.5	17	99.0
Back office with workstations	6	8	62
Counselling room	11	2	22
Study Material			
Storeroom Strong room	24	2	48
Server Room	18	1	18
ARCSWiD computer centre	3.25	30	127
Computer lab seating capacity 30/40 people	2	150	390
Office for computer lab	11	2	22
Video Conference Venue seating capacity 30/50 people	1.5	150	293
Classroom seating capacity 30 people	1.5	450	878
Boardroom 18-seater	45	2	117
Library	-		364
SRC open plan office 3 workstations	8	1	11
Kitchen / Dining room / Entertainment	25	1	33
Floor space required	**M^2**		**2 930**

ARTISTIC IMPRESSIONS:

View of entry into the Regional Hub.

View of Administrative Block.

View of Administrative Block.

View of Administrative Block

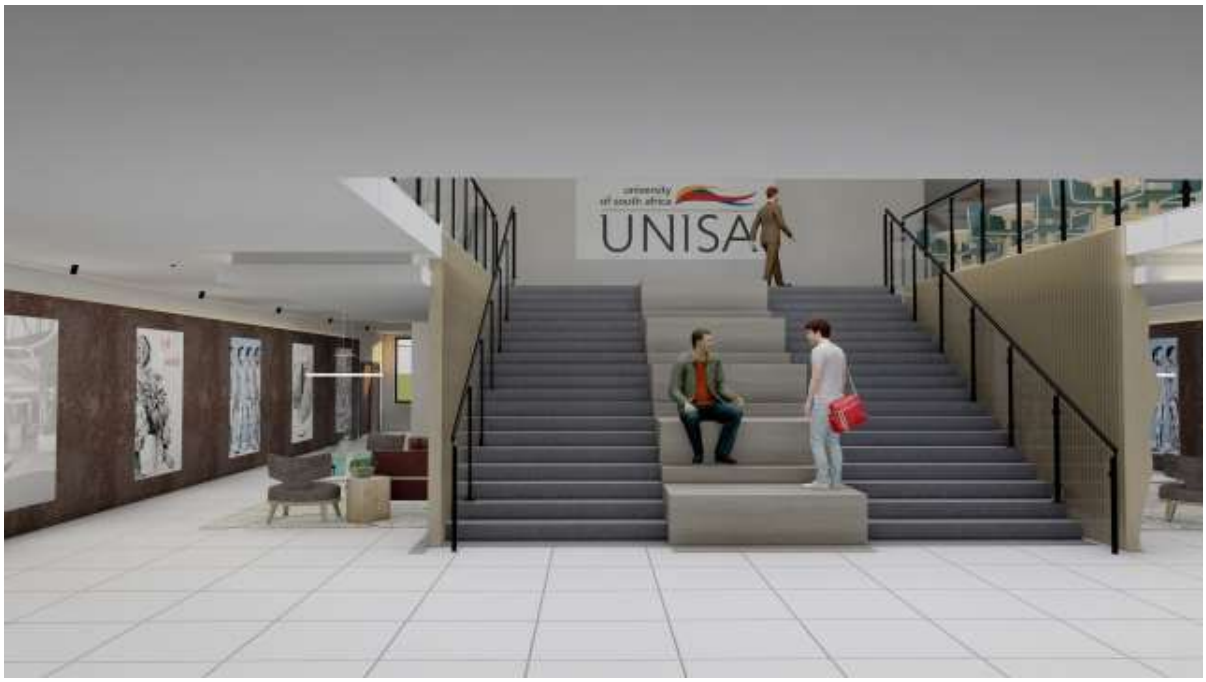
View of halls and entrance into hub

View of Resource center and seating along boulevard.

View of Resource center and seating along boulevard.

View of Resource center and seating along boulevard.

View of Staircase used as pause areas for students.



View of Staircase used as pause areas for students.

View of Staff parking and pedestrian entry into parking.

Aerial view of the Regional Hub.

Note: The tenderer is to conduct their own due diligence research to ensure that all the requirements are met.

The purpose of this project is to obtain an EPC contractor/consortium/Joint venture to provide Turnkey Services for the design and construction of the said facility in order to achieve the following:

1. To provide a permanent student support facility for University of South Africa Nelspruit Campus
2. To vigorously pursue the Facilities Management Department Strategic Objective/target to deliver safe learner facilities.

The successful bidder must as a minimum cater for the following work stages:

DESCRIPTION	DELIVERABLES
Due diligence on the regulatory, legal, financial, physical, statutory requirements and user requirements (a copy of the feasibility study will be provided to successful bidder as a departure point).	1. Agreed scope of work 2. Agreed services 3. Report on project, site and functional requirements 4. Schedule of required surveys, tests, analyses, site and other investigations Schedule of consents and approvals 5. Report on rights and constraints 6. Schedule of consents and approvals Schedule of information provided to the other consultants
Design Development	1. Design development drawings 2. Outline specifications 3. Local authority submission drawings 4. Detailed estimates of construction cost
Documentation	1. Specifications 2. Services co-ordination 3. Working drawings 4. Budget of installation cost 5. Detailed construction program and integration plan 6. Priced BoQ(s) 7. Schedule of predicted cash flow
Construction	1. Construction documentation 2. Drawing register 3. Estimates for proposed variations 4. Contract instructions 5. Fire safety certificate 6. Financial control reports 7. Valuations for payment certificates 8. Progressive and draft final account(s) 9. Completion defects list(s)
Close-out	1. Valuations for payment certificates 2. Completion lists 3. Operations and maintenance manuals, guarantees and warranties 4. As-built drawings and documentation 5. Final account(s)

The proposal by tenderers should demonstrate that consideration to exploit should exploit the EPC strategy benefits, predominantly the scheduling/sequencing of the work in order to meet the timelines and all the standards required.

The successful bidder will be responsible for executing the works for the project by providing a full team of built-environment project management and related professional services as well as construction team to execute the project from start to completion.

The Contractor should have in their organisation skilled project management and related professionals in the built environment who can be mobilised as soon as they are an appointment letter is received to meet the specific project lifecycle phase to correspond with the needs that will arise at various stages of the project.

16.2 NLC Town Planning Constraints

The Zoning Certificate for Portion 8 of Erf 3411, Nelspruit Extension 29 was obtained from Mbombela City Planning and Development with reference no ZC/2100560. The Zoning certificate confirmed the following:

1. Land use to be Business, where offices are permitted to be build.
2. The size of the land to be 14 555m2, building lines are 5m from the street boundary and 2m from other boundaries. It also confirmed the permitted height restriction to be a maximum of 3 storeys.

Further to the above, the Deed for the Erven was obtained to confirm stand details and ownership.
The deed references no T78383/2007 confirm the size to be 1.4555H, tittle deed number T7297/2012, purchase date 02 July 2012, registered owner to be University of South Africa.

The tenderer should consider the as part of their tender the cost and effort required to change the zoning to on that is suitable for the university.

Civic Centre
1 Nel Street
Mbombela 1201
Republic of South Africa

P O Box 45
Mbombela 1200
Republic of South Africa
Tel: +27 (0) 13 759-9111
Fax: +27 (0) 13 759-2070

CITY PLANNING AND DEVELOPMENT

Our Reference : ZC/21/00580
Enquiries : Thabo Lushaba 013 759 2110

ZONING CERTIFICATE
TO WHOM IT MAY CONCERN.

Property : **Portion 8 of Erf 3411, Nelspruit Extension 29.**

1.	Land Use Zone	: **BUSINESS.**
2.	Uses Permitted	: (Places of Refreshment, Hotels, Shops, Dwelling units, Residential buildings, Places of public worship, Place of instruction, Social halls, Dry cleaners and Offices).
3.	Area	: 14 555m^2.
4.	Height restriction	: 3 Storey
5.	Coverage	: 35%
6.	Density restriction	: -
7.	FAR restriction	: 0.35
8.	Overlay Zone	: OZ _03 - Intensification Zone/Nodes.
9.	Parking requirements	: -
10.	Loading requirements	: -
11.	Building Lines	
	Street boundary	: 5m.
	Other boundary	: 2m. Building lines on National and Provincial Roads must be confirmed with the relevant authority by the owner.
12.	Consent Use	: Amendment Scheme 624 and Amendment Scheme 1517.
13.	Specific geological requirements	: Proposals to overcome detrimental soil conditions to the satisfaction of the Municipality shall be contained in all building plans submitted for approval and all buildings shall be erected in accordance with the precautionary measures accepted by the Municipality.
14.	Additional Conditions	: For further specifications, please refer to the City of Mbombela Land Use Scheme, 2019.

The Land Use Scheme and Maps are open for inspection at the Civic Centre, 1 Nel Street, Nelspruit, and the information contained herein must be verified by the applicant by inspection of the Scheme and the Map. The Council does not accept any responsibility for any incorrect information provided on this certificate. It should be noted that the provisions of the Land Use Scheme do not supersede any restrictive conditions contained in the Title Deed.

Yours faithfully,

BEN STEYN
SENIOR MANAGER: LAND USE MANAGEMENT
CITY PLANNING & DEVELOPMENT
CITY OF MBOMBELA
TL/tl

Fri,11:39
12 November 2021
Date Stamp

Printed: 2020/08/28 14:17

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Deeds Office Property

NELSPRUIT EXT 29, 3411, 8 (MPUMALANGA)

GENERAL INFORMATION

Deeds Office	MPUMALANGA
Date Requested	2020/08/28 14:17
Information Source	DEEDS OFFICE
Reference	-

PROPERTY INFORMATION

Property Type	ERF
Erf Number	3411
Portion Number	8
Township	NELSPRUIT EXT 29
Local Authority	MBOMBELA LOCAL MUNICIPALITY
Registration Division	JT
Province	MPUMALANGA
Diagram Deed	T78383/2007
Extent	1.4555H
Previous Description	-
LPI Code	T0JT00120000341100008

OWNER INFORMATION

Owner 1 of 1

Company Type	SCHOOL
Name	UNIVERSITY OF SOUTH AFRICA
Registration Number	
Title Deed	T7297/2012
Registration Date	2012/07/02
Purchase Price (R)	14,250,000
Purchase Date	2011/08/24
Share	
Microfilm Reference	
Multiple Properties	NO
Multiple Owners	NO

ENDORSEMENTS (1)

#	Document	Institution	Amount (R)	Microfilm
1	INFO FROM PRETORIA DEEDS REGIS	-	UNKNOWN	

HISTORIC DOCUMENTS (6)

#	Document	Owner	Amount (R)	Microfilm
1	B565/2008	-	UNKNOWN	2008 0045 1732
2	I-8001/2007C	-	UNKNOWN	
3	T78383/2007	CALULO PROP INV PTY LTD	-	
4	T78384/2007	HURTLE INV PTY LTD	-	
5	T78385/2007	ORCHARDS SECURITY PARK CC	4,075,400	2008 0045 1728
6	T546/2008	JABERHON INV HOLDINGS PTY LTD	11,000,000	2008 0045 1686

DISCLAIMER

16.3 NLC Site information

As discussed previously, a feasibility study was undertaken by UNISA that confirmed the development is physically possible, legally permissible, and financially feasible. The site is situated on the eastern outskirts of Nelspruit, with the Protea Hotel to the north, Orchards shopping centre to the east, Nelspruit Hoerskool (High School) to the west and a retirement village to the south. The site co-ordinates are X 2 818 413 Y 0 00 919.The site is vacant and secured by fence on both sides.

Macro Aerial photograph of the proposed site

Micro Aerial photograph of the proposed site

16.3.1 Site Layout

The area of the site itself was measured as 1.4555ha. It is a Greenfield site situated within a developed commercial area and is bordered by paved access roads north of the site. More detailed analysis with regards to sloping and terrain will be required as part of the scope of works.

16.3.2 Site Suitability

The site has a 11-metres fall from the south to the north and located within a predominantly residential and business area. The northern part of the site is adjacent to a main road, with residential hotel facilities opposite the main entrance into the site. There is a commercial facility (SPAR) east of the site.

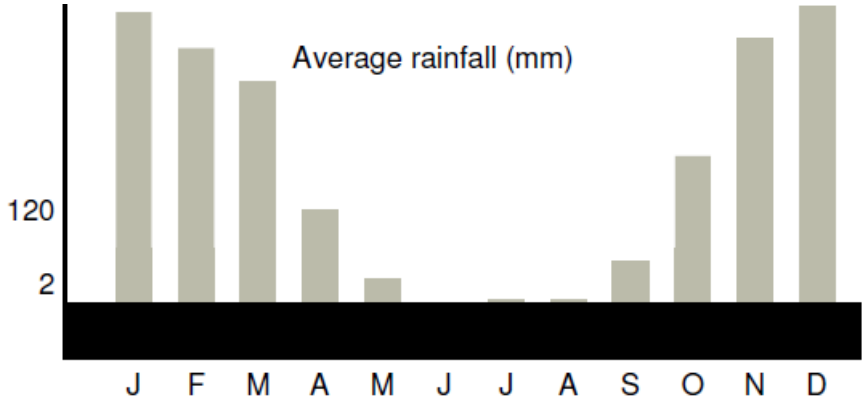
,

The regional geology is indicated on drawing number 7597-02: Geology Map. The available map and the test pits excavated on site showed that the site is underlain by granites of the basement Complex. Granites and granite-gneisses of the basement Complex are exposed over extensive parts of southern Africa. The term “granites” is slightly misleading as it in fact constitutes a complex suite, ranging in mineralogical composition from true granite, through granodiorites to quartz diorites and tonalites.

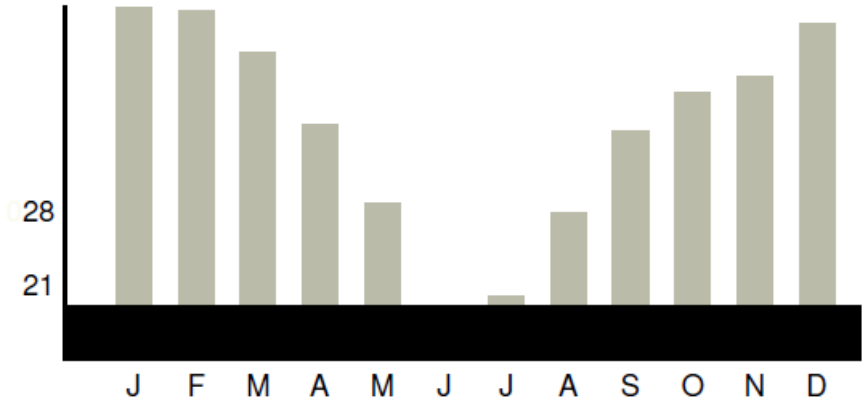
16.3.3 Weather data

Nelspruit normally receives about 667mm of rain per year, with most rainfall occurring during summer. The chart below (top) shows the average rainfall values for Nelspruit per month. It receives the lowest rainfall (2mm) in June and the highest (119mm) in December. The monthly distribution of average daily maximum temperatures (centre chart below) shows that the average midday temperatures for Nelspruit range from 21.4°C in June to 27.9°C in January. The region is the coldest during July when the mercury

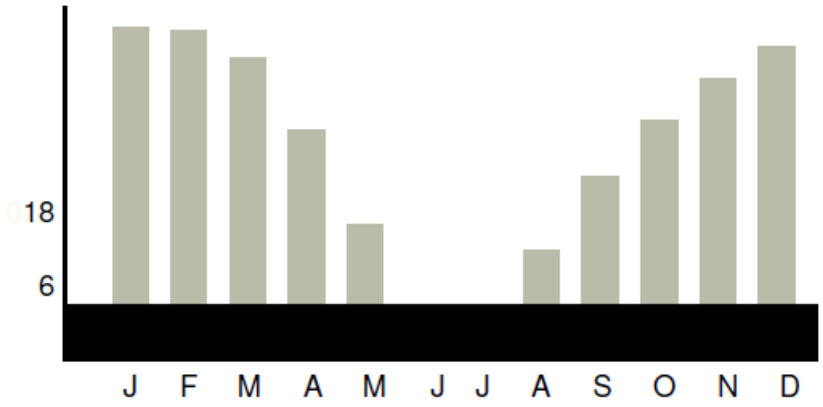
drops to 6.2°C on average during the night. Consult the chart below (bottom chart) for an indication of the monthly variation of average minimum daily temperatures



Average midday temperature (°C)



Average night-time temperature (°C)



16.3.4 Orientation

The site is well defined and located for the purposes of an education facility such as the UNISA regional hub. The North orientation of the site is also ideal for the development which allows for deliberate positioning of offices, lecture halls etc. to maximize northern light coming into the site.

16.3.5 Soil Suitability

A geotechnical investigation was conducted as part of the feasibility study (refer to geotechnical report in reference documents). Based on the Geotechnical report, the soil conditions are adequate for the development. The laboratory test results from the geotechnical investigation summarised as follows:

a) Indicator tests

According to the Unified Classification System the samples will mostly classify as silty sand. Only one sample classified as a clayey sand (TP3/1,0). Some minor pockets of clay and sand layers are also present. From the grading analysis it is evident that the material shows very similar properties. In general, it is evident that the samples are medium grained with a sand fraction varying between 72 and 95 percent with an average of 84 per cent. The silt fraction varies from 19 to 29 per cent with an average of 23 percent and the clay fraction varies from 2 to 11 percent with an average of 5,6 per cent. The clay content is therefore low. This is also evident from the Atterberg Limits, as most of the materials were either slightly plastic (SP) or non-plastic (NP). Only one sample showed some plasticity and that is sample TP3/1. Even this sample has a low heave potential and classifies low on the Activity chart. For all the samples (except sample TP3/1), the linear shrinkage varies from 0 to 1 percent – sample TP3/1 is 5,5 per cent. This verifies the low activity of the materials on site.

b) CBR (Californian Bearing Ratio)

The CBR sample was taken in test pit 7 on the southern part of the site. The results show that this material will probably classify as a G5 according to the TRH 14. The material is therefore suitable for use in layer works of roads and in the construction of earth mattresses for foundations.

c) Heave potential

Using van der Merwe's method to determine the heave potential of material, it is evident that most of the materials classify as having a potentially low expansiveness potential. However, pockets of clay are present, but limited and therefore no heave related problems are foreseen on site.

d) Collapse potential

Two undisturbed samples were taken and collapse potential tests conducted on them. Most of the material present on site seemed collapsible from a visual inspection, but the materials were too loose to take a sample for testing purposes. The samples taken are believed to have a lower collapse potential than most of the materials present on site Sample TP3/2,2 show a collapse potential of 0,27 percent, which is not significant. However, sample TP6/0,9 indicate a collapse potential of 2,46 per cent indicating that the amount of movement due to collapse of the soil grain structure will be significantly more than 10mm.

16.3.6 Access

The main access into the facility has to be easily accessible whether by vehicle or by foot. The architect shall also in relation to the site itself, design the location of the main access to the site. This will also be done using information of the traffic count done on the access roads encompassing the site.

16.3.7 Cost Effectiveness

Proximity to existing services such as water supply, electrical connections, and storm water drainage. The buildings should ideally be laid along the north, south axis minimizing the gradient to alleviate level changes such that building costs are reduced, as less cut and fill would be required.

16.3.8 Traffic Flow and Volumes

Most of the traffic flow is envisaged on the Northern part of the site, therefore buildings should be a safe distance away from the roads and careful planning to be adapted for the positioning of the parking for staff / students and drop off zones for students.

16.3.9 Transport Nodes

Accessibility to the facility should be positioned such that it does not negatively impact on the existing traffic flows in the area.

16.3.10 Proximity to other facilities

The site is in close proximity to other public facilities such shopping malls, food stores, residential complexes and a Hotel Facility across the road.

16.3.11 Services

Availability of basic services such as water, electricity, sewage disposal, roads etc.

- The site has existing portable water supply from 160 (mm) Dia of uPVC class 12 with average head of 94.71 (m) on the northern site along Jerepico Street. The existing portable water head is adequate for the proposed development.
- The site has an existing dedicated 160 mm Dia uPVC –SW pipe connection with spare capacity of 99.96% and a Manhole which will be able to accommodate the new development.
- Department of Electricity at Mbombela Municipality confirmed that, the stand of that size would require 896 Kva and is available within their network at close proximity, however, can only be confirmed once an application has been made and deposit has been paid to the municipality.
- The site has two road site inlets of Dia 600 mm Pipe connected to the city storm water management network; new development storm water will be able to be connected to the existing system.

16.3.12 Functionality

Functionality of the hub is one of the key elements that must be considered by the design team in the given the building orientation as well as relationship of all building elements.

16.4 Period of Performance

The project is anticipated to take no more than 18 months starting from contract award. These dates are calculated based on an average of 21 working days. Given that this is an EPC contract, it is anticipated that tenderers can run some of the tasks concurrently and should work to leverage this strategy in executing their tasks and should therefore as part of their approach and methodology value proposition their alignment to the Employer's requirements for this duration. Given the urgency of this project, the 18-month duration is therefore **non-negotiable**.

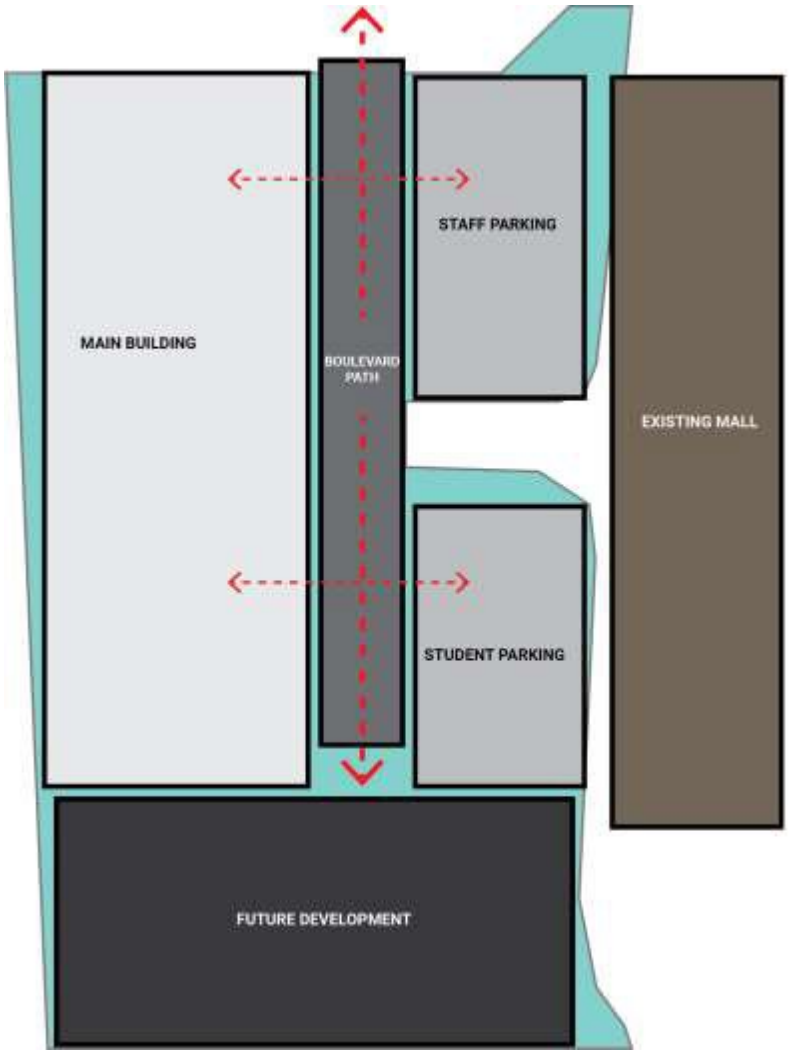
Nelspruit Learner Centre Reference Documents

The following are reference documents which the tenders are to use to prepare their submissions:

DOCUMENT NUMBER	DESCRIPTION	DRAWING
1. Annexure A	Geotechnical Report	7597-01 geotechnical REPORT.pdf

16.5 Design Concept

The site is zoned into quiet and noisy zones. The main building is positioned west of the site which is the quiet zone. This positioning allows for a serene learning environment for both the staff and student. The parking and green area are located east of the site which is prone to noise. The car parking demarcated for staff and students act as a noise buffer for the main building west of the site.



concept sketch of the spatial planning of the site.

Design Principles:

- Designed in consideration of SANS 10400
- Innovative design, which is efficient, cost effective and creates an enabling and inclusive teaching environment for staff, students and visitors
- A design which creates synergy between employees irrespective of hierarchy
- A holistic design that encourages staff and student interaction as well as creating a serene environment for optimal learning
- A design that is cognisant of the different spatial arrangements
- Simple and elegant entrance to create a welcoming arrival space
- Lighting and shading will be designed to minimize glare
- Passive solar design principles will be employed to address energy saving and natural cooling
- Create green spaces in between buildings to allow for proper northern light into all spaces
- A permeable and receptive building.
- The roof is envisaged to be a combination of soft (Kliplock/Kliptite or similar) and concrete roof

16.6 Approach Concept

concept sketch of the spatial planning of the site.

16.7 Conditions of Contract and Pricing

Contract

The Conditions of Contract are the NEC3 Engineering and Construction Contract (Third edition with amendments issued up to and including April 2013) published by the Institution of Civil Engineers, copies of which may be obtained from Engineering Contract Strategies (telephone 011-803 3008). (Amendments made since the publication of the Third Edition of June 2005 may be downloaded from www.neccontract.com/products/contracts)

The NEC3 ECC Document must be completed in full and submitted as Annexure A11 which includes the pricing schedule.

Pricing

The Contractor is to be paid under Option C (Target contract with activity schedule) for the works.

The contractor will be paid on a monthly basis his cost as defined in the contract, less deductions for disallowed cost plus the Fee calculated in accordance with the contract using the data contained in Contract Data: Part 2 – Data provided by the Contractor. He is also, after the Completion of the whole of the works, paid his share, if any, of the "gain" or pays the Employer his share, if any, of the "pain", based on the difference between the total of Prices (lump sum prices for activities), adjusted in terms of the contract for compensation events, and his costs and the share percentages contained in the Contract Data: Part 1 – Data provided by the Employer.

DOCUMENT DESCRIPTION	***DOCUMENT***
1. NEC3 ECC Document, Including Pricing Schedule	NEC3 Engineering Construction Contra

16.8 Other Refence Documents

16.8.1 *Facilities Management Standard Specifications*

It is imperative for tenderers to note the attached Facilities Management Department's standard corporate identity schedules for building finishes and fittings. Tenderers are use these schedules in the preparation of their proposed designs, technical specifications as well as the budgets. The following is the schedule of the requirements:

DOCUMENT DESCRIPTION	STANDARD
1. UNISA FIT-OUT BASELINE DOCUMENT_ FEBRUARY 2022	UNISA FIT-OUT BASELINE DOCUMEN
2. UNISA SITE HOARDING GUIDELINES_ July 2017	UNISA SITE HOARDING GUIDELIN
3. FITOUT PROJECT-TYPICAL KITCHEN LAYOUT - DRW 01	FITOUT PROJECT-TYPICAL KIT
4. FITOUT PROJECT-TYPICAL ABLUTION LAYOUT - DRW 00	FITOUT PROJECT-TYPICAL ABL
5. FITOUT PROJECT-TYPICAL ABLUTION DOOR SHEDULE - DRW 02	FITOUT PROJECT-TYPICAL ABL
6. FITOUT PROJECTS - SANITARY FITTINGS SCHEDULE - DRW 03	FITOUT PROJECTS - SANITARY FITTINGS S
7. FITOUT PROJECTS - (CLOAK ROOMS) FINISHES SCHEDULE	FITOUT PROJECTS - (CLOAK ROOMS) FINI
8. UNISA SMART CAMPUS REQUIREMENTS	tsanyt_201029-14230 6-2c41.pdf

16.8.2 *Facilities Management Department: Administration Forms*

As discussed previously, tenderers are expected use these schedules in the preparation of their proposed designs, technical specifications as well as the budgets. Should the tender wish to deviate from the above standards, the tenderers and propose other similar (quality and colour) products, the attached sample approval form is to be completed and included as part of this tender. The said proposals are to be submitted as **alternative tenders to the main tender**. Should the tenderer **not** submit the main tender based on the above requirements, the tender will be disqualified from taking part in the technical evaluation. The following is form for the proposed alternatives:

DOCUMENT DESCRIPTION	FORM
1. UNISA SAMPLE APPROVAL FORM	UNISA SAMPLE APPROVAL FORM.pdf

16.8.3 *Quality Management and Programming*

The following is the UNISA standard document for the programming of the works and the quality management. Tenders are to ensure that as part of this tender that they include a project specific quality management plan.

DOCUMENT DESCRIPTION	DOCUMENT
2. QUALITY MANAGEMENT ASSURANCE AND PROGRAMMING PROJECT REQUIREMENTS	QUALITY MANAGEMENT ASSU

16.8.4 *Occupational Health and Safety*

The following is the UNISA standard specification for OHS compliance. Tenderers are therefore required to incorporate all these requirements into their execution planning pertaining to the associated works on the construction site so as to ensure the health and safety; as well as to submit a project specific OHS management plan.

DOCUMENT DESCRIPTION	DOCUMENT
1. SHEQ CHS SPECIFICATION	UE SHEQ CHS Specification 2019.pdf

16.8.5 *Environmental*

The following is the UNISA standard specification for Environmental compliance. Tenderers are therefore required to incorporate all these requirements into their execution planning pertaining to the associated works on the construction site so as to ensure environmental management; as well as to submit a project specific Environmental management plan.

DOCUMENT DESCRIPTION	DOCUMENT
1. ENVIRONMENTAL MANAGEMENT SPECIFICATION	Environmental specification.pdf

16.8.6 *Risk Management*

Tenders are to note that a baseline risk assessment is required as part of their submission. The risk assessment template to be submitted should as a minimum include the following headings:

- All potential risks identified
- Context of the identified risk (description)
- The root cause of the identified risk
- The potential consequences should the risk materialise
- Inherent likelihood for the risk to materialise
- Inherent consequence should risk materialise
- Inherent risk rating
- Risk priority rating
- Tender's controls to manage the risks
- Residual risks after the controls are implemented
- Residual consequence after the controls are implemented
- Residual risk rating
- Residual Priority rating
- Risk treatment

16.9 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. Projects 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 with 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 projects 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