

New Universities

Outline Construction Delivery Strategy

This document sets out draft proposals for discussion within the Project Management Team, Technical Integration Committee and with various stakeholders - on a construction contracting strategy that must:

- a) Ensure *competent, cost effective and timely completion* of campus buildings and infrastructure;
- b) Promote *empowerment*,
- c) Promote *local content, job creation and skills development*;
- d) Be supported by stakeholders.

1. Main Contractors – as key development partners

Tenders for main contractors will need to target contractors preferably with a CIDB grading designation of Grade 8 and above. Two contractors will be appointed on a 3-year framework contract, providing a medium term period to address agreed development objectives.

2. Primary Goals (Priorities)

The primary procurement objectives for the New Universities project are:

- 1) Deliver the university within a **control budget**.
- 2) Ensure that expenditure is within the amounts allocated in each financial year of the MTEF period and is capable of being accelerated should additional funding become available.
- 3) Ensure that teaching spaces are **capable of being occupied at the start of the required academic year**.
- 4) Provide works that are **capable of being readily maintained**.
- 5) Make use of expertise within universities to ensure that the **designs of the teaching spaces are aligned with current and future best practice**.
- 6) The quality is such that **maintenance costs are minimised**.

3. Additional Secondary Development Objectives & Mechanisms

The appointment of the main contractors will be assessed on the basis of quality, price and empowerment preference: The main contractors will be required to achieve targets for the following development objectives:

- a) **Empowerment and Local Content:** The main contractors will be required to put forward, targets for employing and developing local sub-contractors (bricklaying, electrical, plumbing, etc);
- b) **Local employment:** Appointed main contractors will be required to employ a minimum of 30% of the workforce from the local community.
- c) **Skill Training:** The main contractors will be required to provide practical training opportunities to students (FET or University) in the built environment professions (eg Construction/ Project Management, various engineering disciplines and artisans, etc) based on requirements specified in the tender documents.

- d) **Community and Other:** The main contractor will be required to put forward proposals on community development (eg numeracy, adult education) and other areas of social investment (eg bursaries).
- e) **Maximum use of local materials** will be essential

4. Management and Stakeholder Support

- a) **Safety on site and budget control** are non-negotiable
- b) **Stakeholders:** To implement the above objectives effectively will require engagement with key stakeholders such as Province (DG), Local Authority, Local Chamber of Commerce, etc. In this context it will be important to establish a committee and establish appropriate communication.
- c) **Management:** It may be important to establish and manage an employment database (skilled and unskilled workers) as well as a database of potential subcontractors and local products).

Management of these aspects will require staffing, monitoring and reporting.