

Project Management Service - Lead Consultant

1. Description of services

Standard and additional Project Management services for the George Airport Terminal Expansion project delivered as per the Guidelines for scope of services and Tariff of Fees Guidelines in respect of services rendered by persons registered in terms of the South African Council for the Project and Construction Management Professions Act (Act No. 48 of 2000).

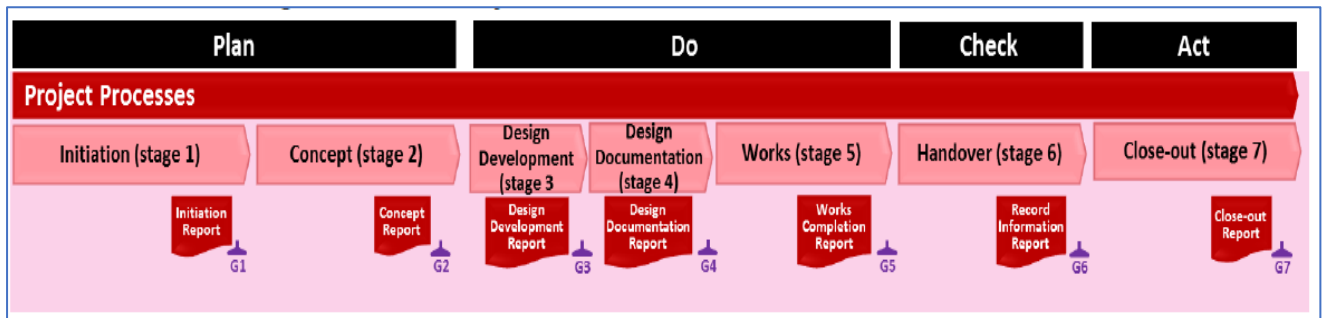
1.1. Additional Services

- Tenant coordination services for ACSA and 3rd Party Tenant to facilitate and manage Tenant relocation (temporary & permanent), Fit outs, Furniture & Equipment reconciliations, Tenant Coordination and tenant installation approvals / sign off, occupancy certificate and works certification.
- Project Coordination services. This will be an onsite service provided by a resource that will perform services that are an extension of the Employer’s internal project coordination services. Service includes circulation of reports and documents for sign off by ACSA and airport stakeholders, facilitating and coordinating airport access permits for all project resources and vehicles. Managing interface between operations and construction, communicating, and enforcing ACSA’s House Rules and Tenant Installation House Rules during the construction phase. This can be a resource that is a Candidate Project Manager with minimum 5 years project coordination experience.
- Full Operational Readiness And Transfer (ORAT) as part of Handover Stage. Full Lead role in coordination and management of the Operational readiness and Transfer (ORAT) process for the project, including coordination of all project stakeholders (Internal and External) for successful delivery of the ORAT process.

2. Extent of the Services

The first phase of the appointment is for provision of services until SACPCMP Stage 3. It is at this important junction that ACSA will, through the Executive Sponsor, apply for an investment decision for the project. The approval thereof (and notification to commence) will trigger the second phase of service. The second phase being for the professional team to commence with SACPCMP Stage 4 – 6: Tender preparation, procurement of the construction Contractor, monitor and manage the construction team, handover and project close-out (Linked to FIDPM Stages).

The project will be managed as per National Treasury FIDPM. The extent of appointment is thus from FIDPM Stage 1-7 and implemented in two phases i.e. Phase 1 (FIDPM Stages 1 – 3) and Phase 2 (FIDPM Stages 4 – 7). The Framework for Infrastructure Delivery and Procurement Management (FIDPM) is “primarily focused on governance decision making points as well as alignment and functions to support good management of infrastructure delivery and procurement processes.” All consultants are expected to be familiar with the FIDPM processes and are expected to perform their duties in line with these requirements.



Source: The IDM Project Processes (FIDPM,2019)

The services required by the Employer from the Professional Service Providers can be summarized as, but not limited to, the following:

- Implementation of the projects in accordance with the FIDPM with particular focus on the planning, preparation, appropriate procurement, construction, monitoring, quality control, cost control, risk identification, risk management and control, co-ordination, stage gate requirements and reporting.
- Provide high quality technical support and advice to facilitate the initiation, planning, preparation, design, procurement, construction, contract management, monitoring and reporting on the project.
- Provide continuous monitoring and reporting on the implementation of project work against project baselines and where necessary the formulation of interventions, in consultation with stakeholders, to minimize / eradicate obstacles, delays, cost overruns and schedule slippage. Ensuring that the Contractors and Sub-contractor's technical proposals and drawings align with the design and specification requirements.
- Providing all necessary contract administration to monitor the various Contractors/Sub-contractors diligently and timeously in the execution of the contract works, and in the event of problems being experienced, immediately notify the Client's representatives, so that action may be taken without delays.
- The project will entail the relocation of ACSA operational areas and 3rd party installations / tenants to a temporary facility and back to their final location. This movement and the processing of their operations and associated office space, furniture, equipment is a key output and is deemed to be included in the scope of works for the professional consultant team.
- Visiting the works of relevant Contractors and Suppliers to ensure satisfactory quality control and correct utilization of materials in the fabrication process.
- Whilst most relevant to the Project Manager and the Quantity Surveyor, all service provider must note that they are expected to provide updates and revisions to the project budget (or provide support in line with their respective discipline) in parallel to design development throughout the course of the project i.e., as part of ALL 7 individual FIDPM Stage reports. ACSA will require the project costs to be presented in a format that will aid decision making where separate BOQ's will be required for different zones and or levels for the proposed development.
- The demolition of the existing infrastructure is a key aspect of the Project. All aspects of the ACSA asset impairment and retirement procedure is to be included in the scope of the project and is deemed to be a part of the consultant team scope of works. The scope includes the requirement of identifying the assets that are to be demolished and identified for write off. High value assets that are to be disposed are to be identified and included in the BOQ for the Demolition Contractor. The consultant team will play a key role in ensuring the collection of a recoverable amount for an asset's fair value less costs of disposal and its value in use.
- Compilation of a project management plan and continuous update thereof.
- Design Development options (Optioneering).
- Coordination & Management of Specialist Studies undertaken by other consultants on the project.
- Construction Sequencing & Notification Of Works (NOW).
- General Administration
 - Permits and licenses where deemed necessary.
- In the event of additional Scope: Preparation of Documentation for consideration of scope change / use of Contingency.
- Project Administration.
- ACSA & 3rd Party 'Tenant' Fitouts & Tenant Coordination.
- Temporary Enablement Works.
- Procurement (including Multi Procurement if deemed necessary) and Delivery Strategy
- A simulation study will be required as part of the services provided and this will be priced as part of the disbursements.
- Lead the project team and coordinate all Project Stakeholders (Internal and external) towards initiation, execution and conclusion of the Operational readiness and Transfer (ORAT) process.

3. Key Personnel

Should it become necessary to replace any of the key personnel listed during this contract, they may only be replaced by individuals with similar or better qualifications and experience, who satisfies the minimum requirements and can be replaced only with the written approval of the Employer. While the bid requirements are for one visible / lead resource, we expect that the Lead resource will be supported by a full team, as per the Project Resource Organogram, to make sure that project objectives are met.

4. Use of reasonable skill and care

- The service provider is required to provide all aspects of the service with all reasonable care, diligence and skill in accordance with generally accepted professional techniques and to ensure that all legal requirements are met, and that all legal processes are adhered to.
- The Bidders' attention is drawn to the fact that the proposed infrastructure is to be built at an operational airport with substantial aspects of the work to be done on the Airside / Restricted airport areas. The safety of persons and property is of paramount importance, closely followed by the minimization of disruption and inconvenience to passengers. The service provider is to at all times adhere to ACSA Occupational Health and Safety and AVSEC procedures and policies. No leniency will be granted for breach of policy.
- Access to all Airport Departure and Arrival areas to always remain free of obstruction.

5. Co-operation with other service providers

- In addition to the appointment of professionals, ACSA will also appoint other consultants for delivery of the project.
- The service provider will be required to Liaise with other appointed professional service providers on design, time control and budgetary aspects of the project and reporting on progress and selection of various materials and components on the project.

6. Applicable Standards

- The service provider shall ensure cognisance of, and adherence to all applicable national standards and codes, quality standards, design standards, statutory and audit compliance are taken into consideration in the execution of its work in the design and compilation of specifications for this project.
- Projects will be managed in accordance with the ACSA Project Management Manual, procedures, policies and Processes.
- All CAD data must adhere to the standards and requirements set out in the ACSA CAD Standard Reference Manual.
- Timely submission is required of all necessary plans and drawings to the relevant Authorities and expedite the necessary approvals and permission to proceed, including any negotiations in this regard.

7. Access to site

- Access to public areas is not restricted, however, personal airport access permits are required (with background criminal checks verification) for access to restricted areas. The service provider will be required to apply for such personal access permits prior to commencement of project.
- All resources must wear a personal access permit at all times when on site, including personal protective and visibility clothing.
- All resources are required to return expired permits or valid permits to ACSA at the completion of the project or termination of service or change of resources. Failure to maintain a record of the issue of permits and return of permit will lead to the implementation of penalties / and or fines at the discretion of ACSA.

8. Format of communications

- All communications must be in writing by means of letters and e-mails only. Design documentation, drawings, etc. must be in hard copy and electronic format.
- All consultants are to ensure that the flow of information is done on ACSA Approved Platforms i.e. Microsoft Projects, Office 365 etc. All information storage is to be limited to approved file hosting services/ cloud storage solutions such as One Drive, Microsoft Teams and Microsoft 365.

- All information relating to design and documentation created is the sole proprietorship of ACSA.
- All information/ documentation/ reports/ layouts etc. are to be made available in ANY format prescribed by ACSA including editable formats such as CAD (inclusive of AutoCAD and Revit).
 - No file names are to be longer than 25 characters incl. of spaces and hyphens.
 - File names cannot contain the following characters: & " ? < > # { } % ~ / \.
- All final reports must be supplemented with a MS PowerPoint presentation summarising the main components of each report.

9. Management Meetings

The proposed development represents a major development that is complex and with a large stakeholder base, both within ACSA and externally.

Attendance by all Professional Consultants is required for regular project meetings, including (but not limited to) progress, design, technical coordination, cost review, risk review, project board and project management meetings, stakeholders' meetings which will be scheduled during the life of the project.

All reports relevant to the project, including but not limited to the design reports, monthly progress reports, ad-hoc reports and close out report will be submitted on set project calendar dates or as and when required by the Employer.

It is envisaged that for the duration of the project, the following meetings and attendance (but not limited to) will be required:

- Management Meetings: During the initial stages of this project (Planning, Studies, Investigations and Assessments; Inception; Concept and Viability and Design Development) the service provider may be expected to attend fortnightly Project Board management meetings and progress meetings with the Employer.
- Project Board Meetings.
- Design Development Meetings.
- Cost and Risk Review Meetings.
- Project and Airport Stakeholder meetings (Monthly and adhoc).
- ACSA Cross Functional Team Meetings.
- The service provider shall be required to attend design development and technical review meetings with the design team and designated Cross Functional representatives of the Employer. These meetings will be structured to gain final approval of the Employer for all design aspects of the project, leading to sign off of all stage gate reports.
- Site / Technical Meetings.
- Adhoc meetings between specific professional consultants and relevant ACSA personnel to facilitate design coordination, design standards, design specification and input & approvals thereof.
- During the Contract Administration and Inspection stage of this project, the service provider shall attend all site meetings with the Employer and contractor present.
- Ad-hoc Meetings: The service provide will be expected to attend ad hoc meetings from time to time, with the Employer, Stakeholder Groups, affected 3rd Party Stakeholders (Local Airport users such as Airlines, Ground Handlers, Retailers, Government Agencies), Airline Industry Committee Working and Steering committees or service or other authorities, to address specific issues as and when the need arises.
- General: The service provider shall be represented at all meetings by the lead-built environment professional or a senior member of staff (with the approval of the ACSA PM).

10. Copyright

- Copyright pertaining to all drawings and documentation for all projects must be ceded to ACSA at the completion of each Stage. Electronic (CAD, PowerPoint and PDF) copies and hard copies shall be issued for all completed stages, including optioneering drawings / designs.

11. Non-disclosure

- All information including design information, annexures and other supporting documentation regarding these projects may not be shared with 3rd parties without written consent of ACSA Procurement and ACSA Legal. All parties and companies involved in this project will be required to sign a non-disclosure at appointment. As part of internal information dissemination, additional non-disclosures from relevant ACSA Divisions shall be signed off by Consultants during execution of the project.

12. Professional indemnity and public liability insurance

- All projects awarded for R50 million and below should have a PI cover not less than R5 million
- All projects awarded for more than R50 million should have a PI cover not less than R10 million.
- Refer to ACSA Generic Conditions of Contract Insurance Schedule.
- Additional Insurance and Profession Indemnity cover in line with ACSA's Requirements will be requested as and when the bidders are allocated scope of works for pricing of specific projects after they have been appointed.

13. As-Built documentation

- All Consultants appointed for the panel will be required to submit As-Built documents for all projects that get appointed for. At submission of such documents to the Client (s), Consultant will be required to provide written and signed off confirmation that the As-Built drawing information submitted to the Client is a true reflection of what is built on site for the particular project.

14. Contract Termination

The form of contract and associated contract data, Professional Body Recommended Fee Guidelines, Standard Scope of Works are all relevant and will form the basis of appointment and contractual management. In the event of any conflict or inconsistency between the terms and conditions of this contract and any other documents, including but not limited to the tender document, specifications, exhibits, or attachments, the following clarifications shall take precedence over any contradictions, amendments, or provisions found elsewhere:

The proposed development requirement is directly dependent on:

- Aviation Demand and User Need
- An approved Business Case with an anticipated return on investment.
- The receipt of an investment decision by the ACSA Mandated Authority, Executive Sponsor / and or Executive committee.

In the event of the project no longer being required or the non-receipt of the investment decision, ACSA reserves the right to suspend and or terminate the works and associated appointments at the conclusion of any of the FIDPM Stages. The payment of Termination Fees will be strictly limited to 10% of the remaining stages of the project or as stipulated in the contract.

In the event of termination, the 'construction value' used for the determination of termination fees, will be exclusive of escalation and (unapproved/ unallocated) contingencies.

15. Planning & Programming

A program for delivery of the project is required and must be updated at intervals not exceeding 4 weeks. The service provider must also provide input for the other programs as required.

High level estimated duration to achieve completion of each milestone the project are as follows;

Activity	Target Completion date	Notes
FIDPM Stage 1	8 October 2024	Includes some studies & Condition Assessment
FIDPM Stage 2	28 February 2025	Concept Design
FIDPM Stage 3	23 July 2025	Detail design development
Employers Investment Decision Approval	25 September 2025	Process for Employer to apply for Investment Capex
FIDPM Stage 4 & Procurement	19 August 2026	Tender documentation & Main Contractor procurement process
FIDPM Stage 5	28 January 2028	Includes Enablement Works / Decanting
FIDPM Stage 6	27 March 2028	ORAT & Handover documentation
FIDPM Stage 7	1 February 2029	12 months defects liability period and Close out

The above dates are high level and indicative but can be used to inform assumptions of the tenderers proposed work plan / programme / schedule AND project approach / methodology.

Professional Consultants are to be mindful of the FIDPM requirements for Stage 7 (Close out) pertaining to issuing of Final Completion Certificate. Importantly, ACSA has made it a standard contract requirement that the Defect Liability period is 12 months after Practical Completion, leading to issuing of Final Completion certificate. Therefore, the final retention amount and the final professional fees will be paid subsequent to certification of final completion after 12 months from date of Practical Completion.

It will be required at Stage 1 that professional Consultants produce a work plan that seeks to achieve parallel delivery of the design development stages to achieve programme optimisation, including construction phasing that will improve construction duration and does not result in acceleration costs.