

Mashroat Introduction and Requirements for Investment in Infrastructure Projects Management & Construction

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Agenda

Topic	Speaker	Duration
Introduction Mashroat Introduction Future Projects	Ali Almuntashri	10 mins
Entities Transformation plan Entities Transformation plan – Alignment Phase. Mashroat National Project management Guidelines (White Book). Overview of Mashroat Stage Gate process. Entities Transformation plan – Enablement Phase.	Ali Alghamdi	10 mins
Scope of Service Overview & PMC Obligations	Ali Alghamdi	10 mins
Pre-qualification & Tendering Pre-qualification of Companies. Mashroat RFP Requirement & Evaluation Contracts Commercial Aspects	Abdullah Alkhan	20 mins
Invest in Saudi Initiative	Fahad Alzamil	5 mins
Mashroat Portal Registration	Fahad Alzamil	5 mins

Introduction & Future Projects

Mashroat: The National Projects and O&M Organization

Mashroat mission is to Lead a transformation process to enable Public Entities' Projects and Facility Management Organizations and create a dynamic ecosystem to manage projects and facilities at highest levels of efficiency and effectiveness.

Mashroat's Strategic Objectives

Contribute to improving efficiency and quality of infrastructure and facility management across public entities

Contribute to building capability and skills of entity nationals through a robust training and knowledge transfer process

Enhance transparency levels through performance monitoring and evaluation of Public Entities' Projects and facility Management Organization

Build internal capacity within the program to deliver project and facility management services

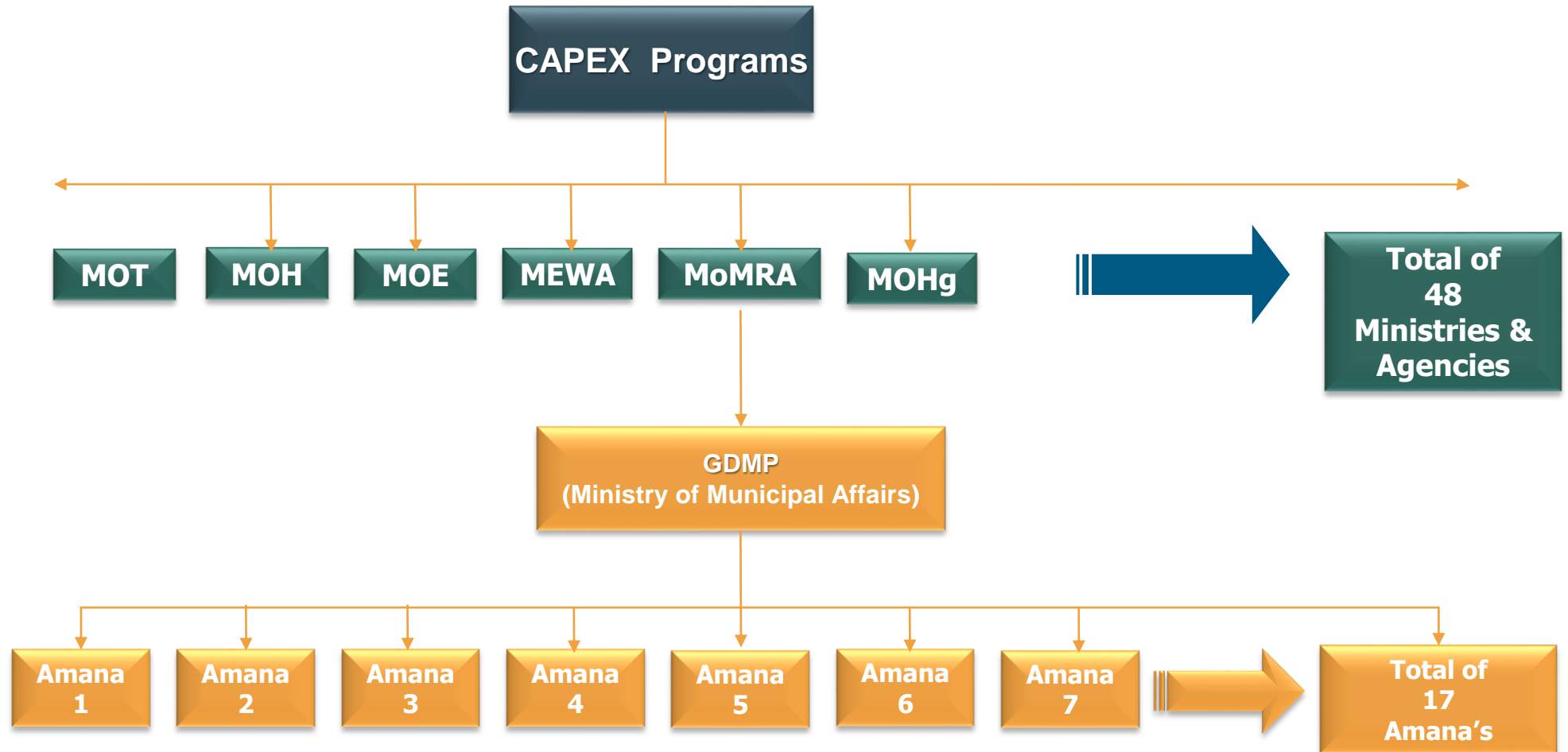
Mashroat's Model

Align: Deploy “International Best Practice” processes & procedures - covering the full life cycle of projects (Initial Planning to Handover)

Enable: Government entities through Restructuring & Raising the capacities of their Project Delivery Divisions

Support & Evaluate: Introduce Transparency & Accountability as “way of life” - for all those involved in Government infrastructure programs

Major Government Entities within the Scope of the Program



- **MOT:** Ministry of Transport
- **MOH:** Ministry of Health
- **MOE:** Ministry of Education
- **MEWA:** Ministry of Environment, Water, and agriculture
- **MoMRA:** Ministry of Municipal and Rural Affairs
- **MoHg:** Ministry of Housing

Facts & Figures about Saudi Arabia

\$ 782 Billion
Nominal GDP



1.6%
Population
Growth rate



33.4 Million
Total population



\$ 23,570
GDP per
capita



Approx. 50%
Percentage
of youth
(under 25)



Sample of Public Investment Fund (PIF) Projects

NEOM
\$ 500 billion



Red Sea
\$ 80-120 billion



Qiddiya
\$ 8 billion



Ad Diriyah
\$ 17 billion



Sample of Future Government Projects (2020-2023)

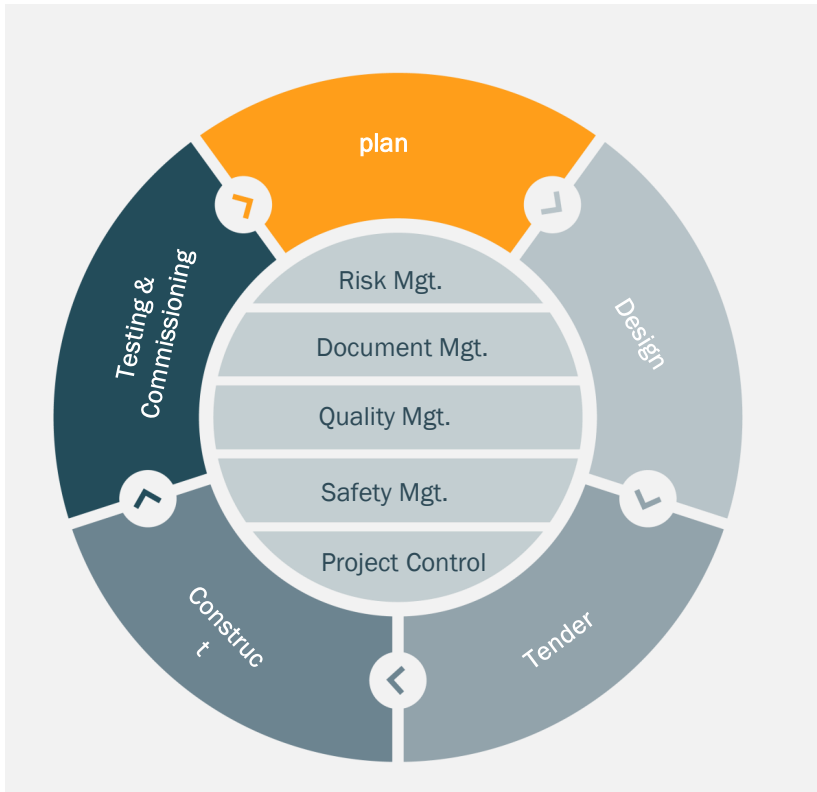
Entity	Number of projects	Estimated Value
Ministry of Municipalities and Rural Affairs	18 projects	SAR 5.8 billion
Ministry of Interior	11 projects	Over SAR 1.5 billion
Ministry of Housing	Multiple housing development projects	SAR 6.4-6.9 billion
Saudi Authority for Industrial Cities and Technology Zones	32 Projects	Over SAR 3.4 billion

Entities Transformation Plan

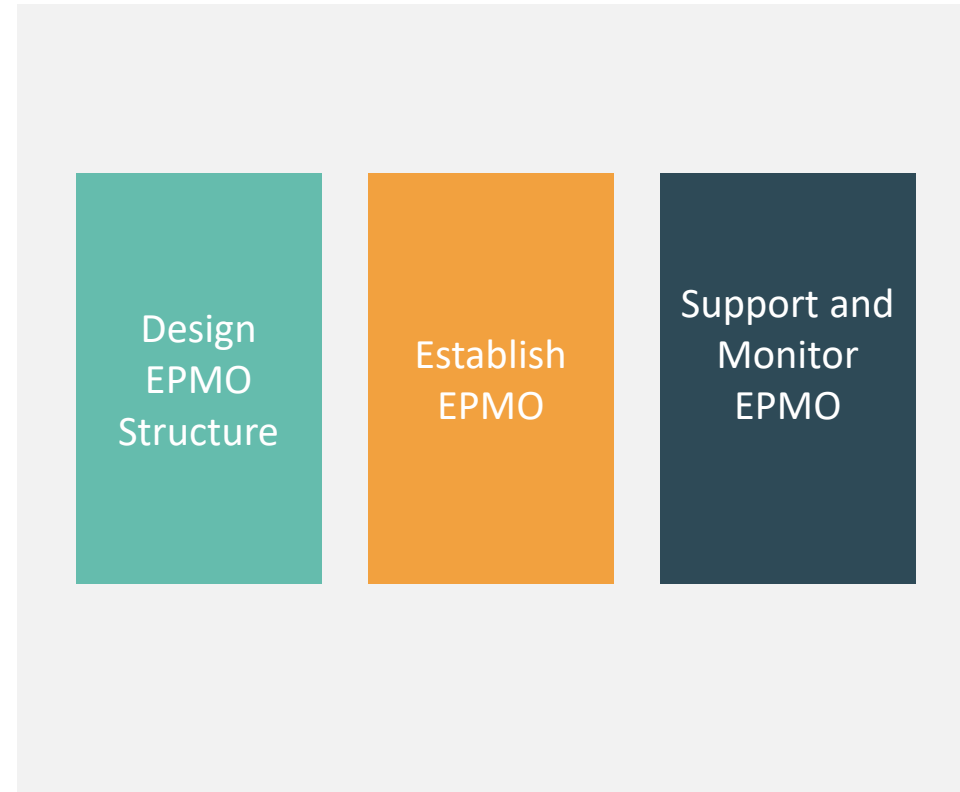
Entities Transformation plan

Mashroat target large scale transformation focusing on **restructure** the project delivery departments, **unify** the processes and procedures, and **increase transparency**

Align templates and practices



Enable Government entities to establish EPMO's



Monitor performance

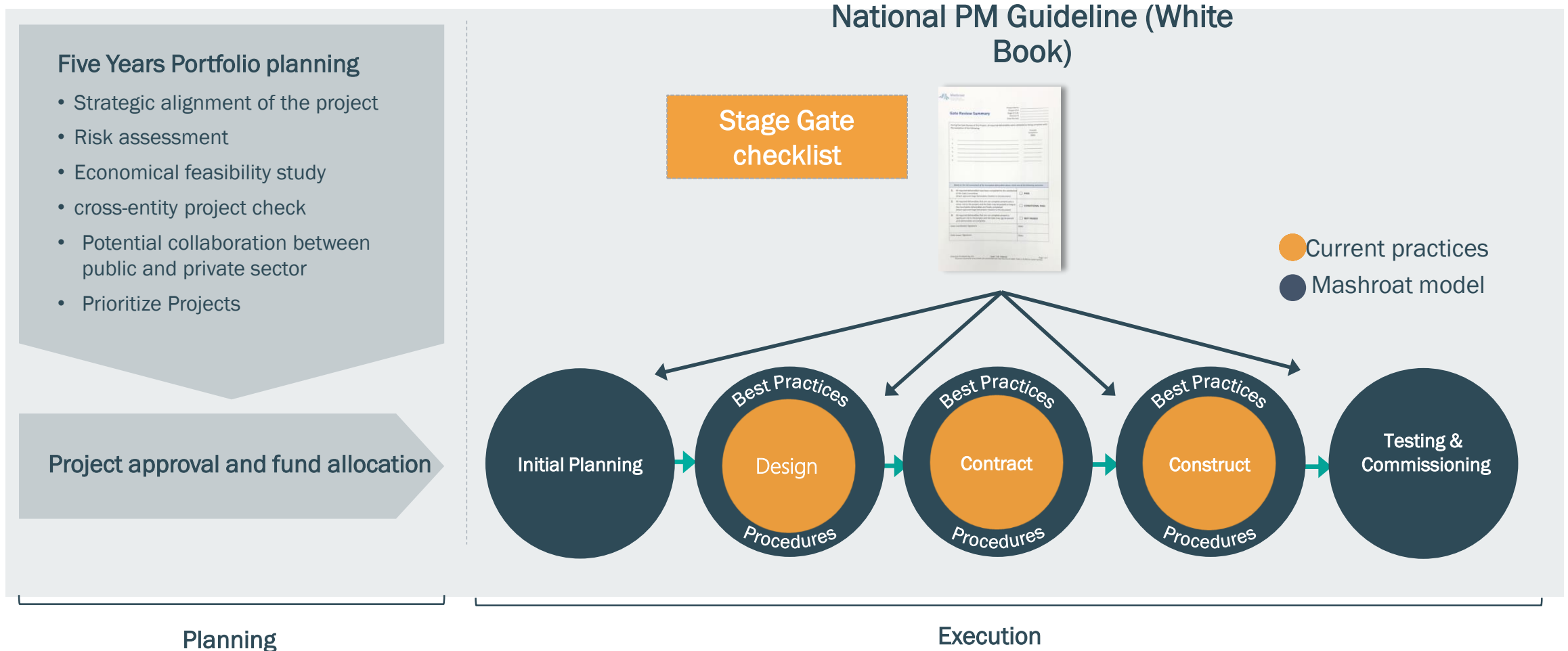


Entities Transformation plan

- Moving from “Site Supervision” to full project management approach (Performance, Quality, and Safety).
- Managing full project portfolios
- Distinguish the of project owner from the project manager, and seek support from specialized businesses in case Entities capabilities are insufficient.
- Unify the processes and standardize procedures, and apply information technology to promote the effectiveness and efficiency.
- Create attractive work environment in project management for local workforce through on the job learning.
- Ensure knowledge transfer to local workforce and businesses from reputable international companies.

Entities Transformation plan – Alignment Phase

Stage Gate process ensures the project satisfy each gate's requirement to move forward. In effort to **minimize risk** and create **clear governance** of responsibilities between all departments.



Entities Transformation plan – Alignment Phase

Standard process and procedures ready-for-use that cover all functions



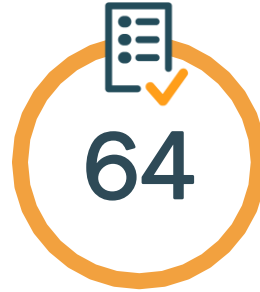
Entities Transformation plan – Alignment Phase -Standardization

Standard process and procedures ready-for-use that cover all functions

Total Doc.: 843



Training Workshops



Checklists



Forms



Process & Procedures

Portal:
npmo.gov.sa

Covering the following:

Contractor

279

A/E Firm

231

Entity

30
5

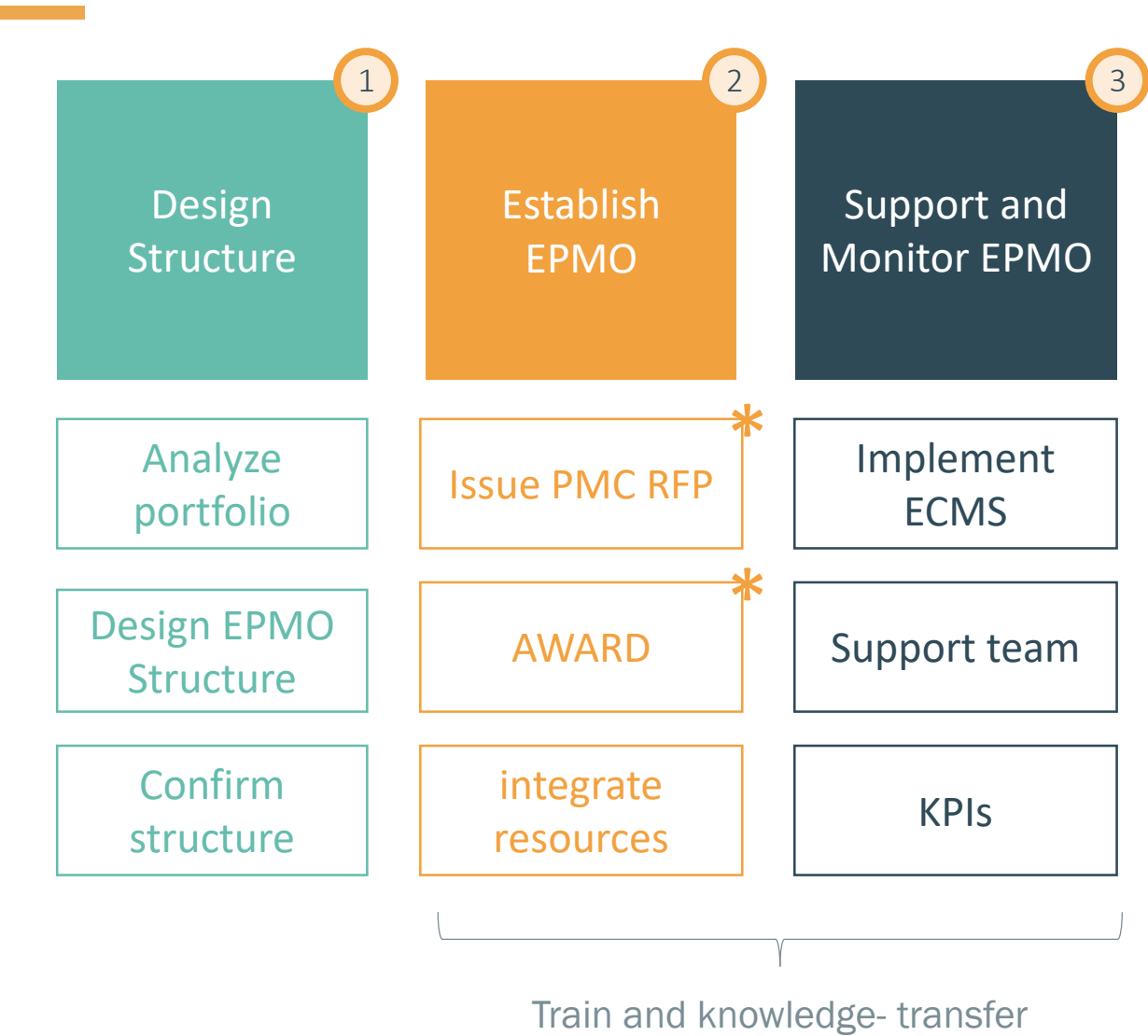
Mashroat National Project management Guidelines (White Book)

Mashroat White Book				
Volume 1: Introductions				
Volume 2: Project Registration	Volume 3: Project Initial Planning	Volume 4: Contracts & Tendering	Volume 5: Procurement	Volume 6: Engineering
Volume 7: Project Control & Reporting	Volume 8: Project Info. & Communication Technology	Volume 9: Construction Management	Volume 10: Testing & Commissioning	Volume 11: HSSE
Volume 12: Quality	Volume 13: Risk Management	Volume 14: Document Management	Volume 15: Sustainability	Volume 16: Handover & Closeout

Mashroat Stage Gate Process

	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6	Stage 7	Stage 8								
	G1		G2		G3		G4		G5		G6		G7		G8	
Title	Registration	Initial Planning	Tender for Design	Design	Tender for Construction	Construction	Testing & Commissioning	Handover & Closeout								
Definition	Register project to be developed	Perform project development planning to support tender for design	Tender for design and recommend award	Perform design needed for project construction	Tender for construction and recommend award	Perform project construction and prepare for testing & commissioning	Perform testing & commissioning and prepare for handover & closeout	Perform handover and closeout								
KSA White Book Reference	Volume 2 Project Registration & 5-Year Strategic Planning Handbook: <ul style="list-style-type: none"> • NPMO New Project Registration Form • Entity Final 5-Year Strategic Plan • Project Summary Description • Project Outline Scope of Work • Project Initial Business Case • Project Initial Cost Estimate & Schedule • Proof of Project Funding Approval from MoF 	Volume 3 Project Initial Planning: <ul style="list-style-type: none"> • Introduction • Project Preliminary Scope of Work • Stakeholder Engagement Plan • Concept Master Plan • Concept Development Framework • Environmental Assessment • Cost Estimate and Schedule • Land Acquisition Strategy • Permitting Plan • Business Case Update • Project Execution Plan 	Volume 4 Contracts & Tendering: <ul style="list-style-type: none"> • Requisitions for Tendering • Prequal. of Tendering • Advertising of Tenders • Preparation & Issuance of Tenders • Pre Bid Meetings • Tender Period, Comm. & Addendums • Tender Receipt & Opening • Tender Evaluation & Negotiation • Recomm. to Award • Award & Contract Exe. • Contract Kick-off • Change Management 	Volume 6 Engineering: <ul style="list-style-type: none"> • Intro./Background • Definitions and References • Policies & Procedures • Unit of Measurements • Codes, Standards and References • Design Guidelines: <ul style="list-style-type: none"> - Civil, Sitework, Roads - Architectural - Structural - Mechanical - Electrical - Low Voltage - Utilities - Coastal Marine - Environmental - Geotechnical 	Volume 4 Contracts & Tendering: <ul style="list-style-type: none"> • Requisitions for Tendering • Prequal. of Tendering • Advertising of Tenders • Preparation & Issuance of Tenders • Pre Bid Meetings • Tender Period, Comm. & Addendums • Tender Receipt & Opening • Tender Evaluation & Negotiation • Recomm. to Award • Award & Contract Exe. • Contract Kick-off • Change Management 	Volume 9 Construction: <ul style="list-style-type: none"> • Construction Management • Site Supervision • Construction Engineering • Field Materials Management • Construction Quality 	Volume 10 Testing & Commissioning: <ul style="list-style-type: none"> • Introduction • Requirement for the T&C Authority (Independent Specialized Third Party) • Contractor T&C Agent or a Specialized Third Party • Division of Work & Responsibilities • T&C Program & Implementation • T&C Checklist & Templates • Safety & Risk Assessment 	Volume 16 Hand-Over & Closeout: <ul style="list-style-type: none"> • Introduction • Warranties • Inspection - Acceptance & Turnover of Completed Construction Contract Work • Records Retention & Turnover 								
	Volume 7 - Project Controls & Reporting															
	Volume 11 - Health, Safety, Security & Environment (HSSE)															
	Volume 12 - Quality															
	Volume 13 - Risk Management															
	Volume 14 - Data / Document Management System															

Entities Transformation plan – Enablement Phase



Plan includes:

- Analyze current situation and design appropriate EPMO office.
- Support the entities in all stages to elevate capabilities.
- Support entities during the execution phase.

In case PMC is needed *

Scope of Service Overview & PMC Obligations

Typical Entity PMO Structure



Scope of Service Overview & PMC Obligations

- Establish the Entity Project Management Organization (EPMO).
- Implement Mashroat Project Management Guidelines (White Book).
- Develop entity specific templates, utilizing Mashroat Whit Book as a base.
- Assist the Entity in hiring and managing A/E and Construction firms and administrate their contracts.
- Develop Knowledge Transfer program to Entity's staff and facilitate technical workshops in project management, all materials have been developed by Mashroat.
- Collect and report project data to National Project Platform in periodic basis.

Key Department Roles and Responsibilities

Strategic Planning

- Preparing department operating procedure and structure based on Mashroat methodology.
- Implementing Mashroat's Five-Year Projects Portfolio Planning and Methodology.
- Preparing GSA's Five-Year Projects Portfolio Plan and updating it annually.

Engineering

- Implementing Mashroat's standard engineering processes and procedures
- Preparing scope of work for and supervision of a Technical Services contract for architectural/engineering consultancy.
- Development of technical standards, design criteria and standard specifications.
- Preparing scope of work for engineering design RFPs and Reviewing proposals.
- Managing architect / engineer companies
- Review and approve proposed design changes
- Support for construction

Key Department Roles and Responsibilities

Project Controls

- Preparing department operating procedure and structure based on Mashroat methodology.
- Implementing Mashroat standard of cost/schedule processes and procedures.
- Controlling and monitoring project schedules from registration to handover.
- Prepare department operating structure based on Mashroat methodology
- Preparing milestones and schedules input
- Maintaining functional responsibility for planners and scheduling engineers assigned to projects

Key Department Roles and Responsibilities

- **Construction**

- Preparing department operating procedure and structure based on Mashroat methodology.
- Implementing Mashroat standard construction processes and procedures
- Preparing scope of work for construction associated with the RFPs.
- Preparing construction input to contracts
- Review tenderers construction submittals
- Maintaining functional responsibility for project managers and construction managers assigned to projects
- Maintaining overall responsibility for construction contractor / subcontractor performance and adherence to their respective contracts
- Participate in constructability review of design.

Key Department Roles and Responsibilities

Contracts

- Preparing department operating procedure and structure based on Mashroat methodology.
- Implementing Mashroat standard contracts processes and procedures.
- Developing Project Contracting Strategies.
- Assessing and recommending potential contractors and suppliers
- Assuring functional compliance contracts in the areas of:
 - Performance
 - Guarantees
 - Invoicing and payment
 - Contract change management
 - Claims
 - Preliminary and final handover
 - Defects and warranty
 - Close-out

Key Department Roles and Responsibilities

Testing & Commissioning

- Prepare scope of work for T&C in related contracts documents
- Assess contractors' T&C capability and participate in contractors' selection process
- Validate the requirement of engaging an independent T&C provider/agency
- Review T&C aspects of the project execution plan Prepare the T&C program
- Provide input into the entity's O&M strategy - Liaise with entity's O&M- end user management for proper engagement and training
- Maintain overall responsibility for contractor / subcontractor T&C performance and adherence to their respective contracts
- Managing construction contractor's activities including;
 - Testing
 - Pre-commissioning
 - Commissioning
 - Start up
 - Handover
 - Closeout

Key Department Roles and Responsibilities

Document Management

- Implement Mashroat compliant ECMS for the control, maintenance, and retention of all project information, including correspondence, documents and business records.
- Implement Mashroat Standard Entity and Project Document Numbering Procedures.
- Develop and implement key work processes for document and records management at all stages of information lifecycle.
- Coordinate and deliver Document and Information management and ECMS training sessions for all EPMO and key Contractor/ Consultant Document Management personnel.
- Issue reports/dashboards detailing Document Management progress and Document Management Key Performance Indicators

Excellence

- **Quality:**

- Ensure the Mashroat Stage Gate Process is applied consistently to all qualifying projects
 - Develop and Implement a Quality Management System (QMS)

- **Risk Management**

- Develop a Risk Management procedure and system that aligns with the Mashroat template

- Establishing a typical risk register to facilitate identification of risks, likelihood of occurrence, mitigation measures and assignment of responsibilities.

- **Continuous Improvement**

- Develop and implement a continuous improvement program that utilizes Lean Six Sigma processes and tools to improve cost, quality and schedule

Key Department Roles and Responsibilities

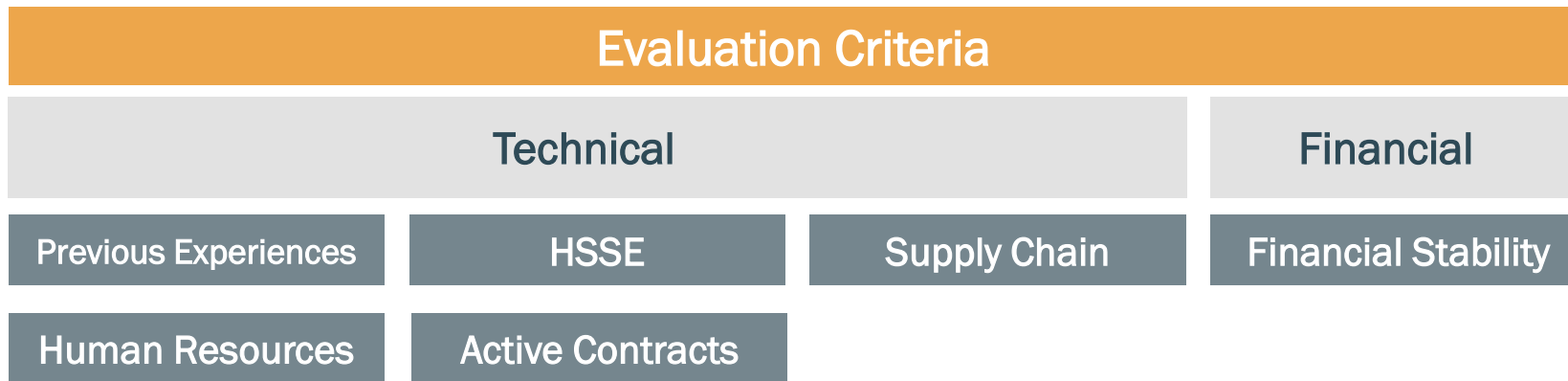
HSSE

- Review contractor's HSSE plan.
- Develop and maintain the Entity's HSSE incident investigation, reporting and record keeping process.
- Develop and implement a HSSE assessment/ compliance monitoring program.
- Develop and maintain a holistic project specific HSSE risk assessment with periodic updates.
- Develop and implement environmental compliance and evaluation program.

Pre-qualification and Tendering

Pre-qualification of Companies

- New Government Procurement Law is now in effect, introducing pre-qualification for selective bidding.



Mashroat RFP Requirement & Evaluation

- All Forms developed based on international best practices to measure critical aspects.
- Different weightage distributed among the criteria based on the criticality of each.

Evaluation Criteria			
Technical Submissions			
Previous Experiences	HSSE	Supply Chain	Key Personnel
BIM Capabilities	Staffing Plan	Saudization Plan	Quality Program

Evaluation Criteria			
Technical Submissions			
Previous Experiences	HSSE	Supply Chain	Key Personnel
BIM Capabilities	Staffing Plan	Saudization Plan	Quality Program

- Previous work description and scope of work
- Clients of previous projects
- Provide details on the start and completion of projects
- Insight on project schedule and budgets.

Evaluation Criteria			
Technical Submissions			
Previous Experiences	HSSE	Supply Chain	Key Personnel
BIM Capabilities	Staffing Plan	Saudization Plan	Quality Program

- Assessing the company safety performance.
- Management of safety reports.
- Measurement of site safety systems.
- Project safety inspections.
- Review of health & safety program.

Evaluation Criteria			
Technical Submissions			
Previous Experiences	HSSE	Supply Chain	Key Personnel
BIM Capabilities	Staffing Plan	Saudization Plan	Quality Program

- assessing process of selecting suppliers and subcontractors, and how they are being managed during the execution phase.
- Evaluating proposed subcontractors and their scope, along with the risk and mitigation measures.

Evaluation Criteria			
Technical Submissions			
Previous Experiences	HSSE	Supply Chain	Key Personnel
BIM Capabilities	Staffing Plan	Saudization Plan	Quality Program

- Review resume of Key personnel for the project including the years of relevant experiences and attained academic qualifications.

Evaluation Criteria			
Technical Submissions			
Previous Experiences	HSSE	Supply Chain	Key Personnel
BIM Capabilities	Staffing Plan	Saudization Plan	Quality Program

- Evaluating the software being utilized for A/E projects with its integration.
- Availability of detailed CAD/BIM/GIS standard and procedure to be applied in EPMO projects.
- Assessing the understanding in “Level of Information” and “Level of Detail: required for each project delivery stage.
- Measure the level of GIS use in developing models and drawings.
- Others..

Evaluation Criteria			
Technical Submissions			
Previous Experiences	HSSE	Supply Chain	Key Personnel
BIM Capabilities	Staffing Plan	Saudization Plan	Quality Program

- Evaluate the proposed mobilization of staff according to the contractual requirement to achieve the required milestone.

Evaluation Criteria			
Technical Submissions			
Previous Experiences	HSSE	Supply Chain	Key Personnel
BIM Capabilities	Staffing Plan	Saudization Plan	Quality Program

- Evaluate the target roles for Saudi Nationals, either mobilized from other projects or as a new hire.
- Assessing policies and procedure relative to the hiring and development of Saudi nationals.

Evaluation Criteria			
Technical Submissions			
Previous Experiences	HSSE	Supply Chain	Key Personnel
BIM Capabilities	Staffing Plan	Saudization Plan	Quality Program

- Evaluate the Quality Assurance and Quality Control (QA/QC) Programs, along with any audit approved by previous client or 3rd party.
- ISO 9001 certificate or 3rd party certification applicable.

Mashroat RFP Requirement & Evaluation

- Mashroat promotes “Best Value” approach to account for advance technical capabilities.

Overall Score (100%)	
Technical	Financial
50% - 65%	35%-50%

Contracts Commercial Aspect

Tender Bond	Performance Bond/ Guarantee	Penalty	Liability
1% – 2 % Of proposal value	5% Of Contracts value, and reduced during the Execution to be equivalent to 5% of the non performed work.	10% Penalties are capped at 10% of contact value	30% Liability for damages is being capped at 30% of contracts value.

Invest in Saudi Initiative



Impactful Reforms



Improved Financial protection

- New commercial pledge laws for further access to credit for SMEs in addition to large companies.
- Improved government procurement processes
- Allocation of a percentage of government contracts exclusively to SMEs



Transparent legislation

- Involve the private sector in formulating business policies
- All contracts in engineering, operations and maintenance will be translated into English and French



Easing Business Procedures

- Issuing building permits in Riyadh within 15 days
- The first unified procedural and licensing manual for commercial activities
- The number of procedures to start a business have been reduced from 12 to 4



Responsive Business centers

- Services include issuance of the commercial record, issuing the subscription in Authority of Zakat and Tax, issuance the registration certificate in the chambers of commerce and opening a file in the Ministry of Labor and the General Organization for Social Insurance.





Impactful Reforms



Trade Across Borders

- Most inbound cargo containers are cleared within 24 hours
- Reduced documents for imports from 12 to 4 and for exports from 9 to 3



Quick Visas

- Issuing business visas in 24 hours
- Providing visas for General Managers before issuing company registrations
- Dedicated immigration lanes for businessmen at international airports



Alternative Dispute resolutions

- Launching the Saudi Center for Commercial Arbitration in Riyadh which is an alternative to litigation, in order to avoid business law suits



Automated Legal systems

- Created a dedicated platform for initial law suits to be filed electronically
- The first session will be held within 20 days
- Adjournments are capped to a maximum of 3 in commercial law suits



Link to register



- <https://invest.saudi.sa/en/>



- Explore all the featured opportunities & Learn more about them in details.



- Contact and engage with each project experts.

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Mashroat Portal Registration

Company Registration

1. Go to:

<https://mashroat.gov.sa/?lang=en>

2. Press : Register

3. Choose your company expertise

4. Fill the form

Company Registration

Mashroat is seeking highly experienced and competent project management consultants, engineering and construction companies to express interest in potential opportunities in providing their services to Saudi Government entities. Companies are requested to submit their details in the corresponding forms below depending on their expertise. All relevantly experienced companies will be contacted directly by Government entities which they wish to engage in the prequalification and tendering process on their projects

Register

**Project
Management
Services For Public
Entities (PMC)**

Details

**Engineering
Services For Public
Entities**

Details

**Construction
Services For Public
Entities**

Details

Company Details

Company Name

Company Website

Representative Name

Email

Past year revenue

Number of employees globally

COUNTRY CODE

NUMBER

966 --- Saudi Arabia

1234567890

Why register?



- An opportunity to engage in the prequalification and tendering process on projects of interest with government entities



- An opportunity for highly experienced and competent project management consultants, engineering and construction companies to provide services to Saudi Government entities.



- Gain Exposure to Mashroat Whitebook and Materials

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Thank You

