
TERMS OF REFERENCE

FOR THE PROVISION OF SERVICES TO THE GOVERNMENT TECHNICAL ADVISORY CENTRE FOR SUPPORT TO THE BUFFALO CITY METROPOLITAN MUNICIPALITY'S GROWTH AND DEVELOPMENT STRATEGY

Project Number: PN960

City Infrastructure Delivery Management System (CIDMS)

BACKGROUND INFORMATION

Programme Identification

| | |
|-----------------------|--|
| Name of Client | Buffalo City Metropolitan Municipality (BCMM) |
| Name of Project | Implementation Support to Buffalo City Metropolitan Municipality's Growth and Development Strategy (MGDS) |
| Contracting Authority | Government Technical Advisory Centre (GTAC) |
| Accounting Officer | Ms Lindiwe Ndlela Acting Head of GTAC |
| Budget Manager | Ms Emmanuelle Gille Chief Director: Institutional Development Support |
| Project Purpose | To assist the BCMM with Phase 2 CIDMS: <ul style="list-style-type: none"> - To develop additional SOPs for Finance, SCM, Planning (and Waste Management when HOD is appointed). - To extend the SOPs for the built environment beyond level 3 (level 4 – 5). - To offer training on how to map SOPs, on mSCOA and contracting (not limited to those). |

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1 BACKGROUND INFORMATION

1.1 Introduction

GTAC has entered into a Memorandum of Agreement with Buffalo City Metropolitan Municipality (BCMM) to provide technical support to accelerate the implementation of the Metro's Growth and Development Strategy (MGDS), including, but not limited to, initiating and supporting catalytic infrastructure projects, as well as partnerships with industry to grow investment, output and jobs in the city.

The MGDS ensures implementation of city development best practices, as it places greater prioritisation on inclusive growth, innovation, spatial transformation, densification, environmental sustainability, financial sustainability, and good governance. The MGDS is aligned to the Integrated Urban Development Framework in its directive for BCMM to more effectively integrate spatial planning, land use planning, transport network planning and human settlement planning. In BCMM, this policy directive find expression in the Built Environment Performance Plan (BEPP) which links economic nodes (areas of employment) and marginalized residential areas (in which the majority of the poor reside) through the development of strategic public transport corridors.

In order to realize the MGDS vision of a green, spatially transformed, productive and innovative city, a number of improvements are required concerning the built environment planning and implementation. These speak to planning integration, improved spatial targeting of resources to optimize impact, leveraging more public and private investment, spending more effectively and efficiently, and managing built environment assets throughout their life cycle.

The aim of this project is to continue with the work initiated in 2020 namely, to capacitate the city officials in the built environment, finance (including SCM) and planning to better manage the asset management life cycle and how built environment processes and systems can be improved. This assignment will prepare the BCMM for implementation of the City Infrastructure Delivery Management System (CIDMS).

1.2 Current state of affairs

In order to assist with determining the precise nature of the technical support to be provided by GTAC to the BCMM, a diagnostic analysis was undertaken. With respect to the built environment, the diagnostic report raised concerns about:

- evidence-based demand planning;
- customer growth forecasting capacity;
- the extent of cross-functional collaboration across departments;
- the extent to which resources were spatially targeted and integrated;

- the absence of a clear inter-governmental project pipeline for the city;
- the planning and pace of implementing catalytic projects;
- weak asset lifecycle planning and the under-resourcing of operations and maintenance;
- weaknesses in enterprise-wide project management and contract management;
- long term revenue and expenditure forecasting;
- risk management and mitigation;
- billing and revenue management; and
- investment appraisal capacity and techniques.

The capability level across these and other built environment and asset management processes was assessed in Phase 1 and SOPs were developed (to level 3) for:

- Spatial Planning and Development
- Human Settlement
- Infrastructure Services

And engagements were held with Finance (including SCM) and the EPMO staff was incorporated in the roll-out of the project to ensure sustainable implementation of the CIDMS in the City. However, due to COVID-19 the roll-out of the project was delayed as initially only virtual workshops were possible which were exchanged with in-person workshops (adhering COVID-19 regulations) later in the year.

During the first phase it became evident that the City requires more support than anticipated. It was for example discovered that there is no direct link between financial and non-financial planning in BCMM, hence the reason to extend the project to Phase 2.

1.3 Project beneficiaries

BCMM will benefit through heightened awareness of the gaps and weaknesses in their built environment delivery chain, and how to address these deficiencies. This will lead to more effective implementation of the City Infrastructure Delivery Management System (CIDMS). The ultimate project beneficiaries are the residents of Buffalo City, who will benefit from quality social and economic infrastructure delivery.

1.4 Related initiatives

The assignment needs to be contextualized within the broader framework of urban management needs of the city. Central to this are urban management policy priorities aligned to the New Urban Agenda, the Integrated Urban Development Framework and the BCMM's MGDS. In summary, these speak to initiatives that:

- Support spatial transformation and densification to derive efficiencies and impacts in human settlement development and service delivery.

- Identify and facilitate the acquisition/availability of land within the integration zones and urban core which is central to redressing the apartheid spatial form and the location of the poor on the margins of the city.
- Facilitate catalytic programme preparation and planning around which public and private investment can be leveraged.
- Strengthen inter-governmental project pipelining for the city.
- Develop and facilitate institutional governance models for urban management (including precinct management).
- Develop and facilitate standardized enterprise-wide systems (project management, contract management, etc.).
- Prepare for implementation of city infrastructure delivery management system (CIDMS).

1.5 Request for assistance

GTAC seeks to contract a Service Provider (one Technical Assistant) to continue to map the to-be business processes based on best practice as per CIDMS with a view to optimise service delivery. The development of SOPs beyond level 3 for the built environment processes and to start developing SOPs for the additional identified directorates and departments in BCMM. Parallel to the (further) development of SOPs the Service Provider will be expected to develop a training initiative for officials to ensure the sustainable implementation of the developed processes.

The development of SOPs for the built environment and related functions includes the following directorates and departments: Human Settlement; Spatial Planning and Development; Infrastructure Services; Finance, including SCM; Planning (Executive Support & Economic Development & Agencies); and the Enterprise Project Management Office (EPMO). Standard Operating Procedures (SOPs) also needs to be developed for the waste management function as soon as the HoD has been appointed. The Service Provider will:

1. Develop Standard Operating Procedures (SOPs - to level 5), for all the identified directorates and departments, based on best practice, which must include the IDMS and CIDMS requirements.
 - a. For about half of the functions (built environment) SOPs up to level 3 were developed during Phase 1. Those SOPs will provide the starting point for SOPs for Level 4 and 5.
 - b. Please note, it should not be assumed that for the other related functions SOPs are available.
2. Ensure that the work done in Phase 1 is continued to steer the city towards an asset management system that is compliant with the requirements of SANS 55001 as well as the National Treasury's CIDMS and will also assist with complying with other regulatory

requirements, including: mSCOA; GRAP; SPLUMA; and SIPDM/Circular 77, LMFIDPM/MFMA Circular 106.

3. Develop training workshops to capacitate city officials (mSCOA, contracting, development of SOPs and other themes identified) and conduct training workshops.
4. Work with other Service Providers rendering service to the city relevant to this assignment in order to avoid duplication.
5. Support the implementation of the recommendations through capacitation of city officials where feasible.

It is expected that the Service Provider will be able to cover the areas highlighted above. The Service Provider will be working with a Long-Term Advisor on this assignment, who will support the assignment. The Long-Term Advisor will dedicate 60 days; hence this time needs to be taken into consideration when writing the SP proposal.

2 OBJECTIVES OF THE SERVICE TO BE PROVIDED

2.1 General Objective

The general objective of the assignment is to contribute to addressing the challenges identified during the diagnostic/assessment in the built environment delivery chain and initiate the implementation of the CIDMS in the BCMM, which will ultimately strengthen the implementation of the MGDS.

2.2 Specific Objectives

The specific objectives are to:

- Strengthen the built environment delivery chain through optimised systems and process flows based on the CIDMS and work done during Phase 1.
- Ensure officials are appropriately empowered and capacitated to implement the optimised processes.

3 ASSUMPTIONS AND RISKS

3.1 Assumptions

It is assumed that:

- The Service Provider will have access to the required information sources and identified stakeholders will be available for information and meetings.

3.2 Risks

The following risks have been identified:

- Implications of COVID-19.
- Acting leadership in some directorates.
- Effective communication between Top Management and technical professionals in the process.
- Lack of capacity within BCMM.

4 SCOPE OF WORK

4.1 General

The Service Provider will work with the GTAC project team and will be responsible for the analysis, summary and briefing of the GTAC project team based on the tasks listed under 4.2.

4.2 Main tasks to be performed

The main tasks to be performed by the Service Provider will focus on:

- a. Develop business processes (SOPs – up to level 5) for identified directorates and with relevant BCMM officials.
- b. Business processes must be the following levels:
 1. Level 0: Catalogue/Inventory of processes (strategy, integration and tactical)
 2. Level 1: Process Groupings
 3. Level 2: Core Processes
 4. Level 3: Processes
 5. Level 4: Sub-processes and activities
 6. Level 5: Operational activities
- c. Develop business processes in the built environment and its related functions in a participatory manner.
- d. Support the development of an asset management system that is compliant with the requirements of SANS 55001 as well as the National Treasury's CIDMS and will assist with complying with other regulatory requirements, including: mSCOA; GRAP; SPLUMA; and SIPDM/Circular 77. This work is undertaken by a non-GTAC Service Provider and good working relationships were established during Phase 1.
- e. Develop training material and facilitate training workshops for, but not limited to:
 - How to develop and update SOPs.
 - Use and application of built environment contracts.

- How all the plans are coming together – towards integration of financial and non-financial planning (planning, mSCOA).
- f. Facilitate feedback workshops and present at regular intervals to key stakeholders throughout the process.
- g. Ensure that work done in Phase 1 is not repeated and a smooth transition is achieved.

This list of tasks is not exhaustive and will also take its lead from the submitted proposal for this assignment.

4.3 Project Management

The Service Provider will be contracted by GTAC and assigned to work on this project from the date of the appointment until 31 December 2021. However, the final deliverables are expected by 30 November 2021 so that the remaining month can be used for targeted hand-over. The Service Provider will account to the Long-Term Advisor (LTA) project managing the BCMM project.

The COO of the City is the assigned counterpart for oversight purposes and to deal with potential bottlenecks during the assignment. Overall, the project progress is regularly reported in the quarterly governance meetings.

The Service Provider will attend GTAC team meetings, including an inception and a close-out meeting. A detailed workplan must be submitted within one week of signing of contract, and monthly progress reports are required to be submitted for the duration of the project as well as the final deliverables, all SOPs, training material developed and close-out report.

5 Expected Outputs and Outcomes

5.1 Outputs

The Service Provider will be required to provide the following outputs:

- a) Detailed workplan one week after signing of contract for the duration of the assignment.
- b) Documented to-be business processes (SOPs to Level 5) in the built environment and its identified function related directorates and departments of the Metro to inform organisational optimisation.
- c) Training material for training workshops based on the CIDMS and best practice.
- d) Conduct training workshops as per agreement with the client.
- e) Implementation Plan for areas identified for implementation support.
- f) Monthly progress reports including risks identified.
- g) Presentations to the team and the client when necessary.
- h) Close-out report.

5.2 Outcomes

Stability, adequate systems, processes, and professional skills are pre-conditions for well-functioning organisations. This is even more important for front-line service delivery departments like engineering services and municipal services. The outcome aimed for is for BCMM to be an efficient and effective functioning Metro, in which the implementation of the CIDMS plays a crucial part to improved service delivery.

6 REQUIRED EXPERTISE

This section specifically sets out the requirements that must be met by the Service Provider in terms of skills, expertise and experience. These requirements will be key to the selection of the Service Provider for this assignment.

A Service Provider with a proven record of accomplishment on delivery in the areas listed under 4.2 will be considered.

- (1) Demonstrated ability to assess systems in the built environment.
- (2) Demonstrated ability and experience to conduct process mapping (mapping and process re-engineering) specifically in the built environment and the related functions and document them in Microsoft Visio.
- (3) Excellent knowledge and understanding of infrastructure planning and delivery environment across a number of infrastructure sectors in South Africa and specifically, with the IDMS and the CIDMS as best practice.
- (4) Knowledge of the Framework for Infrastructure Delivery and Procurement Management (FIDPM) and its latest developments (MFMA circulars, etc).
- (5) Relevant post-graduate degree.
- (6) Ability to review and analyse strategic issues, current roles functions and interfaces risks and options.
- (7) Report writing skills.
- (8) Facilitation skills.
- (9) Training expertise (development of training material as well as facilitate training sessions).

The business process analysis from the perspective of an expert, who has been exposed previously to government infrastructure management programmes (Infrastructure Delivery Improvement Programme [IDIP]) will enable the city to implement the CIDMS with more ease. Ideally the Service Provider has already expertise with the CIDMS, as it will support the implementation of the CIDMS, by ensuring the metro officials are in the possession of adequate and value adding skills and competencies.

The assignment will require presence and time in BCMM, and the Service Provider should preferably be located in the BCMM area. Cost of travel from other provinces and from outside BCMM to undertake the assignment will not be covered.

7 EVALUATION CRITERIA

7.1 Evaluation

The evaluation of the responses by Service Providers will be based on submitted documents only.

- A detailed CV of the individual who will be assigned for this assignment;
- A detailed project proposal in terms of approach and methodology for the overall assignment and specifically highlighting the approach and methodology for the training component (see 7.1b);
- A detailed workplan;
- Certified copies of qualifications and registration with ECSA.

| Technical evaluation criteria | | Scoring | Weight |
|-------------------------------|---|--|--------|
| A | - <i>Qualification in the fields of built environment including registration with relevant professional body (ECSA).</i> | 5 = Higher degree (NQF8 or higher) plus registration 4 = Degree (NQF 7) plus registration 3 = National diploma (NQF 6) plus registration 2 = National certificate (NQF 5) 1 = Matric | 15 |
| B | - <i>Number of years of working experience in built environment related fields in the public sector with a focus on the Infrastructure Delivery Management System (IDMS) including evidence, of implementation of IDMS/CIDMS.</i> | 5 = More than 12 years 4 = +9-12 years 3 = +6-9 years 2 = +4-6 years 1 = Less than 4 years | 30 |

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| C | <p>- <i>Demonstrated knowledge, skills and experience in business processes, systems analysis and mapping attained through a number of similar assignments completed in the public sector</i></p> | <p>5 and/or more similar assignments = Excellent (Meets and exceeds the functionality requirements)</p> <p>4 similar assignments = Very good (Above average compliance to the requirements)</p> <p>3 similar assignments = Good (Satisfactory and should be adequate for stated element)</p> <p>2 similar assignments = Below Average (Does not meet set criteria)</p> <p>1 similar assignment = Poor (Unacceptable, does not meet set criteria)</p> | 30 |
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| D | <p>- <i>Approach and methodology to support this project should be outlined in the proposal to demonstrate understanding of the assignment, and how it will be undertaken over the specified timeframes.</i></p> | <p>5 – Excellent</p> <ul style="list-style-type: none"> • Proposal addressed all areas of the requirements stipulated in the ToR, including a detailed, approach, design and methodology, and proposed value-add items such as interesting approaches for undertaking the project • Timeframes for implementation are in line with the requirements of the ToR • The individual put forward possesses all the relevant skills and adequate experience to successfully conduct the assignment <p>4 – Very Good</p> <ul style="list-style-type: none"> • Proposal addressed most areas of the requirements stipulated in the ToR, including a detailed, approach, design and methodology. • Timeframes for implementation are in line with the requirements of the ToR • The individual put forward possesses most of the relevant skills and adequate experience to successfully conduct the assignment <p>3 – Good</p> <ul style="list-style-type: none"> • Proposal addressed most of the requirements stipulated in the ToR. The project can be implemented but not at the expected standard. • Timeframes for implementation are in line with the requirements of the ToR • individual put forward possesses some of the relevant skills and experience to successfully conduct the assignment <p>2 – Average</p> <ul style="list-style-type: none"> • Proposal partially addressed some areas of the requirements stipulated in the ToR, but overall, not convincing – i.e. scope not fully addressed, • The timeframes are misaligned to ToR • The individual put forward does not possess all the appropriate/ relevant skills and experience to successfully conduct the assignment <p>1 – Poor</p> <ul style="list-style-type: none"> • Proposal did not meet the requirements set out in the ToR and is unlikely to address the needs of the assignment– i.e. scope not addressed, • The timeframes are misaligned to ToR | 25 |
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| | | | |
|--|--------------------|--|------------|
| | | <ul style="list-style-type: none"> The individual put forward does not possess all the appropriate/ relevant skills and experience to successfully conduct the assignment | |
| | TOTAL SCORE | | 100 |
| | THRESHOLD | | 70% |

7.2 Price and BBEE Status Level of Contribution

The proposal must attain the minimum score of 70 in order to be evaluated on price and B-BBEE using the 80/20 principle. The description, the quality criteria, and the maximum of possible score for each criterion are shown above.

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| Price and Preference evaluation criteria | 100 |
| Functionality and price | 80 |
| BBEE Status Level of Contribution | 20 |

7.3 Bid Conditions

GTAC reserves the right to negotiate the price with the preferred bidder.

8 LOGISTICS AND SCHEDULE OF THE ASSIGNMENT

8.1 Location where the Services are required

This assignment will be undertaken in the BCMM, and therefore the Service Provider needs to be located in the Metropolitan area.

8.2 Level of effort

The level of effort will be a combined **120 person days** from date of appointment. Much of the days will be allocated in the first four months of the assignment, as this will be the most intensive phase of the project. An indicative five percentage (2%) of the total contract value will be allocated towards the Service Provider's disbursements to attend relevant meetings outside Buffalo City as and when required by the client.

8.3 Logistic Support

The Service Provider will be responsible for:

- a) The provision of any office facilities including computers, telecommunications and stationery and administrative support as required,
- b) All own transport and mobile communications,
- c) Pre-authorized travel and accommodation expenses to be reimbursed by GTAC upon submission of a valid claim. Therefore, the Service Provide should clearly differentiate between the professional fees and disbursements, and
- d) The Service Provider will be in possession of a valid income tax clearance certificate.

9 VALIDITY PERIOD

Note that proposals received in response to these terms of reference shall be valid for a period of 90 (ninety) days from the closing date of the bid.