
TERMS OF REFERENCE

PROVISION OF TECHNICAL ASSISTANCE SERVICES TO THE LIMPOPO DEPARTMENT OF PUBLIC WORKS, ROADS AND INFRASTRUCTURE (LDPWR&I): INFRASTRUCTURE DELIVERY SUPPORT PROGRAMME

(PN 1046)

1 X INFORMATION TECHNOLOGY EXPERT

BACKGROUND INFORMATION

Programme Identification

Name of Client	Department of Public Works, Roads and Infrastructure (LDPWR&I)
Name of Project	Infrastructure Delivery Support to Limpopo Department of Public Works, Roads and Infrastructure (LDPWR&I)
Contracting Authority	Government Technical Advisory Centre (GTAC)
Accountable Officer	Lindiwe Ndlela Acting Head Government Technical Advisory Centre (GTAC)
Budget Manager	Emmanuelle Gille Chief Director: Institutional Development Support (IDS) Government Technical Advisory Centre (GTAC)
Project Purpose	The purpose is to provide LDPWR&I with requisite organisational, management and technical capacity building to perform its role as the custodian of infrastructure and preferred implementing agent according to the adopted Limpopo Infrastructure Delivery Management System (LIDMS).

Contents

1	BACKGROUND INFORMATION	3
1.1	Introduction	3
1.2	Current State of Affairs	4
1.3	Project Beneficiaries	5
1.4	Request for assistance	5
2	OBJECTIVES OF THE SERVICES TO BE PROVIDED	5
2.1	General Objective	5
2.2	Specific Objectives	5
3	Scope of Work	6
4	Deliverables and Outcomes	7
4.1	Deliverables	7
4.2	Outcomes	7
5	Required Expertise	7
6	Selection and Evaluation Criteria	8
6.1	Evaluation	8
6.2	Minimum score for Technical Evaluation	9
6.3	Interviews Evaluation	9
6.4	Minimum score for Quality Evaluation	11
7	ASSUMPTIONS AND RISKS	11
7.1	Assumptions	11
7.2	Risks	11
8	REPORT/S AND EVALUATION	12
8.1	Report/s	12
8.2	Evaluation	12
9	LOGISTICS AND SCHEDULE OF THE ASSIGNMENT	12
9.1	Project Management	12
9.2	Location where the services are required	12
9.3	Time frame and level of effort	12
9.4	Logistic Support	12
10	BID SUBMISSION REQUIREMENTS	13
11	BID VALIDITY PERIOD	13

1 BACKGROUND INFORMATION

1.1 Introduction

Limpopo Department of Public Works, Roads and Infrastructure (LDPWR&I) is critical to the delivery of infrastructure both at a provincial and local government. In this regard, LDPWR&I is the custodian of provincial infrastructure and the preferred implementing agent according to the adopted Limpopo Infrastructure Delivery Management System (LIDMS). However, there are capacity challenges in LDPWR&I to perform this role.

As part of GTAC programme of support to Limpopo Provincial Treasury, LDPWR&I received support under Limpopo Provincial Treasury Infrastructure Support Programme (LPT ISP) Phase 1 which focused on supporting provincial departments. The support provided to LDPWR&I was in terms of operationalisation of the LDPWR&I Infrastructure Hub with the objectives of aligning provincial initiatives; leveraging and maximising existing resources in the province; and enhancing the performance of the Infrastructure Hub. Additional support was requested for LDPWR&I through the Infrastructure Technical Management Committee (ITMC) which is the provincial governance structure for infrastructure. A rapid diagnostic including engagements between the LPT and LDPWR&I confirmed the following programme outputs of support:

- Output 1: Programme Management and Governance
- Output 2: Service Delivery Model and Strategy
- Output 3: Business Processes Mapping and Institutionalisation
- Output 4: Organisational Development
- Output 5: Change Management
- Output 6: Improved ICT systems
- Output 7: Capacity Building on the Infrastructure Delivery Management System (IDMS), Framework for Infrastructure Delivery and Procurement Management including Programme Management, Project Management and Contract Management
- Output 8: Establishment of the PMU

A technical support team with expertise in the following areas would be required to provide support on all the above outputs:

- Infrastructure Delivery Management Systems, Contract Management, and Programme and Project Management;
- Organization Design and Development;
- Supply Chain Management;
- Public Financial Management;
- Leadership Support and Change Management
- Business Process Mapping and Re-engineering; and
- ICT Systems Operations and Implementation.

However, in the context of Covid19 and associated budget constrained, the department has decided to only appoint experts for the following areas: Organisation Development, Change Management, Infrastructure Delivery and Procurement Management, and Information Technology. The following should be noted:

- These Terms of References (ToR) are specifically for the Infrastructure Expert who are being procured through this open Bid.
- The Information Technology Expert will also be procured through an open bid process, under a separate ToR.
- The Organisation Development and Change Management Experts are being procured using the GTAC Panel.

1.2 Current State of Affairs

GTAC has already initiated the Infrastructure Delivery Support programme with GTAC Long-Term Advisors (LTAs) supporting the following Outputs 1,2, 3, 4, and 7. The programme has been running since April 2020 and progress has been made in the following areas:

- Output 3: All the technical business processes have been mapped and awaiting approval before enhancement and institutionalisation. The business processes for the rest of the organisation are yet to be mapped.
- Output 4: There is a proposed structure currently under consideration and consultations with all the relevant stakeholders.
- Output 7: An Infrastructure Progression Model (IPM) has been used to conduct capacity assessment which has informed the capacity building plan which is currently being implemented.

In addition, GTAC has supported LPT to unblock and accelerate infrastructure delivery; and build capacity both at provincial and local government through programmatic support. Phases 1 of the programme, which is support to Provincial Departments, was successfully closed in December 2019. Phase 2, which is support to local government, is closing end of March 2021. At a high level, the objectives of the overall GTAC programme of support include:

- Improved service delivery in terms of timely, fit for purpose, and accelerated infrastructure delivery and spend;
- Improved provincial and local government capacity to manage and deliver infrastructure regarding appropriate skills, systems, processes and procedures; and
- Economic development and job creation

Both programmes were conceptualised to have the following Outputs:

- Output 1: Programme and project management; and governance
- Output 2: Accelerated infrastructure delivery
- Output 3: Planning and budget alignment
- Output 4: Institutional Arrangements
- Output 5: Public finance management practices
- Output 6: An Integrated provincial-wide system for infrastructure delivery
- Output 7: Organization development and change management
- Output 8: Capacity Building

1.3 Project Beneficiaries

This is a strategic project that will benefit the entire province (both provincial and local government) given the role of LDPWR&I regarding infrastructure delivery.

1.4. Request for assistance

LPT sent a request for assistance from GTAC to help unblock infrastructure delivery at the provincial and local level for selected provincial departments and municipalities; and provincial property/facility rationalisation. Support to LPDPWR&I is part of the requested support.

2 OBJECTIVES OF THE SERVICES TO BE PROVIDED

2.1 General Objective

The overall objectives of the services are to provide 1 x Information Technology Expert to support LDPWR&I with the requisite management and technical capacity building to perform its role as the custodian of infrastructure and preferred implementing agent according to the adopted LIDMS.

Team Member	Role on the Project	Required Involvement	
		Estimated Duration	Level of Effort
1 X Information Technology Expert	Transition management of the PROMAN system Business Process Mapping and associated training Development of Standard Operating Procedures Capacity Building	20 Months	Approximately 20 days per month

2.2 Specific Objectives

The specific objectives are described below:

- Transition of the PROMAN system in the Department;
- Review available reports and documents developed by the PROMAN service provider to inform planned interventions;
- Review available reports and documents developed for the provincial initiatives including LPT ISP and LIIMP;
- Develop a Work Plan for the implementation of the interventions related to the transitioning of the PROMAN system;
- Alignment of interventions to transition the PROMAN system with the IDMS and FIDPM as implemented by government;
- Alignment and compatibility of the PROMAN system with other related national and provincial infrastructure management systems;
- Alignment of PROMAN reports to the requirements of all provincial infrastructure governance structures;

- Business process mapping, alignment and improvements, and institutionalisation;
- Training of departmental officials on the improved business processes;
- Development of Standard Operating Procedures;
- Integrate business process mapping and training activities in the Work Plan;
- Work with the Departmental Counterpart and GTAC LTAs to ensure alignment of all Outputs;
- Capacity building within the Department and all the key role players including the Monitoring and Evaluation Unit, technical officials in the client departments, and Implementing Agents (IAs)/Delivery Teams; and
- Develop recommendations on the enhancements and improvements to the system.

3 Scope of Work

The main tasks to be performed are as follows:

- Provide leadership support and coaching especially; around decision making regarding the PROMAN system and related issues;
- Assess the current mandate, service delivery model/s and strategies of the Department to ensure a proper understanding of the delivery context and more specifically the infrastructure delivery and asset management context;
- Review mapped business processes and map outstanding business processes to ensure that the systems are aligned;
- Develop Standard Operating Procedures for the mapped business process
- Review the reports developed previously by the PROMAN service provider in order to obtain a clear understanding of progress and the transitioning of the system into the Department;
- Review the Infrastructure Technical Management Committee (ITMC) Reports and align to PROMAN system to enable automated reporting; and prevent multiple reports in different formats;
- Align the reports from the PROMAN system to address all the requirements from the Provincial Infrastructure Governance Structures.
- Assist the Department in transitioning PROMAN in order to address the functionality and system requirements, as well as the requirements of the IDMS and the FIDPM;
- Assess the interface of PROMAN with other systems provided by National Treasury and Sector Departments including the Infrastructure Reporting Model (IRM), Programme Management Information System (PMIS), Education Facilities Management System (EFMS), National Education Infrastructure Management System (NEIMS) to align and ensure compatibility. This will require the development of the landscape of existing systems at a provincial and national level for infrastructure management;
- Advise the Department on the appropriate business processes and approach to transition PROMAN in the context of the licensing and support arrangements between the Department and the service provider;
- Guide the Departmental officials in developing internal capacity within the Department to sustain the operations of the PROMAN system and in so doing subscribe to current contractual arrangements as per the licensing agreement between the Department and the PROMAN service provider, as well as the Service Delivery Agreement between the above-mentioned parties;
- Develop a Work Plan to guide the business process mapping, training and PROMAN transitioning activities to be undertaken and report on progress as per the GTAC guidelines;
- Report on progress as per the governance arrangements for programme; and

- Capacitate officials and delivery teams including IAs through training, coaching and mentoring.

4 Deliverables and Outcomes

4.1 Deliverables

Outputs will include the following:

- Inception report;
- Work Plan;
- PROMAN Transition Management Plan;
- Business processes;
- Standard Operating Procedures;
- Landscape of national and provincial infrastructure management systems
- Training Plan;
- Deliverables as per the Work Plan;
- Monthly timesheets and reports; and
- Close-out report.

4.2 Outcomes

Outcomes are as follows:

- Effective and efficient transition of PROMAN;
- Improved reporting, and monitoring and evaluation
- Improved quality and readily available information
- Improved systems and processes; and
- Improved capacity to deliver infrastructure in the departments.

5 Required Expertise

1 x Information Technology Expert is required. Service Providers can only submit one resource (CV) for evaluation. The Expert is required to have skills and expertise in the following areas:

- Expertise and experience information management in the government/public sector;
- Expert knowledge of information management theory, best practice, strategies, frameworks, approaches, etc. applicable to the government/public sector;
- Working knowledge of the IDMS and FIDPM;
- ICT programme and project planning, implementation and management for infrastructure delivery management;
- Business process mapping;
- Standard operating procedures;
- Technical expertise for system transitions, migrations and consolidations;
- Systems management, architecture, and provisioning;
- Databases and storage administration;
- Expert knowledge of applicable legislation, guidelines and prescripts;
- Maturity in interpersonal relationships and the ability to work well within a team; and

- Strategic management, stakeholder management, capacity building.

The IT Expert should have a tertiary qualification (degree) in Information Systems/Communication Technology (ICT). The IT Expert should have at least seven (7) years ICT experience at senior management level in the South African Government or must have at least seven (7) years of experience in consulting on ICT for the public sector.

6 Selection and Evaluation Criteria

6.1 Evaluation

The evaluation criteria to be utilised will be based on the following:

Technical Evaluation Criteria:

a) Approach and methodology in managing this project.	430
b) Qualifications	30
c) Relevant experience	230
d) Similar Projects Completed	10
Total Score	100
Total Technical Threshold	70

The proposal evaluation minimum score is 70 as outlined above.

The below matrix will be used in scoring the Technical proposal:

The below matrix will be used in scoring the proposals: Description of Quality Criteria and Sub-criteria	Scoring	Weight
Total Functionality	Total Score	100%
A. Approach and methodology in managing this project which should include:		
Approach should include Interpretation of Terms of Reference to demonstrate the service providers understanding of what is required, Approach and methodology to address the objectives, Workplan including key milestones and timelines, Monitoring and evaluation mechanism for the project.		
Excellent understanding of what is required in the terms of reference; innovative and practical approach and methodology; proposed action plan including milestones and timeframes; and a project monitoring and evaluation mechanism	5 = Excellent	430%
Good understanding of what is required in the terms of reference; practical approach and methodology; proposed action plan including milestones and timeframes; and a project monitoring and evaluation mechanism	4 = Good	
Satisfactory (or repeat of ToRs) understanding of what is required in the terms of reference; generic or text book approach and methodology; proposed action plan including milestones and timeframes; and a project monitoring and evaluation mechanism	3 = Satisfactory	
Poor understanding (wrong interpretation) of what is required in the terms of reference and missing one of the of the following critical components: approach and methodology; action plan; and project monitoring and evaluation mechanism	2 = Poor	
Technical proposal submitted without any of the of the following critical components: approach and methodology; action plan; and project monitoring and evaluation mechanism	1 = Not Acceptable	

The below matrix will be used in scoring the proposals: Description of Quality Criteria and Sub-criteria	Scoring	Weight
Total Functionality	Total Score	100%
B. Relevant Qualifications		
Qualifications in Information/Communication Technology.		
NQF Levels 8, 9&10: Honours, Master's Degree & PHD Qualification	5 = Excellent	30%
NQF Levels 7: Degree/BTech	4 = Good	
NQF Level 6: Diploma	3 = Satisfactory	
NQF Level 5: Higher Certificate	2 = Poor	
NSC: Matric	1 = Not Acceptable	
C. Relevant Experience:		
<ul style="list-style-type: none"> • Programme and IT project planning, implementation and management. • Information Technology Infrastructure Project Delivery. • Technical expertise for system transitions, migrations and consolidations. • Systems Management. • Systems Architecture. • Systems Provisioning. • Databases and Storage Administration. • Public Procurement Processes. • Knowledge of budget preparation, budget implementation, budget monitoring and evaluation. Knowledge of Local Government legislation, practices and regulations; • Business process mapping; and • IT training 		
10 years or more relevant experience	5 = Excellent	230%
7 to 9 years' relevant experience	4 = Good	
4 to 6 years' relevant experience	3 = Satisfactory	
1 to 3 years' experience	2 = Poor	
0 years' experience	1 = Not Acceptable	
D. Similar Programmes/Projects Completed		
(Please indicate similar projects/programmes; your role, the purpose, the duration that was worked and the referee with current contact details. A table is attached as Annexure I to capture this information)		
Number of Completed Similar Projects:		
5 or More Completed Similar Projects	5 = Excellent	10%
4 Completed Similar Projects	4 = Good	
3 Completed Similar Projects	3 = Satisfactory	
2 Completed Similar Projects	2 = Poor	
1 Completed Similar Projects	1 = Not Acceptable	

6.2 Minimum score for Technical Evaluation

The proposal must attain the minimum score of 70 outlined above in order for the service provider to be go through to the interview evaluation.

6.3 Interviews Evaluation

All service providers who meet the minimum score for technical evaluation will be invited to attend an hour's interview at their own expenses at GTAC in Pretoria and the venue will be communicated. The interviews will be to verify the following:

a) Knowledge and understanding of critical areas:	20
b) Practical application and problem solving	40
c) Interpretation of Terms of Reference and approach:	40
Total Score	100
Total Technical Threshold	70

The interview must attain the minimum score of 70 as outlined above.

The below matrix will be used in scoring the interviews:

The below matrix will be used in scoring the proposals: Description of Quality Criteria and Sub-criteria	Scoring	Weight
Total Functionality	Total Score	100%
A. Knowledge and understanding of the following critical areas:		
<ul style="list-style-type: none"> • Infrastructure delivery management in RSA Public Sector • Knowledge on provincial and local government practices and legislation • IT Systems, Architecture and Provisioning • IT implementation and requirements in the Public Sector • Business process mapping approaches and frameworks 		
Excellent = Knowledge and understanding of the stated critical areas meets and exceeds the required competencies to deliver on the scope of work.	5 = Excellent	20%
Very Good = Above average knowledge and understanding of the stated critical areas	4 = Very Good	
Good = Satisfactory knowledge and understanding of the stated critical areas	3 = Good	
Below Average = Below average knowledge and understanding of the stated critical areas	2 = Below Average	
Poor = Unacceptable level of knowledge and understanding of the stated critical areas	1 = Poor	
B. Practical application and problem solving in the following critical areas:		
<ul style="list-style-type: none"> • Programme and IT project planning, implementation and management • Experience in Information Technology infrastructure Project Delivery • System transitions, migrations and consolidations • Systems Management • Architecture, and Provisioning • Databases and Storage Administration • Training in IT • Business process mapping implementation 		
Excellent = Experience meets and exceeds the required practical application and problem solving for the stated critical areas	5 = Excellent	40%
Very Good = Above average experience and competency in the practical application and problem solving for the stated critical areas	4 = Very Good	
Good = Average experience and competency in the practical application and problem solving for the stated critical areas	3 = Good	
Below Average = Below average understanding and competency in practical application and problem solving for the stated critical areas	2 = Below Average	
Poor = Unacceptable level of competence in practical application and problem solving for the stated critical areas	1 = Poor	
C. Interpretation of Terms of Reference and approach:		
Understanding of what is required Proposed approach and methodology to address the objectives		
5 = Presentation and proposal demonstrates an excellent and thorough understanding of the scope of work and terms of reference	5 = Excellent	40%

4 = Presentation and proposal demonstrates an above average understanding of the scope of work and terms of reference	4 = Very Good	
3 = Presentation and proposal demonstrates an average understanding of the scope of work and terms of reference	3 = Good	
2 = Presentation and proposal demonstrates a below average understanding of the scope of work and terms of reference	2 = Below Average	
1 = Presentation and proposal demonstrates a poor understanding of the scope of work and terms of reference	1 = Poor	

The service provider must attain a minimum threshold score of 70. Failure to meet a minimum total interview threshold of 70 will result in disqualification of the service provider.

6.4 Minimum score for Quality Evaluation

Service providers that attain a minimum score of 70 in both the technical and interview evaluation will be evaluated for price and BBEE.

7 ASSUMPTIONS AND RISKS

7.1 Assumptions

The assumptions are as follows:

- LDPWR&I will consult all the relevant partners and stakeholders and get their buy-in for the project;
- Beneficiaries have been identified;
- Beneficiaries will avail themselves and cooperate by supplying the relevant; documents or avail themselves for appointments where required for the purposes of the project;
- Logistical and administrative support to the project will be provided;
- Where challenges are faced, such will be escalated appropriately within the officially established project structures;
- The project team will at all times observe the alignment of their deliverables to the outputs of the programme; and
- The project team will focus on the work required, in so far as it relates to the project and shall not engage in any departmental work to supplement general departmental human resources.

7.2 Risks

The envisaged risks are as follows:

- Time delays due to little or lack of cooperation from the relevant officials as and when requested to do so;
- Non availability of baseline data resulting in the team having to create systems from the start;
- Project team members" lack of integration, due to the incorporation of a team of individuals from different organisations having to work together;
- Inability to integrate the programme with the existing other support programmes in the province; and
- Resistance to accept and implement suggested solutions and improvements by beneficiaries.

8 REPORT/S AND EVALUATION

8.1 Report/s

The Expert will be required to submit the following contractual reports:

- Inception Report and high-level Work Plan to be drafted and agreed with the LDPWR&I Counterpart and GTAC LTA;
- Monthly timesheets and reports to be submitted to GTAC LTA by the second working day of each month;
- Close-out Report to be submitted two (2) months before the end of the contract period.

8.2 Evaluation

The work done by the Expert will be evaluated by the Departmental Counterpart and the GTAC LTA.

9 LOGISTICS AND SCHEDULE OF THE ASSIGNMENT

9.1 Project Management

The Expert will be contracted by GTAC to provide technical assistance under the Infrastructure Support programme to LDPWR&I. The Expert will be managed by Departmental Counterpart and report to the GTAC LTA. The Programme Steering Committee will be responsible for governance and overall deliverables of the programme.

9.2 Location where the services are required

The assignment is based in Polokwane in Limpopo, centrally coordinated at the Limpopo Department of Public Works, Roads and Infrastructure (LDPWR&I) and placed in the relevant unit. The Expert will be based in Limpopo for the duration of the assignment. There may be instances where the Expert could be required to travel to GTAC offices in Pretoria and other locations outside Polokwane.

9.3 Time frame and level of effort

The contract period will be from date of appointment to 31 December 2022. The Expert will be expected to work an average of 20 days a month but not exceeding 230 days per year. The contract period will however be reviewed every six months and may be terminated based on any of the following factors:

- Poor performance;
- Lack of need for the Expert for whatever reason; and
- Lack of funds.

9.4 Logistic Support

The LDPWR&I will provide the following logistical support based on the departmental policy:

- One desk and landline telephone within their offices;
- One workstation for the duration of the programme; and
- Boardroom facilities for meetings.

Travel and accommodation costs for approved travel outside of Polokwane will be reimbursed to the technical assistant on the basis of valid slips under the contract. The Expert will be responsible for the following logistical requirements:

- The provision of any telecommunications and stationery and administrative support as required;
- All mobile communications; and
- Parking for private motor vehicle.

10 Cost

The range of an all-inclusive rate is R650.00 to R869.00 VAT Exclusive per Expert. Please note that the range of rates excludes reimbursable costs for approved travel and accommodation outside Polokwane as indicated in section 9.4.

11 BID SUBMISSION REQUIREMENTS

Bidders should ensure that the following submission requirements are included in their bids:

- a) Duly completed and signed Standard Bidding Documents (SBD 1, 4, 6.1, 8 and 9).
- b) Tax compliance status requirements: Central Supplier Database (CSD) number/report.
- c) Bidders must submit all the information required for evaluation purposes including the CVs that reflect the qualifications, skills and experience of the proposed expert; as well as the track record of the service provider in successfully concluding similar assignments.
- d) **Service Providers can only submit one resource (CV). The CV must be in the format at Annexure A accompanied by copies of the persons' tertiary qualifications, and where required. GTAC reserves the right not to evaluate CVs that are not in the required format.**
- e) Non-disclosure of SAQA NQF levels of qualifications in the CV (as per the template at Annexure A) will lead to the lowest score for the qualifications' technical criterion (section A of the evaluation criteria).
- f) Non-submission of qualifications will lead to the lowest score for the qualifications technical criterion.
- g) GTAC reserves the right to request receipt of certified copies of qualifications after the closing date of the bid.
- h) International qualifications must be accompanied by SAQA confirmation of accreditation. Non-submission of SAQA confirmation will lead to the lowest score for the qualifications technical criterion (section A of the evaluation criteria).
- i) GTAC reserves the right to reject/not consider non-compliant CVs and qualifications.
- j) GTAC also reserves the right to conduct reference checking.
- k) Bidders must comply with all South African laws; including the Immigration Act 13 of 2002 (as amended).
- l) Prior to appointment, the recommended bidder may be required to submit additional supporting documentation for verification purposes.
- m) Failure to adhere to the above requirements i.e. misrepresentation and/or non-submission of the required documentation may lead to a disqualification or termination of the contract with the appointed service provider at any stage of the implementation.

12 BID VALIDITY PERIOD

The bid will be valid for a period of 90 (ninety) days.

List projects/programmes (where you have worked as an Information Technology Expert) relevant to this bid that the proposed Technical Advisor was involved in:

<i>NAME OF PROJECT / PROGRAMME</i>	<i>PURPOSE / OBJECTIVES OF THE PROJECT / PROGRAMME</i>	<i>DURATION ON PROJECT / PROGRAMME EXECUTION</i>	<i>NAME OF CLIENT</i>	<i>CLIENT CONTACT PERSON & CURRENT CONTACT DETAILS</i>