TERMS OF REFERENCE

FOR THE PROVISION OF LONG TERM TECHNICAL ADVISORY AND PROJECT MANAGEMENT SERVICES TO GTAC's LOCAL GOVERNMENT PORTFOLIO OF ACTIVITIES

ONE LOCAL GOVERNMENT: URBAN DEVELOPMENT AND GOVERNANCE SPECIALIST

BACKGROUND INFORMATION

PROGRAMME IDENTIFICATION

Name of Client	Government Technical Advisory Centre (GTAC)
Name of Project	Long Term Advisor: GTAC Local Government portfolio – Urban Development and Governance Specialist
Contracting Authority	Government Technical Advisory Centre
Accountable Officer	**Lindiwe Ndlela** Acting Head, Government Technical Advisory Centre (GTAC)
Budget Manager	**Emmanuelle Gille** Chief Director: Technical Consulting Services (TCS), Government Technical Advisory Centre (GTAC)
Project Purpose	GTAC seeks to secure the services of a Professional Service Provider for specialist technical assistance in local government: Urban Development and Governance

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1. BACKGROUND INFORMATION

1.1. Introduction

The Government Technical Advisory Centre, or GTAC, was established as a government component in 2012. It is an agency of the National Treasury, established to provide technical and advisory as well as knowledge management services to centre-of-government departments and other organs of state. The scope of services includes research, advisory and project development, appraisal and management functions, through which the organisation seeks to strengthen public sector capacity and improve decision making.

Its technical and advisory services are delivered through the following business units:

- Transaction Advisory Services, which includes support for PPPs;
- Capital Projects Appraisal, which focuses mainly on the appraisal of long term infrastructure investment plans for National Treasury;
- Performance Expenditure and Policy Analysis;
- Technical Consulting Services, which delivers services for macro institutional support, organisational strengthening, and service delivery improvement;
- The Jobs Fund Project Management Unit; and
- The Municipal Finance Improvement Programme (MFIP) Project Management Unit.

All business units contribute to the GTAC portfolio of activities, projects and programmes around Local Government.

1.2. Current State of Affairs

GTAC support to local government includes a number of partnerships, programmes and projects with various levels of municipalities and stakeholders including:

- Metro/City Municipality including Buffalo City Municipality towards the implementation of it Growth and Development Strategy and support to the National Treasury's Cities Support Programme (CSP);
- Partnerships involving a few partnerships with key organisations contributing to the Local Government sector, research institutions and universities;
- Secondary Cities regarding the long term financial planning; and
- Local and District Municipalities in terms of institutional strengthening to improve service delivery broadly; and specifically unblock and accelerate infrastructure delivery management and build capacity.

The bulk of GTAC's current portfolio at a city level goes to support to the National Treasury's CSP, established by National Treasury in 2012 as a demand driven support programme for the largest metropolitan municipalities and the broader intergovernmental environment in South Africa. GTAC

has provided programme management, technical advice, partnership management, and knowledge management support for the first phase; and has just concluded an agreement with the Intergovernmental Relations Division of National Treasury for the second phase of implementation (2019-2024).

1.3. Project Beneficiaries

Citizens in the Metros and secondary cities, and intergovernmental partners benefit indirectly as a result of better municipal governance, and more efficient service-delivery by the Metros and secondary cities.

1.4. Related Programmes / Initiatives

There are a range of technical consulting assignments undertaken by GTAC on behalf of municipalities and there are a range of city support initiatives by stakeholders within the intergovernmental system, including SA Cities Network, SALGA, and the Department of Cooperative Governance, that should be taken into account.

1.5. The Request for Assistance

GTAC seeks to secure the services of a Professional Service Provider to provide specialist technical assistance related to local government, in particular but not limited to urban development and governance.

2. OBJECTIVES OF THE SERVICES TO BE PROVIDED

2.1. General Objective

The objective of GTAC in this area is to strengthen local government (broadly – local, district, metro) by strengthening institutions, and convening partnerships and networks.

2.2. Specific Objectives

The specific objectives of GTAC's support to the Local Government sphere include, but not limited to:

● Developing a GTAC Agenda and Programme of Support for Local Government.
● Creating a fiscal framework that supports urban growth;
● Enabling cities and urban municipalities to achieve their long term growth and development strategies;
● Providing technical advisory services to institutions responsible for the functioning of municipalities; and
● Providing programme management and implementation support to the CSP and other programmes aimed at the strengthening the capacity of local government.

3. ASSUMPTIONS AND RISKS

3.1.   Assumptions

It is assumed that the following will be readily available:

- Access to information, reports and records necessary for the outputs and processes.
- Access to staff for information, workshops and other project activities.
- Accessibility to senior management for decision-making.
- Availability of the responsible officials.

3.2. Risks

The following risks have been identified:

- Complexity of the operating context and environment: The Service Provider will interface with the GTAC clients, the CSP, SACN, SALGA and partner departments and institutions. There will be some complexity in these relationships that will have to be managed to maintain trust and ensure success of the projects.

- Time constraints: The need for support expressed by the sector may exceed the available time within this contract. Decisions will have to be made in consultation with GTAC on priority needs and how to respond in the most cost-effective and impactful manner.

- Budget constraints: The portfolio will have to be managed carefully to achieve both value-for-money in the allocation of technical resources, and flexibility in order to respond to changing client needs.

- Leadership instability and political interference: The current state of political uncertainty in the local government sphere means that it is difficult to achieve significant policy shifts, or change urban development practice. This means that sufficient advisory time must be allocated, and innovative advisory strategies should be used, to achieve buy-in by the municipalities and institutionalisation of the deliverables.

4. SCOPE OF THE WORK

4.1.   General

The work includes overseeing a portfolio of projects covering a broad range of local government, urban development themes and outputs. This means that the long term advisor should be a local government and urban development generalist with experience of working with metropolitan municipalities, secondary cities and other spheres of government.

4.2. Main Tasks to be Performed

Five competencies are essential:

Competency 1: Specialist understanding of Local Government and urban development

- Academic qualification in a discipline relating to urban development or local government (including engineering, economics, social science, spatial planning, or built environment field).
- Work experience of metropolitan municipal management; urban development including sectors such as infrastructure, housing, transport and municipal services; and capacity development and technical support for local government at senior and executive manager levels.
- There is a need to produce strategic and themed advisory outputs that will require synthesis, analysis and writing across a wide range of urban development and local government themes including economic development, human settlements, climate resilience, public transport, infrastructure delivery and management, and governance.
- Engagement with client representatives, project partners and beneficiary cities will require an ability to interact at various levels of seniority. Senior advisory experience, a credible professional reputation, and advanced communication skills will be given preference.

Competency 2: Programme management
- The portfolio of projects must be scoped and planned in sufficient detail for client approval, meaningful reporting, and project management. Tasks include production and maintenance of GTAC governance documents.
- There may be a need for ad hoc advice on programme design, scoping and strategy to be provided to the clients. Tasks include participating in team workshops and meetings, and engaging with theme leads on sector or stakeholder strategies.
- Portfolio level oversight is required for progress reporting, risk management, and expenditure management. Tasks include production of monthly reports for GTAC management, and quarterly and annual reports for the clients.
- Portfolio governance requires quarterly client meetings, ad hoc engagements on priority projects, and participation in partnership structures and processes.
- For CSP in particular, tasks include convening and providing secretariat services for a quarterly programme review meeting, and preparing content and inputs for ad hoc meetings and CSP partnership meetings.

Competency 3: Project management and coordination
- For each project component (milestone) document processes and learning. Tasks include the production of project concepts, inception reports, monthly progress reports and close-out reports.
- Each project component must be managed to ensure that the deliverables are achieved on time and within budget. Tasks include developing and maintaining accurate resourcing plans; writing ToRs for the procurement of service providers, and seeing the procurement through, instructing other long term advisors, negotiating partnership agreements to resource the projects; establishing and managing project committees or other processes to track delivery and make decisions about changes in scope; and managing expenditure through both professional fee claims and disbursement spending.

● The quality of outputs must be assured by putting processes in place for peer reviews or other consultative approaches. Tasks include convening reference or advisory groups, managing consultative processes to get comments on draft outputs, and contracting expert reviewers.

Competency 4: Contract management

● Each service provider and partnership contract requires management including preparation of contract briefings and motivations and administration of the approval processes, monitoring and reporting on risks and deviations from the conditions and targets, coordination of invoicing and milestone payments, and close out of the contracts.

● It is also important to maintain comprehensive files for each contract so that GTAC may respond to audit queries, programme reviews, and other oversight processes.

Competency 5: Knowledge production and dissemination

● Where project components deliver knowledge outputs such as guidelines or toolkits, practice guidance or learning events, there is a need for management of the production or coordination processes. Tasks might include convening project committees, coordination of project partners, managing task lists and assigning responsibilities across GTAC and the clients' teams, taking overall responsibility for the quality of the outputs and events, and ensuring that approvals are obtained from principals well ahead of delivery targets such as printing deadlines or event invitations.

● As a core part of the objective of institutionalising city learning, there is an imperative to share learning and transfer knowledge within the team of service providers. It is expected that the long term advisor will spend time mentoring and coaching the support resources as an integral part of this assignment. Time must be allocated by all team members for these activities and a separate report on the capacity building results should be submitted as part of the close out report. Tasks may include goal-setting for individual learning programmes, regular mentorship engagements, application of individual learning in the implementation of the project, and reflection on achievement of learning goals.

The following table sets out the activities for each of these project components:

Activities	
Competency	*Activity*
Competency 1: Local government and urban development	● Production of strategic and themed advisory outputs that require synthesis, analysis and writing across a wide range of urban development and local government subjects including economic development, human settlements, climate resilience, public transport, infrastructure delivery and management, and governance. ● Engagement with and presentations to subject experts including client representatives, project partners and beneficiary cities.
Competency 2: Programme management	● Approval and maintenance of GTAC governance documents ● Ad hoc advice on strategy and programme design. ● Preparation of programme progress reports (monthly, quarterly and annual versions).

Activities	
Competency	*Activity*
	● Programme coordination, risk management, and client review meetings (quarterly and ad hoc). ● CSP partnership meetings (every 6 months).
Competency 3: Project management and coordination	● Project management processes, systems and documentation. ● Resource allocation and procurement of service providers. ● Project meetings and coordination. ● Partnership management and coordination.
Competency 4: Contract management	● Drafting or checking and approval of contracts with service providers and partners. ● Tracking and reporting on active contracts. ● Production of inception and close out reports. ● Maintenance of files and responding to procurement, audit and financial management processes and oversight.
Competency 5: Knowledge production and dissemination	● Knowledge production management and coordination. ● Knowledge dissemination management and coordination. ● Engaging with learning stakeholders on future knowledge production including setting an urban research agenda. ● Coordination with GTAC communications team to ensure CSP knowledge production is publicised more broadly through GTAC events and platforms. ● Coordination with other stakeholders to optimise knowledge dissemination including the CSIR's Urban Knowledge Exchange (uKesa), SACN and SALGA to ensure coordinated knowledge dissemination. ● Capacity transfer and shared learning within the team of service providers.

4.3. Project Management

The Service Provider will be contracted by GTAC as a Long Term Advisor for a period of three years. They will report to the GTAC Senior Manager for Technical Consulting Services and any other GTAC commissioning Senior Managers. The regularity of oversight meetings and reporting will be negotiated with the successful Service Provider, but the proposal should include 1 (one) day a month for GTAC contract oversight.

A dual approval and quality assurance process will be in place for all outputs in respect of the tasks to be performed with sign off required from the clients and GTAC.

Performance reviews will be conducted semi-annually and will inform the continuation of the contract.

5. THE EXPECTED OUTPUTS AND OUTCOMES

5.1. Outputs

The deliverables and timeframes for each of the work streams are indicated in the table below:

Deliverables and Timeframes		
Competencies	*Deliverables*	*Timeframes*
Competency 1: Local government and urban development	● Technical advice on local government, urban development, human settlements. ● Briefing documents. ● Reports and presentations as required by projects. ● Management of relationships with major stakeholders in the urban development space.	● Ongoing and on demand.
Competency 2: Programme management	● Accurate, approved and up-to-date governance documents. ● Briefings, support, guidance notes. ● Monthy programme progress and expenditure reports. ● Quarterly and annual client reports. ● Agendas and minutes for quarterly review meetings and ad hoc client contacts. ● Presentations or reports for CSP partnership meetings.	● Ongoing and on demand.
Competency 3: Project management and coordination	● Inception and close out reports per milestone or project component. ● Terms of reference and procurement process documents for TA contracts. ● Time management for project teams within GTAC project information and resourcing system. ● MOUs and motivation reports for partnership agreements. ● Agendas and minutes for all project meetings. ● Application of GTAC project management tools and practice.	● Ongoing and on demand.
Competency 4: Contract management	● Contract management tools and systems. ● Agendas and minutes for meetings with service providers and partners. ● Contract administration for extensions or cancelations. ● Comprehensive document management related to contracts for audit processes.	● Ongoing and on demand.
Competency 5: Knowledge production and dissemination	● Reports, guidelines, practice notes, presentations and other published knowledge products. ● Videos or other multi-media knowledge products ● Learning events presented as seminars, workshops, or conferences. ● Regular inputs to GTAC newsletter, and content for website and other knowledge portals. ● Skills transfer and learning reports.	● Ongoing and on demand.

5.2. Outcomes

The purpose of the GTAC Local Government portfolio of activities is to:

- Strengthen local government by strengthening institutions;
- Convene partnerships and networks; and
- Contribute to the CSP outcomes:
  - Create a fiscal framework that supports urban growth;
  - Enable cities to achieve their long term growth and development strategies; and
  - Provide implementation support to the cities.

6. REQUIRED EXPERTISE

6.1. Number of Assistants

GTAC requires the services of one service provider consisting of one (1) individual with appropriate skills and experience to fulfil the long term technical advisor role.

This section 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 for this assignment.

6.2. Expertise

It is anticipated that the **long term technical advisor** will have a relevant academic qualification in an engineering, economics, social science, spatial planning or built environment field.

Relevant professional experience is required in a combination of the following themes: Local Government, functions of metropolitan municipalities, secondary cities, and the intergovernmental policy environment, city management, city development strategy, and governance in city administrations.

The service provider should be a seasoned advisor. Demonstrated experience of working in a metropolitan municipality will be an advantage.

The **long term technical advisor** must have practical understanding and competence in all of the following areas as demonstrated by examples of previous completed assignments:

a) Advanced programme management skills requiring a credible and authoritative approach, and an ability to develop, analyse and articulate strategic programme issues and propose workable solutions.

b) An ability to negotiate with internal and external stakeholders in a manner which develops collaboration and builds partnerships.

c) Project and contract management skills and ability to advise on major projects from inception, through to design, implementation and closure.

d) An ability to evaluate resources for projects (people, skills and funding), and coordinate contributions of specialists in other disciplines to complete joint outputs.

e) Extensive and current knowledge of city development and management strategy and practice; and the application of creativity and independent judgment in addressing the challenges that cities face.

f) Writing and presentation skills with ability to provide informed technical and programme advice and a track record of conducting quality control of outputs before delivery or during implementation.

7. EVALUATION OF BIDS

7.1. Technical Evaluation Criteria

The bid technical evaluation will be based on an assessment of:

- the **project proposal** (including a project approach, resourcing plan and implementation plan with time-frames); and
- the **CV of the proposed resource** (including **qualifications**, **relevant work experience** (in number of years); and **specific relevant assignments completed** (with dates when work was done)).
- A score of 0 (zero) will be assigned where a submitted CV is not accompanied by **certified copies of tertiary qualifications** (proof that the indicated qualifications exists) and **professional body registration certificates** (if applicable) or where international qualifications are not accompanied by **SAQA confirmation of accreditation**. (Non-compliance with the requirements).

The bid must attain a minimum score of 70% of the scores outlined below to be shortlisted for an interview. The description and the quality criteria and the maximum possible score for each criterion are shown in the table below:

This matrix will be used to score the proposals	Scoring	Weight
Total Functionality	**Total Score**	**100%**
A. Relevant Qualifications		
Relevant academic qualification in an engineering, economics social sciences, spatial planning or built environment field.		
Honours and Masters or above (PHD Qualification)	5 = Excellent	
Degree/ BTech	4 = Good	
Higher National Diploma	3 = Satisfactory	15%
National Diploma	2 = Poor	
Certificate	1 = Not Acceptable	
Relevant Experience:		

This matrix will be used to score the proposals	Scoring	Weight
Total Functionality	**Total Score**	**100%**
A. Relevant Qualifications		

Proposed approach and methodology in managing and implementing this project should contain the following components:
 	
• Clear ***understanding*** of the context of the assignment
 	
• Clear ***strategy*** to the execution of the assignment
 	
• The bidder must provide a ***project management plan*** for the development of the works contemplated in this ToR
 	
• The **proposal** must reflect—
  - Interpretation of the scope
  - How the Service Provider will specifically approach the assignment
  - Alignment of skills with the methodology proposed
 	
• The methodology proposed needs to be ***innovative***, including but not limited to the following—
  - Extensive and highly interactive stakeholder and partnerships management
  - Successful blend of qualitative and interactive analysis
  - Effective management of risk
  - Effective management of intervention instruments
  - Proposed measurable outputs
	5 – Excellent = comprehensive proposal covering all of the listed components and demonstrating a practical and innovative response to the requirements.
	
	4 – Very Good= thorough proposal covering most of the listed components and presenting a credible project plan.
	
	3 – Good= sound proposal that satisfies the requirements and can be achieved.
	
	2 – Average= repetition of the required outputs and provision of a project plan.
	
	1 – Poor= Inadequate consideration of the listed components and a project plan that will not deliver the required outputs.
		40%

B. Relevant Professional Experience		
The service provider should be a seasoned advisor and experience of working in a metropolitan municipality will be an advantage. Relevant professional experience is required in a combination of the following themes: Local Government, functions of metropolitan municipalities and the intergovernmental policy environment, human settlements, city management, city development strategy, and governance in city administrations.	5 = More than 15 years of relevant experience with at least 3 years at a metropolitan municipality in South Africa 4 = More than 10 years of relevant experience with at least 3 years at a metropolitan municipality 3 = More than 10 years of relevant experience 2 = 6 to 9 years of relevant experience 1 = Less than 5 years of relevant experience	25%

C. Similar Assignments Successfully Completed		
This will be evaluated based on examples of successfully completed similar assignments in a role of advisor / programme manager of large portfolio of diverse projects in the field of Local Government, urban development and governance.		20%
Number of Successfully Completed Similar assignments:		
5 or More Successfully Completed Similar assignments	5 = Excellent	
4 Successfully Completed Similar assignments	4 = Good	
3 Successfully Completed Similar assignments	3 = Satisfactory	
2 Successfully Completed Similar assignments	2 = Poor	
1 Successfully Completed Similar assignment	1 = Not Acceptable	
Total Technical Threshold		**70%**
Maximum Score		**100%**

7.2. Functionality Evaluations (Interviews)

Bidders who are successful in meeting the threshold of 70% will <u>be required to attend an hour interview in the GTAC Pretoria office at their own expense.</u>

Interviews will be used to verify the bidder's specific experience. To this end, the interview evaluation criteria will be as follows:

● Demonstration of specific experience in relation to the services that are being offered. (Weight: 60); and
● Demonstrated leadership, advisory, communication and stakeholder engagement skills (40).

The interviews will be to verify the following. Interview Evaluation Criteria. The interview evaluation minimum score is 70 as outlined below:

The below matrix will be used in scoring the interviews:	Scoring	Weight
Total Interview	**Total Score**	**100%**
A. Demonstrated specific experience in relation to the services that are being proposed		
• Local Government sphere • Functions of metropolitan municipalities • Intergovernmental policy environment • City management, city development strategy • Governance in city administrations.		
Excellent = Knowledge and understanding of the stated critical areas meets and exceeds the required competencies to deliver on the scope of work.	5 = Excellent	60%
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	

The below matrix will be used in scoring the interviews:	Scoring	Weight
Total Interview	**Total Score**	**100%**
B. Demonstrated skills		
• Programme design • Programme management • Project management • Contract management • Leadership and strategic skills • Advisory skills • Communication skills • Stakeholder engagement skills		
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	
Total Interview Threshold		**70%**
Maximum score		**100%**

Only bidders who meet the minimum interview threshold of 70% will be considered for financial evaluation.

8. REPORTING

8.1. Reports

The following reports will be required to be submitted in the pre-agreed formats as material proof of delivery of services:

● Programme Inception Reports and Process Plans;

● Programme progress reports monthly, quarterly and annually in various formats;

● Ad-hoc reports and those defined by a work schedule to be determined at inception; and

● Project and programme close-out reports.

Invoices submitted by the Service Provider to GTAC for payment of professional services rendered, will only be approved if accompanied by a timesheet and progress report confirming deliverables during the period of service.

8.2. Performance evaluation

The work of the Service Provider will be evaluated based on an assessment of the quality and completeness of the activities and outputs outlined in section 4.2 ('Deliverables').

9. LOGISTICS AND SCHEDULE OF THE ASSIGNMENT

9.1. Location where the Services are Required
- The work will be conducted under the auspices of GTAC, the CSP at the Intergovernmental Relations Division, and other clients of GTAC. Client meetings will mostly be at National Treasury in **Pretoria** but some travel will be required to the provinces.
- The financial bid should include an indicative budget for travel disbursements. The Service Provider is expected to make their own travel arrangements.

9.2. Time Frame

The appointment period will be from the date of signature for a period of three years.

Key milestones include:
- Programme Inception Report and implementation plan – Two weeks after award of contract.
- Outputs and progress reports as defined by agreed implementation plan.
- Annual report by 31 March of each year.
- Annual plan and budget by 28 February of each year.
- Annual report by 31 March of each year.
- Programme Close out Report at end of the contract.

9.3. Logistical Support

The Service Provider will be responsible for:
- The provision of any office facilities including computers, telecommunications and stationary and administrative support as required.
- Own transport and mobile communications.
- Providing for all travel and accommodation bookings for approved project travel. In the proposal the Service Provider should clearly differentiate between professional fees and the disbursements.

9.4. Maximum budget

Indicative maximum budget per year:	
Professional fees are capped R1000 per hour excl. VAT:	144 days per year x 3
Disbursement:	An indicative 15% of the professional fees' budget

10. BID VALIDITY PERIOD

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