

Note this summary follows the structure of the TOR, which takes precedence
FOR UPLOADING TO GTAC WEB SITE ON 2020-03-25

Diagnostic Review of the System of Capacity Building Systems for Local Government

Summary of Terms of Reference for Bid

GTAC & IGR, National Treasury | 25 March 2020



national treasury
Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

Background 1

- This 8-month Diagnostic Review forms part of a planned 3-year programme by IGR to improve the system of capacity building for local government ('the system')
- This bid is for the 8-month review only
- Client is IGR, but contract signed by GTAC
- Current State
 - ±R2.5bn at least invested annually in the system
 - Organic system, developed since 1990s, is fragmented and seemingly inadequate
 - Local government is still 'in crisis' (protests + service delivery failures +_ municipal debt + collapsing municipalities ++ are all)
 - The system is under-performing



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Background 2

- Diagnostic Review aims to provide a first-time overview of the system as made up of its parts + performance problems from perspective of municipal service delivery and includes stakeholder interactions to prepare recommendations and facilitate buy-in to enable IGR to drive change process
- Diagnostic Review aligned to IGR mandate
- Note the system consists of multiple institutions: ±300 departments across 3 spheres of government (at least 11 national departments + 5 main departments within Provinces + other public and private sector institutions + (see Appendix 1))
- IGR to set up Reference Group of 10-15 individuals
- Beneficiaries are 8 metropolitan, 44 district and 226 local municipalities
- Concerns expressed in Treasury budget review processes and ministerial statements



Objectives of Service Provision

- General objective
 - To support IGR to enhance and coordinate prudent financial management, integrate and coordinate across government and enhance municipal performance
- Specific objective
 - To provide common understanding across government of scope and scale of the system by mapping its parts' dimensions, their interrelationships, and identify and promote innovations
 - Identification of opportunities to align, and improve value for money, of parts of the system, to support local municipal development and governance endeavours
 - Serve as starting point for improvement to the system (not part of this contract)



Scope of Work: Main Tasks 1

- Technical assistance for 18 Work Parcels to arrive at as-is of the system from perspective of needs of municipalities providing situational analysis including mapping, relationship management, gaps, impediments, etc.
- Qualitative and quantitative assessment of demand and supply aspects of the system
- Work parcels split into 5 groups, with details provided in TOR
 - Overview
 - Demand side
 - Supply side
 - Diagnostic aspects
 - Other

Scope of Work: Main Tasks 2

- 18 Work Parcels, description of each is provided in the TOR

OVERVIEW

1. Executive summary
2. Working definition of capacity building and capacity building system
3. Explanation of components of the system
4. History of capacity building system
5. International experiences
6. Academic advances
7. Legislative context
8. Policy and strategy context

DEMAND SIDE

9. Municipal service delivery performance at intersection with system
10. Municipal capacity building needs and gaps
11. Impact of capacity building measures

SUPPLY SIDE

12. Stakeholder identification and management
13. Financial expenditure and trends and performance
14. Non-financial performance

DIAGNOSTIC ASPECTS

12. Stakeholder identification and management
13. Financial expenditure and trends and performance
14. Non-financial performance
15. Map of capacity building system
16. Assessment of the system
17. Recommendations

OTHER

18. Other

Scope of Work: Work Parcel Details

- Each work parcel details specific tasks, method, input, output and format'
- This is the 'meat' of the diagnostic – service providers are urged to engage with the work parcel details in the TOR
- Details are illustrative of work to be carried out not prescriptive
- Service provider can propose alternative interpretations (especially methods and formats) provided objectives can be met
- Information is to be provided by Treasury
- But some will need to be sourced by service provider
- Preference given to proposals showing innovation in sourcing of appropriate information
- Work parcel details can be changed in consultation and agreement with client



Scope of Work: Project Management

- Responsibilities and reporting lines are identified in TOR for
- IGR project counterpart, see TOR
- GTAC Project counterpart, see TOR
- Service provider to:
 - Attend 4-8 progress/project meetings, usually monthly, digitally,
 - Provide progress reports
 - Manage, coordinate and monitor Scope of Work
 - Identify and manage work stream dependencies
 - Reporting
 - Quality assurance and integration of outputs
 - Clear practical implementable delivery of all outputs
 - Engage with stakeholders only with IGR's approval



Scope of Work: Time Frame and Milestones

- 8-month assignment, with emerging findings to August MTEC critical
- Programme may need adjustment dependent on start date

No	Milestones	Mths 1-8 2020							
		1	2	3	4	5	6	7	8
1	Tender period, bid adjudication and award	■							
2	Estimated start date; inception meeting; Inception Report including process plan within 2 weeks after appointment; Theory of Change workshop undertaken	■							
3	All work parcels complete		■	■	■	■			
4	Progress meetings and 1-3 presentations to reference group		■	■	■				
5	Draft report, initial session to discuss recommendations; presentation complete;					■			
6	Consideration of presentation on emerging findings at August 2020 MTEC session						■		
7	Final report complete, wrap up session to finalise recommendations held; general presentation and annexures complete; draft Committee report complete							■	
8	Contract end date								■

Outputs and Outcomes

- Outputs, mostly electronic but refer to TOR:
 - a) Inception report including process plan
 - b) Monthly progress reports (electronic)
 - c) Executive Summary, Main Report and committee report, in draft and final versions
 - d) Presentations and draft reports to address project progress matters for 1-3 engagements with reference group
 - e) Presentation for use in internal, stakeholder and political meetings
 - f) Individual outputs per work parcels as specified as Annexures to Main Report
 - To be completed according to stipulated project time frames
 - To be archived, logically named in original and PDF formats in Dropbox
 - To be in plain English and numeric data to be according to Treasury standards
- Outcome: to identify appropriate actions for improvement, streamlining and strengthening the system based on platform of common, comprehensive understanding of the system
- Performance is against TOR and quality assessment

Assumptions and Risks

- Assumptions
 - Information is accessible
 - Treasury officials are available and accessible
 - Project counterpart is assigned
 - Service provider has appropriate skills, software and hardware
 - Interviews with municipalities and other stakeholders are appropriately sampled
 - Senior managers are accessible for decision making
- Risks
 - Identification of main parameters of system at start
 - Data difficult to access
 - Officials not available
 - Maintenance of productive relationships with stakeholders given sensitivities
 - Work parcels contain a great deal of work



Required Resources, Qualifications, Skills & Experience 1

- Indicative resources and level of effort
 - Multidisciplinary team needed
 - Provide role(s) in project, relevant experience per area of expertise, duration of experience and references as per template
 - Team Leader = 1 000 hours + Combined Team Members = 1 800 hours over 8 months, not prescriptive
 - Service provider to propose, motivate and price level of effort in bid
 - IGR reserves right to negotiate hours of work parcels
- Qualifications
 - **Public administration and/or public policy and/or public finance** and/or
 - Built environment and/or planning and/or social sciences and/or organisational development and/or economics and/or social science and/or monitoring and evaluation and/or project management and/or related



Required Resources, Qualifications, Skills & Experience 2

- Skills and experience per area of expertise
 - Preference given to advanced levels
 - Team Lead to be seasoned advisor
 - Proven track record as per TOR details in :
 - Public administration
 - Performance assessment
 - Policy and strategy development
 - Data driven diagnostics
 - Project and programme management
 - Collective team experience and skills to be provided on template



Logistics

- Logistics
 - Can provide service from anywhere in SA, travel to estimated 4 engagements in Pretoria at service provider's expense
 - Other engagements preferably telephonically or digitally
- Equipment and travel
 - Provide own equipment
 - 10% on total price to be provided for disbursement and travel (excluding the above travel under Logistics)



Bid Evaluation

- Approach
- 2-phase: 1) technical and 2) Pricing and preferential procurement
- Technical criteria
 - A Qualifications (15%)
 - B Experience (10%)
 - C Skills and experience per area of expertise (45%)
 - D Understanding of TOR (20)
 - E Company track record (10)
- Interviewers' Evaluation for those meeting minimum score of 70%
 - A Experience and skills in each area of expertise (50%)
 - B Understanding TOR and approach (50%)
 - Minimum score of 70% needed
- Pricing and Preferential procurement: 80/20 preference point system



Bid Submission

- Two part submission as per TOR:

<ul style="list-style-type: none"> 1 Technical bid • Project proposal • Summary of CVs • CVs • Team experience Matrix • Team Resources Matrix • No financial information • Standard bid documents 	<ul style="list-style-type: none"> 2 Pricing bid • Pricing bid as per template • Can include supporting calculations • Total price includes all costs and VAT
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- Submit in separate envelopes
- Bid validity is 90 days from closing date
- Register with CSD

