



higher education  
& training

Department:  
Higher Education and Training  
REPUBLIC OF SOUTH AFRICA



**TERMS OF REFERENCE FOR THE APPOINTMENT OF A SUITABLE OF SERVICE PROVIDER TO PROVIDE SPECIALISED SUPPORT SERVICES TO THE NATIONAL SKILLS AUTHORITY (NSA): FINANCIAL MANAGEMENT, SUPPLY CHAIN MANAGEMENT AND HUMAN RESOURCE MANAGEMENT SERVICES FOR A PERIOD OF TWELVE (12) MONTHS.**

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## **REQUEST FOR QUOTATION**

**Terms of Reference for the appointment of a suitable service provider to provide specialised support services to the National Skills Authority (NSA): Financial Management, Supply Chain Management and Human Resource Management services for a period of twelve months (12 months) starting 1 April 2024 to 31 March 2025.**

The Department of Higher Education and Training (DHET) is inviting potential service providers to submit proposals for a tender to provide financial management, human resource management and supply chain management services for the NSA for a period of three (3) years.

### **PART A – INFORMATION ON THE TENDER**

#### **1. BACKGROUND**

- 1.1 The National Skills Authority (NSA) is a multi-constituency based statutory body established in terms of Skills Development Act (SDA), No 97 of 1998. The primary functions of the NSA are to advise the Minister of Higher Education Science and Innovation on matters related to the national skills development policies, strategies and plan, in accordance with section 5 of the SDA (1998).
- 1.2 The National Skills Authority is comprised of a chairperson and thirty (30) members appointed by the Minister.
- 1.3 For effective functioning, the NSA is organised as the Authority (the main body), its Executive Committee (EXCO), and five (5) Committees, each chaired by a Deputy Chairperson of the Authority.
- 1.4 The work of the NSA is informed by various government policies, strategies, plans and frameworks, including but not limited to, the Skills Development Act (1998), White Paper on Post-School Education and Training (2014), National Skills Development Plan (2019), Skills Strategy for the Economic Reconstruction

and Recovery Plan (SS-ERRP), National Qualifications Act (2010), amongst others.

## **2. PROBLEM STATEMENT**

- 2.1. The NSA is supported by a small secretariat which is located at the Department of Higher Education and Training (DHET) and led by an Executive Officer. The Secretariat is responsible for providing administrative, technical and secretariat support to the Authority, managing stakeholder relationships, building stakeholder capacity, conducting research, managing policy, and preparing advice to the Minister.
- 2.2. The NSA must undertake research on various topics related to application of the SDA (1998), implementation of the associated strategies and plans, commission capacity building for constituencies, undertake national programmes aimed at creating advocacy for the skills development programmes, conduct investigations, participate in national, regional and global bodies of common interests, and engage with SETAs, Quality Councils, various stakeholders in the skills development environment and the general public at large.
- 2.3. The NSA compiles and publishes various research reports and evaluation studies, based on the monitoring and evaluation mandate it has over the SETAs and the National Skills Fund. The NSA also collaborates with various partners, including the SETAs to host national and regional skills conferences and roundtable discussions to assess and report progress on the implementation of skills development policies, share best practices, and to take direction from the Executive Authority.
- 2.4. The Secretariat is organised into four key programmes responsible for, respectively: Finance and Administration; Capacity Building and Legal Support, Research and Monitoring and Evaluation, and Skills Development Advocacy and Stakeholder Management.

- 2.5. The NSA derives its funding from the Department of Higher Education and Training, which is managed through the department, as well as from the National Skills Fund for which it must provide its own capacity to manage and report on according to the NSF funding framework.
- 2.6. The limited capacity of the NSA Secretariat, against the nature, size and urgency attached to the work of the NSA requires specialised support services to provide professional, agile, effective and efficient Financial Management, Supply Chain Management and Human Resource Management services.

### **3. PURPOSE OF THE REQUEST**

- 3.1 The purpose is to obtain the services of a credible service provider to provide financial management, human resource management and supply chain management services for the NSA.

## **4. SCOPE AND DEFINITION OF WORK**

- 4.1 The scope of the work of the appointed agency will include the following:

### **4.1.1 Financial Management.**

- a) Provide technical expertise and credible secure systems to manage the annual funding allocation to the NSA by the NSF.
- b) Provide travel management arrangements for the NSA, including its Authority members, employees and identified stakeholders. The scope of work for the required service will require the appointed service provider to arrange, book and supply inter alia any of the following services:
  - i) Air Travel,
  - ii) Hotel Accommodation,
  - iii) Car Hire and any ground transportation Services,
  - iv) Visa Services, and Foreign Exchange and travel insurance services.

- v) Facilitate group bookings (e.g., for meetings, conferences, events, etc.)
- c) Complete quarterly reports and supporting evidence to the NSF and the NSA.

#### **4.1.2 Supply Chain Management**

- a) Procurement of goods and services required by NSA.
- b) Contract and manage third party organisations undertaking work for the NSA.
- c) Manage NSA projects and events (project management).
- d) Provide travel management support for the NSA.

#### **4.1.3 Human Resource Management**

- a) Enter into employment contract with NSA project staff.
- b) Payroll management.
- c) Leave management.
- d) Employee health and wellness services.
- e) Training and Development.

#### **4.1.4 Project Administration**

- a) Submit the financial and performance reports on quarterly basis to DHET Supply Chain Management unit and National Skills Fund (NSF).
- b) Make presentation to the Finance and Risk Committee on quarterly basis and Authority meetings when required to do so.
- c) Prepare and submit annual financial statements to external auditors before the end of July each year for preparation of the NSA annual report.
- d) Attend the NSA Secretariat monthly meetings.

## **5. DELIVERABLES**

5.1 The appointed service provider will be required to:

- 5.1.1 Open a dedicated account for the funding to be able to manage the allocation from NSF, also required to submit monthly financial reports and quarterly financial reports.
- 5.1.2 Monitoring of all services that are rendered by third party organisations for the NSA;
- 5.1.3 Source quotations/advertise tenders for all goods and services required by the NSA.
- 5.1.4 Draft Service Level Agreements and sign contracts with third party organisations undertaking work for the NSA;
- 5.1.5 Draft and sign contracts with temporary / contract staff undertaking work for the NSA;
- 5.1.6 Project manage and monitor the implementation of the work of third-party organisations, NSA projects and events;
- 5.1.7 Prepare quarterly reports and make presentations to the NSA Committees as and when required to do so;
- 5.1.8 Complete NSF quarterly reporting template and supporting evidence to the NSF and the NSA on a quarterly basis;
- 5.1.9 Provide an on-site support personnel to support procurement processes;
- 5.1.10 Provide payslips to project staff on a month basis and attend to all employee queries; and
- 5.1.11 Appoint auditors to audit the NSA fund allocation and produce audited annual financial statements before the end of July each year for preparation of the NSA annual report.

## **6. REQUIRED CAPACITY, EXPERTISE, QUALIFICATIONS AND EXPERIENCE**

- 7.1. **Organisation's track record:** Appropriate company experience in similar requirement for at least past three (3) to five (5) years, managing finances, coordinating supply chain management and project management and human resource management in government departments or agencies.
- 7.2. **Organisation's capability:** Demonstration of capacity to undertake a project of the size and ability to sustain acceptable level of quality service provision to the end and within prescribed project timelines.
- 7.3. **The Project Team:** Adequate number of staff members, supervised by an appropriately senior Team Leader, with appropriate qualifications, experience, skills and knowledge in financial management, supply chain management, project management, relevant to the project requirements.
- 7.4. **Approach and Methodology:** A clear, logical and coherent approach as well as a credible methodology demonstrating understanding of the scope and key deliverables of the project. Providing the plan with milestones and key activities, per each of the areas, namely, financial management, supply chain management, and project management.
- 7.5. **Project Management (effective and efficient delivery):** Effective and efficient project management systems and tools, supported by user-friendly reporting methods and standards compatible with those of the NSA and the NSF to ensure feedback and update of progress during the implementation.
- 7.6. **Skills Transfer:** Proven ability to transfer skills through practical experience on the provision of on-the-job-training and coaching and or designing and rolling out capacitation programmes; and
- 7.7. **Effective Communication:** Demonstrated excellent communication and report writing skills.



## 8. DURATION OF THE CONTRACT

- 8.1. The successful bidder will be appointed to render the requisite service portfolio for a period of twelve (12) months from the date of appointment, but not exceeding 31 March 2025.
- 8.2. Work will commence from the date of appointment.

## 9. MANDATORY DOCUMENTS FOR SUBMISSION

- 9.1. In addition to statutory documents, the following specific documents must be included:
- 9.1.1. A description of the envisaged methodology, processes and procedures that the service provider will deploy to ensure that EACH deliverable is achieved at the required level of quality;
- 9.1.2. A typical process flow cycle diagram from the point of receipt of funds, managing the funds, procuring of goods/services, project management and reporting.

## 3 EVALUATION CRITERIA

- 3.1 The following table reflects the evaluation criteria that will be used in evaluating the technical submission.

No	Element	Weight
1	<p><b>Company experience</b></p> <ul style="list-style-type: none"><li>Company profile supported by previous clients' referral letters demonstrating the extent to which the bidder has completed work of similar requirement for at least past ten (10) years, in managing finances, coordinating supply chain management and project management and human resource management in government departments or agencies.</li></ul> <p>Kindly provide a list of relevant clients where similar projects were performed using the heading below:</p>	15

No	Element	Weight
	<ul style="list-style-type: none"> <li>• Description of the project.</li> <li>• Value of the project.</li> <li>• Duration of the project.</li> <li>• Contact person.</li> <li>• Contact numbers and e-mail address.</li> </ul> <p><b>1.1 Organizational Track Record</b></p> <ul style="list-style-type: none"> <li>• 4-5 years in relevant experience = <b>10 points</b></li> <li>• 3-4 years in relevant experience = <b>7 points</b></li> <li>• 2-3 years in relevant experience = <b>4 point</b></li> <li>• 1-2 years in relevant experience = <b>3 point</b></li> </ul> <p><b>1.2 Capacity to undertake a project of this size and ability to manage it to the end within the prescribed project timelines.</b></p> <ul style="list-style-type: none"> <li>• Allocated team to project comprises at least 5 and more members = <b>5 points</b></li> <li>• Allocated team to project comprises at least 4 and more members = <b>4 points</b></li> <li>• Allocated team to project comprises at least 3 and more members. = <b>3 points</b></li> <li>• Allocated team to project comprises at least 2 and more members = <b>2 points</b></li> <li>• Allocated team to project comprises of at least 1 member. = <b>1 points.</b></li> </ul>	

No	Element	Weight
2	<p><b>Appropriate qualifications, experience, skills and knowledge in Project Management, Supply Chain Management and Financial Management relevant to the project requirements (Attach full CV of proposed team, certified ID copies and qualifications).</b></p> <p><b>Points Breakdown</b> Overall qualification, skills, knowledge and experience of team</p> <ul style="list-style-type: none"> <li>○ <b>Team Leader:</b> <ul style="list-style-type: none"> <li>○ Qualifications: NQF 9 Financial Management/Accounting Sciences, Project Management = 5 points.</li> <li>○ Relevant Experience (Financial Management, Project Management, Supply Chain Management and Human Resource Management): 8 Years = 5 points;</li> </ul> </li> <li>○ <b>Team members (Minimum of four (4) for each of the functions, namely Financial Management, Project Management, Human Resource Management and Supply Chain Management).</b> <ul style="list-style-type: none"> <li>○ <b>Qualifications:</b> A team member assigned to each function must possess a relevant academic qualification, with a minimum of NQF Level 6 or 7. = 8 point (2 point per relevant qualification by each member)</li> <li>○ <b>Experience:</b> Minimum Relevant Experience per assigned function five (5) or more years = 12 point (3 point per relevant experience by each member).</li> </ul> </li> </ul>	30

No	Element	Weight
3	<p><b>Approach and Methodology</b></p> <p><b>Points Breakdown</b> The methodology and approach to be employed in aspects of the project.</p> <p><b>Supply Chain Management</b></p> <ul style="list-style-type: none"> <li>○ Plan approach with milestones and key activities, demonstrating clear understanding of the scope of work and the proposed approach will attain the desired outcomes – <b>5 points.</b></li> <li>○ Plan approach lacking some activities to attain desired outcome – <b>3 points.</b></li> <li>○ Plan approach lacking activities to attain desired outcome – <b>0 points.</b></li> </ul> <p><b>Project Management</b></p> <ul style="list-style-type: none"> <li>○ Plan approach with milestones and key activities, demonstrating clear understanding of the scope of work and the proposed approach will attain the desired outcomes – <b>5 points.</b></li> <li>○ Plan approach lacking some activities to attain desired outcome – <b>3 points.</b></li> <li>○ Plan approach lacking activities to attain desired outcome – <b>0 points.</b></li> </ul> <p><b>Financial Management</b></p> <ul style="list-style-type: none"> <li>○ Plan approach with milestones and key activities, demonstrating clear understanding of the scope of work and the proposed approach will attain the desired outcomes – <b>5 points.</b></li> <li>○ Plan approach lacking some activities to attain desired outcome – <b>3 points.</b></li> <li>○ Plan approach lacking activities to attain desired outcome – <b>0 point.</b></li> </ul> <p><b>Human Resource Management</b></p> <ul style="list-style-type: none"> <li>○ Plan approach with milestones and key activities, demonstrating clear understanding of the scope of work and the proposed approach will</li> </ul>	30

No	Element	Weight
	<p>attain the desired outcomes – <b>5 points</b>.</p> <ul style="list-style-type: none"> <li>○ Plan approach lacking some activities to attain desired outcome – <b>3 points</b>.</li> <li>○ Plan approach lacking activities to attain desired outcome – <b>0 points</b>.</li> </ul> <p><b>Points Breakdown</b>  Process flow cycle diagram from the point of receipt of funds, managing the funds, procuring of goods/services, project management, human resource management and reporting.</p> <ul style="list-style-type: none"> <li>○ Process flow cycle diagram with milestones and key activities, demonstrating clear understanding of the scope of work and the proposed approach will attain the desired outcomes = <b>20 points</b></li> <li>○ Process flow cycle diagram lacking some activities to attain desired outcome = <b>10 points</b></li> <li>○ Process flow cycle diagram lacking all activities to attain desired outcome = <b>0 points</b></li> </ul>	
4	<p><b>Project effective and efficient delivery</b></p> <p><b>Points Breakdown</b>  Reporting methods and standards to the NSA and NSF that will be applied to ensure feedback and update of progress during project implementation.</p> <ul style="list-style-type: none"> <li>○ Reporting methods and standards with milestones and key activities, demonstrating clear understanding of the scope of work and the proposed approach will attain the desired outcomes = <b>10 points</b></li> <li>○ Reporting methods and standards lacking some activities to attain desired outcome = <b>5 Points</b></li> <li>○ Reporting methods and standards lacking all activities to attain desired outcome = <b>0 Points</b></li> </ul>	20

No	Element	Weight
	<p><b>Points Breakdown</b></p> <p>Systems, procedures and technology that will be applied to ensure seamless integration of functions between financial, supply chain, human resource and project management.</p> <ul style="list-style-type: none"> <li>○ Systems, procedures and technology capabilities fully support proposed project plan = <b>10 points</b></li> <li>○ Systems, procedures and technology capabilities support proposed project plan = <b>5 points</b></li> <li>○ Systems, procedures and technology capabilities do not support proposed project plan = <b>0 points</b></li> </ul>	
	<b>Total</b>	<b>100</b>