



**national treasury**

Department:  
National Treasury  
REPUBLIC OF SOUTH AFRICA

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***TERMS OF REFERENCE***

**NT003-2025:**

**APPOINTMENT OF A PANEL OF CONSULTANTS TO THE OFFICE OF THE DIRECTOR  
GENERAL FOR A PERIOD OF THREE (3) YEARS**

**CLOSING DATE: 21 MARCH 2025 AT 11:00 AM**

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## **1 Background Information**

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The Chief Data Analytics Officer (CDAO) of the National Treasury in the Office of the Director General is responsible for the following areas, among others: building data analytics capability through training; peer learning; and other interventions; establishing appropriate data governance protocols and frameworks and assessing the data maturity of the department; co-ordinating data driven policy data analytics and research analysis, including data process automation; and expanding the National Treasury Secure Data Facility (NT-SDF) into a world-class administrative data lab.

The CDAO is a new role within the department, as such, many of the CDAO's projects require specialised skills which will be sourced through a panel of consultants that provide professional services on specific projects. A panel is necessary because: (i) the areas of specialisation are diverse, ranging from data science and analytics to legal and specialist IT support; (ii) the support required may evolve as the projects come online, allowing the CDAO to ramp up or reduce the time needed with each specialist; and (iii) the CDAO will need flexibility to bring in specialists at short notice, given tight timeframes for delivering major outputs.

The terms of reference are outlined below. The details of the specific support to be provided by a service providers/consultants will be the subject of a separate contract between the consultant and the CDAO. The terms of reference invites submissions of *curricula vitae* (CV) from service providers/consultants, to perform services consistent therewith, in terms of a specific contract between the CDAO and the consultant.

## **2 Areas of Expertise**

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### **2.1 Data and technical analysis**

Service providers/consultants seeking to be appointed in this area will have to demonstrate expert knowledge with relevance to data analytics in any of the following areas: Data and Software Engineering; Data Management, Governance, and Security; Data Science, Advanced Applications, and Automation; and Administrative Data and Research.

### **2.2 Other expertise**

The CDAO also seeks to appoint to the panel suitably qualified service providers/consultants in any of the following areas: data analytics training services, legal services and specialist ICT support.

### **3 Submissions**

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Service providers/consultants are allowed to apply for consideration to be on the panel. To be considered for the panel, service providers/consultants must submit their information as per the submission template set out in **Annexure A and B**, which reflects the areas of expertise, qualifications, skills and experience of the person.

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

#### Cover page requirements

- The cover page of the technical proposal must be submitted in the prescribed format provided in Annexure A.

#### CV requirements

- The CVs of the proposed experts must be submitted in the prescribed template provided in Annexure B. CVs submitted using a different template will not be evaluated.
- Bidders must submit all the information required for evaluation purposes in the CV of the proposed advisor including her/his qualifications, skills and experience; as well as the track record of the advisor in conducting similar assignments.
- Service providers/consultants who apply are limited a maximum of **four (4) CVs** (completed as per the submission template) and each of those individual submission templates may only select a maximum of **two (2) areas of commodities/expertise**. Bidders should ensure that the CVs they submit are for individuals who are willing to carry out assignments. CVs of an organisation's senior managerial staff should not be submitted unless these individuals are prepared to give full commitment to actively carrying out the assignments.
  - In the case of companies, only two (2) CVs will be evaluated per area of expertise, if more are submitted, the first two will be evaluated.
  - In the case of individuals who apply to be on the panel, they are limited to a maximum of two (2) areas of expertise.
- Project experience should be related to the consultants' experience and only projects they have worked on should be listed under project experience.

- CVs of any one individual may only be submitted as part of one bid. Bidders must ensure that CVs are signed by the respective individuals confirming that he/she is not included in bids of other service providers. CVs unsigned by the respective individuals will be disqualified.
- Bidders are required to submit the contact details of at least three (3) recent references (of no older than five years) who will confirm that the individual consultants have carried out similar work as that stated in their CVs. The CDAO reserves the right to contact references during the evaluation and adjudication process to obtain information.

Each bidder shall meet the following minimum qualification and experience requirements:

- I. Data and technical analysis
  - a. A relevant tertiary qualification;
  - b. Experience working on the public sector projects; and
  - c. At least 5 years confirmed relevant experience in any of the areas identified in Section 2.1.
- II. Other expertise
  - a. At least 5 years confirmed relevant experience in any of the areas identified in Section 2.2; and
  - b. Experience in the public sector or working with public sector clients.

## **4 Consultant Remuneration and Management**

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### **4.1 Remuneration schedule and disbursement arrangements**

The consultant will be remunerated in accordance with the terms of the contract with the CDAO on a Rand per day basis. ***Bidders are advised to set forth their daily rate together with their CV.*** Bidders should understand that the CDAO reserves the right not to select a bidder for any particular area of expertise on price alone.

Remuneration of the consultant will be payable in South African Rands, on a fixed price basis.

### **4.2 Disbursement arrangements**

All claims for travel and other legitimate disbursement expenditure must be pre-approved by the CDAO before they are incurred. Pre-approved project expenditure on travel outside the

province, related reasonable accommodation costs, expenditure on document reproduction, or any other legitimate pre-approved project disbursement expenditure will be reimbursed at cost.

#### **4.3 Management of consultant by the CDAO**

The consultant will be appointed by the CDAO, who will also be responsible for managing the consultant's work, unless delegated to a relevant official in the chief directorate.

### **5 Evaluation Criteria**

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#### **5.1 Mandatory requirements**

An administrative evaluation will be carried out on all the bids received and failure to adhere to any of these requirements will result in disqualification:

- Proof of company registration on Central Supplier Database (CSD)
- In the case of a Joint Venture, Consortium, Trust, or Partnership a Valid Tax Clearance Certificate and/or SARS issued pin code for both companies must be submitted (which will be verified)
- In the case of a Joint Venture, Consortium, Trust, or Partnership, a signed teaming agreement must be submitted.
- In the case of a Joint Venture, Consortium, Trust, or Partnership a Consolidated or for both companies Central Supplier Database Registration (CSD) or both companies CSD are required.
- The cover page of the technical proposal must be submitted in the prescribed format provided in **Annexure A**.
- CV's (**Annexure B** - template provided) must be signed by the proposed resource and not signed on behalf of the proposed resource. Unsigned or incomplete CVS and CVs submitted in a different template will not be considered. It should be noted that no consideration will be made to any bidder, that has provided profiles for their resources, which are also provided by another competitor in this same bid, this is considered collusive tendering.

**FAILURE TO ADHERE TO THE CONDITIONS OF THE BID WILL LEAD TO DISQUALIFICATION.**

#### **NOTE: Additional Required Documents (Not for elimination)**

- a) Tax compliance status verification Pin issued by SARS.
- b) Proof of valid registration with Compensation for Occupational Injuries and Disaster (COIDA).

- c) Valid work permit and existing security clearance for foreign nationals are compulsory
- d) Copies of qualifications of personnel should be certified within the last six (6) months and should submit their highest qualification only, and in a case of foreign qualifications it is the responsibility of the bidder to ensure SAQA accreditation is confirmed and submitted. If not submitted, the lowest score will be allocated.

## 5.2 Technical Evaluation

The evaluation will focus on the qualifications, skills and experience of the individual(s) in accordance with Table 1 and 2 below. The technical evaluation of individual CVs will be carried out as follows:

- Information must be submitted according to the submission templates provided in Annexure A and B. Submissions that do not conform to these templates may not be considered.
- The technical proposal will be scored out of 100 points, with a minimum threshold of 70 points being required.

Each individual CV for key personnel nominated in the bid will be evaluated in accordance with the criteria. In instances where the submitting entity is not a natural person (e.g. a juristic person such as a partnership or company) and submits more than one CV for consideration, a simple average of each CV's technical score will be considered. No more than four CVs should be submitted in these instances. Each CV in this instance will be evaluated in a maximum of two areas of expertise per individual. Each CV will therefore need to be accompanied by its own submission template.

## 5.3 Evaluation Criteria

Skills listed under section 2.1 will be evaluated according to the criteria outlined in Table 1 below. The maximum technical score is 100 with a threshold of 70 points.

**Table 1 Evaluation criteria: Data and technical analysis**

EVALUATION CRITERIA		WEIGHT	SCORING CRITERIA
1.1	Highest qualification in relevant selected categories	20	5 = Master's degree (NQF 9) or higher 4 = Honours degree or Postgraduate Diploma (NQF 8) 3 = Bachelors' Degree/ Advanced

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			<p>Diploma (NQF 7)</p> <p>2 = National Diploma/(NQF6)</p> <p>1 = Matric or less)</p>
1.2	<p>Public sector experience (i.e. years of experience working with and/or in all spheres of government and its entities) in the field(s) indicated on CV template</p> <p>Bidder/ Consultant must provide a minimum of 3 reference letters from business organizations and/or entities that have provided services to (contactable references will be verified).</p> <p><b>Each letter must include the following information:</b></p> <ul style="list-style-type: none"> <li>• Client name and industry</li> <li>• Contact person, phone number and company business address</li> <li>• Contract period</li> <li>• The value of the contract awarded</li> </ul> <p><b>NB: Letter that does not reflect all required items will be allocated the lowest score.</b></p>	30	<p>5 = 8 or more years relevant experience</p> <p>4 = 6 to 7 years relevant experience</p> <p>3 = 5 years relevant experience</p> <p>2 = 3 to 4 years relevant experience</p> <p>1 = less than 2 years' experience</p>
1.3	<p>Specific relevant professional experience in the field(s) indicated on CV template</p>	30	<p>5= 10 or more projects as a technical lead or major participant</p> <p>4= 7-9 projects as a technical lead or major participant</p> <p>3= at least 4-6 projects as a technical lead or major participant</p> <p>2= 1-3 project as a technical lead or major participant</p> <p>1= no relevant work experience</p>

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1.4	Experience in working with large administrative and unstructured data  Data can be large based on size (can range from gigabytes (GB) to petabytes (PB), depending on the industry and application) and volume (can contain a large number of transactions, records or observations e.g. millions or billions of rows of observations).	20	5 = 8 or more years relevant experience 4 = 6 to 7 years relevant experience 3 = 5 years relevant experience 2 = 3 to 4 years relevant experience 1= less than 2 years' experience
	<b>Maximum Technical Score</b>	<b>100</b>	
	Threshold	70	

Expertise listed under section 2.2 will be evaluated according to the criteria laid out in table 2 below. The maximum score is 100 with a threshold of 70 points.

**Table 2: Evaluation criteria: Other expertise**

EVALUATION CRITERIA		WEIGHT	SCORING CRITERIA
1.1	Highest qualification in relevant selected categories	20	5 = Master's degree (NQF 9) or higher 4 = Honours degree or Postgraduate Diploma (NQF 8) 3 = Bachelors' Degree/ Advanced Diploma (NQF 7) 2 = National Diploma/(NQF6) 1 = Matric or less)
1.2	Number of years working in the field(s) indicated on CV template	30	5 = 8 or more years relevant experience 4 = 6 to 7 years relevant experience 3 = 5 years relevant experience 2 = 3 to 4 years relevant experience 1= less than 2 years' experience
1.3	Client profile in the field(s) indicated on CV template	50	5= 8 to 10 private sector and/or government departments in client list

	<p>Bidder/ Consultant must provide a minimum of 3 reference letters from business organizations and/or entities that have provided services to (contactable references will be verified).</p> <p><b>Each letter must include the following information:</b></p> <ul style="list-style-type: none"> <li>• Client name and industry</li> <li>• Contact person, phone number and company business address</li> <li>• Contract period</li> <li>• The value of the contract awarded</li> </ul> <p><b>NB: Letter that does not reflect all required items will be allocated the lowest score.</b></p>		<p>4= 6 to 8 private sector and/or government departments in client list</p> <p>3= 3 to 5 private sector and/or government departments in client list</p> <p>2= 1 to 2 private sector and/or government departments in client list</p> <p>1= no private sector and/or government department in client list</p>
	<b>Maximum Technical Score</b>	<b>100</b>	
	Threshold	70	

## 6 Period of appointment

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The period of appointment will not exceed 3 years from the date of appointment.

## 7 Terms and conditions

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- a. Particular project/service will be initiated by means of written instructions to the successful bidders.
- b. National Treasury reserves the right to reduce the number of service providers appointed on the panel.
- c. National Treasury reserves the right to terminate the contract if there is a breach of the agreed specifications.
- d. National Treasury reserves the right to appoint or not to appoint.
- e. National Treasury reserves the right to terminate the contract where they are unable to meet the service level requirements or not compliant to other relevant legislations.
- f. Bidders are expected to select a maximum of 2 areas of commodities/expertise on Annexure A for administration purposes.

- g. Rotation of consultants if more than one same category selected.
- h. Department of Public Service Administration (DPSA) rates to be applied were applicable and other legislative relevant rates.

## 8 Specific goals

The Preferential Procurement Regulations 2022 were gazetted on 4 November 2022 (No. 47452) with effect from 16 January 2023. The 80/20 preference points systems will be applied in accordance with the formula and applicable points provided for in the respective status level contributor tables in the Regulations.

**Note to organs of state: 80/20 preference point system is applicable, corresponding points must also be indicated as such.**

**Note to tenderers: The tenderer must indicate how they claim points for each preference point system.)**

#	Specific goals	Score	Required proof/ documents to be submitted for evaluation purposes
1	<p><b>The company owned by people who are Youth.</b></p> <ul style="list-style-type: none"> <li>• 100% company owned by people who are Youth = 5 points</li> <li>• ≥51% and &lt;100% company owned by people who are Youth = 3 points</li> <li>• &gt;0% and &lt;51% company owned by people who are Youth = 1 point</li> <li>• 0% company owned by people who are Youth = 0 point</li> </ul>	5 points	<p><b>Proof of claim as declared on S BD 6.1 (one or more of the following will be used verifying the tenderer's status:</b></p> <ul style="list-style-type: none"> <li>• Company Registration Certification/document (CIPC)</li> <li>• Company Shareholders certificate</li> <li>• Certified identification documentation of company director/s</li> <li>• CSD report/ CSD registration number (MAAA number)</li> <li>• B-BBEE Certificate of the tendering company.</li> <li>• Consolidated B-BBEE certificated if the tendering company is a Consortium, Joint Venture, or Trust (Issued by verification agency accredited by the South</li> </ul>
2	<p><b>The company owned by people who are Black. (HDI)</b></p> <ul style="list-style-type: none"> <li>• 100% company owned by people who are Black (HDI) = 5 points</li> <li>• ≥51% and &lt;100% company owned by people who are Black (HDI) = 3</li> </ul>	5 points	

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	<p>points</p> <ul style="list-style-type: none"> <li>• &gt;0% and &lt;51% company owned by people who are Black (HDI) = 1 point</li> <li>• 0% company owned by people who are Black (HDI) = 0 point</li> </ul>		<p>African Accreditation System).</p> <ul style="list-style-type: none"> <li>• Agreement for a Consortium, Joint Venture, or Trust.</li> </ul>
3	<p><b>The company owned by people who are women.</b></p> <ul style="list-style-type: none"> <li>• 100% company owned by people who are women = 5 points</li> <li>• ≥51% and &lt;100% company owned by people who are women = 3 points</li> <li>• &gt;0% and &lt;51% company owned by people who are women = 1 point</li> <li>• 0% company owned by people who are women = 0 point</li> </ul>	5 points	
4	<p><b>The company owned by people who are disabled.</b></p> <ul style="list-style-type: none"> <li>• 100% company owned by people who are disabled = 5 points</li> <li>• ≥51% and &lt;100% company owned by people who are disabled = 3 points</li> <li>• &gt;0% and &lt;51% company owned by people who are disabled = 1 point</li> <li>• 0% company owned by people who are disabled = 0 point</li> </ul>	5 Points	

**\*NB: Points will be allocated based on % ownership to the Company/s (main tendering entity/s). Please attach proof/ required documents**