

Enquiries: Aletta Mbuyane
Email: Aletta.Mbuyane@gtac.gov.za
Ref No: GTAC 015-2021-22

NOTIFICATION TO ALL BIDDERS (NO.2)

PLEASE BE INFORMED THAT THE BELOW MENTIONED MFIP BID IS AVAILABLE ON GTAC WEBSITE AND E-TENDER PORTAL SINCE THE 20TH MAY 2022 AND CLOSING ON 10 JUNE 2022 AT 15:00 PM.

1. **DESCRIPTION: BID NUMBER GTAC 015-2021-22: THE PROVISION OF TECHNICAL ADVISORY SERVICES TO THE GOVERNMENT TECHNICAL ADVISORY CENTRE (GTAC) FOR THE INTERGOVERNMENTAL RELATIONS (IGR) DIVISION TO SUPPORT IN THE IMPLEMENTATION OF THE MUNICIPAL FINANCE IMPROVEMENT PROGRAMME (MFIP) PHASE IIIx: 81 x TECHNICAL ADVISORS.**

NB: ALL BID RESPONSES/ PROPOSALS MUST BE DEPOSITED IN THE GTAC BID BOX SITUATED: NATIONAL TREASURY 240 MADIBA BUILDING, CORNER THABO SEHUME AND MADIBA STREETS IN PRETORIA (RSA) AT RECEPTION AREA GROUND FLOOR NOT 24TH FLOOR BECAUSE THE BOX HAS BEEN MOVED TO GROUND FLOOR AT SECURITY RECEPTION AREA. ANY BID THAT WILL BE DEPOSITED IN THE NATIONAL TREASURY TENDER INFORMATION BOX MAY BE DISQUALIFIED.

2. **PLEASE NOTE THE MINOR CHANGES ON THE TERMS OF REFERENCE (TOR) OF THE ABOVE-MENTIONED BID.**

2.1. SDB 3.3 PRICE SCHEDULES

2.2. ROLE 4 (ACCOUNTING AND AUDIT SUPPORT ADVISORS)

- Functionality Evaluation: Specific Expertise (3.2) has been changed from more 10 years' experience to more than 8 years' experience. - Pages 32; 34; 35 & 37.

2.3. ROLE 10 (MUNICIPAL SUPPORT ADVISORS)

- Functionality Evaluation: Specific Expertise (3.2) has been changed from more 10 years' experience to more than 8 years' experience. – Page 82.

2.4. RESTRICTIONS

- (2.3) CVs of any individual must only be submitted as part of one position per annexure. Bidders must ensure that CVs are signed by the respective individuals confirming that he/she is not included in bids from other service providers. Only CVs on the prescribed CV template will be considered (Please see attached CV Templates for each annexure). Failure to comply with these restrictions will lead to disqualifications of individuals CVs. GTAC reserves the right to confirm with individuals where their names appear in more than one bidder. – Pages 8-9.

3. **NB!! NO ELECTRONIC SUBMISSIONS (EMAIL/ FAX) WILL BE ACCEPTED.**

Regards



Ntuthuzelo Gobozi

Acting Chief Director: GTAC Professional Services Procurement



PART A **INVITATION TO BID**

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE (NAME OF DEPARTMENT/PUBLIC ENTITY)					
BID NUMBER:	GTAC 015-2021-22	CLOSING DATE:	10 June 2022	CLOSING TIME:	15:00 PM
DESCRIPTION	PROVISION OF TECHNICAL ADVISORY SERVICES TO THE GOVERNMENT TECHNICAL ADVISORY CENTRE (GTAC) FOR THE OFFICE OF THE ACCOUNTANT GENERAL (OAG) TO SUPPORT IN THE IMPLEMENTATION OF THE MUNICIPAL FINANCE IMPROVEMENT PROGRAMME (MFIP) PHASE IIIX – • 1x Knowledge and Information Management Advisor • 8x Asset Management Advisors • 9 x Supply Chain Management Advisors • 11 x Accounting and Audit Support Advisors • 8 x Budget and Revenue Management (BFM) Advisors • 1 x Revenue Management Policy Coordination Advisor • 1 x Budget and Financial Management (BFM) Advisor • 9 x Municipal Standard Chart of Accounts (mSCOA) Advisors • 10 x Municipal Finance Recovery Services (MFRS) Advisors • 22 x Municipal Support Advisors • 1 x Local Government Budget Analysis (LGBA) Project Administrator				
	THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM. BID RESPONSE DOCUMENTS MAY BE DEPOSITED IN THE BID BOX SITUATED AT (STREET ADDRESS)				
GTAC TENDER BOX					
GOVERNMENT TECHNICAL ADVISORY CENTRE (GTAC); NATIONAL TREASURY					
240 MADIBA STREET (CORNER THABO SEHUME STREET AND MADIBA STREET), PRETORIA					
24TH FLOOR RECEPTION AREA					
SUPPLIER INFORMATION:					
NAME OF BIDDER					
POSTAL ADDRESS					
STREET ADDRESS					
TELEPHONE NUMBER	CODE		NUMBER		
CELLPHONE NUMBER					
FACSIMILE NUMBER	CODE		NUMBER		
E-MAIL ADDRESS					
VAT REGISTRATION NUMBER					
		TCS PIN:		OR	CSD No:
ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES /WORKS OFFERED?	☐ Yes ☐ No [IF YES ENCLOSE PROOF]	ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED?		☐ Yes ☐ No [IF YES ANSWER PART B:3 BELOW]	
SIGNATURE OF BIDDER			DATE		
CAPACITY UNDER WHICH THIS BID IS SIGNED (Attach proof of authority to sign this bid; e.g. resolution of directors, etc.)					
TOTAL NUMBER OF ITEMS OFFERED				TOTAL BID PRICE (ALL INCLUSIVE)	
BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO:		TECHNICAL INFORMATION MAY BE DIRECTED TO:			
DEPARTMENT/ PUBLIC ENTITY	GTAC	CONTACT PERSON			
CONTACT PERSON	Aletta Mbuyane	TELEPHONE NUMBER			
TELEPHONE NUMBER	012 315 5867	FACSIMILE NUMBER		-	
FACSIMILE NUMBER	-	E-MAIL ADDRESS		psp@gtac.gov.za	
E-MAIL ADDRESS	psp@gtac.gov.za				

PART B TERMS AND CONDITIONS FOR BIDDING

1. BID SUBMISSION	
1.1.	BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.
1.2.	ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED—(NOT TO BE RE-TYPED) OR ONLINE
1.3.	BIDDERS MUST REGISTER ON THE CENTRAL SUPPLIER DATABASE (CSD) TO UPLOAD MANDATORY INFORMATION NAMELY: (BUSINESS REGISTRATION/ DIRECTORSHIP/ MEMBERSHIP/IDENTITY NUMBERS; TAX COMPLIANCE STATUS; AND BANKING INFORMATION FOR VERIFICATION PURPOSES).
1.4.	WHERE A BIDDER IS NOT REGISTERED ON THE CSD, MANDATORY INFORMATION NAMELY: (BUSINESS REGISTRATION/ DIRECTORSHIP/ MEMBERSHIP/IDENTITY NUMBERS; TAX COMPLIANCE STATUS MAY NOT BE SUBMITTED WITH THE BID DOCUMENTATION.
1.5.	THIS BID IS SUBJECT TO THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER LEGISLATION OR SPECIAL CONDITIONS OF CONTRACT.
2. TAX COMPLIANCE REQUIREMENTS	
2.1	BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
2.2	BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VIEW THE TAXPAYER'S PROFILE AND TAX STATUS.
2.3	APPLICATION FOR TAX COMPLIANCE STATUS (TCS) OR PIN MAY ALSO BE MADE VIA E-FILING. IN ORDER TO USE THIS PROVISION, TAXPAYERS WILL NEED TO REGISTER WITH SARS AS E-FILERS THROUGH THE WEBSITE WWW.SARS.GOV.ZA.
2.4	BIDDERS MAY ALSO SUBMIT A PRINTED TCS TOGETHER WITH THE BID.
2.5	IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE PROOF OF TCS / PIN / CSD NUMBER.
2.6	WHERE NO TCS IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.
3. QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS	
3.1.	IS THE BIDDER A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)? ☐ YES ☐ NO
3.2.	DOES THE BIDDER HAVE A BRANCH IN THE RSA? ☐ YES ☐ NO
3.3.	DOES THE BIDDER HAVE A PERMANENT ESTABLISHMENT IN THE RSA? ☐ YES ☐ NO
3.4.	DOES THE BIDDER HAVE ANY SOURCE OF INCOME IN THE RSA? ☐ YES ☐ NO
IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN, IT IS NOT A REQUIREMENT TO OBTAIN A TAX COMPLIANCE STATUS / TAX COMPLIANCE SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 ABOVE.	

NB: FAILURE TO PROVIDE ANY OF THE ABOVE PARTICULARS MAY RENDER THE BID INVALID.

TAX CLEARANCE CERTIFICATE REQUIREMENTS

It is a condition of bid that the taxes of the successful bidder must be in order, or that satisfactory arrangements have been made with South African Revenue Service (SARS) to meet the bidder's tax obligations.

- 1 In order to meet this requirement bidders are required to complete in full the attached form TCC 001 "Application for a Tax Clearance Certificate" and submit it to any SARS branch office nationally. The Tax Clearance Certificate Requirements are also applicable to foreign bidders / individuals who wish to submit bids.
- 2 SARS will then furnish the bidder with a Tax Clearance Certificate that will be valid for a period of 1 (one) year from the date of approval.
- 3 The original Tax Clearance Certificate must be submitted together with the bid. Failure to submit the original and valid Tax Clearance Certificate will result in the invalidation of the bid. Certified copies of the Tax Clearance Certificate will not be acceptable.
- 4 In bids where Consortia / Joint Ventures / Sub-contractors are involved, each party must submit a separate Tax Clearance Certificate.
- 5 Copies of the TCC 001 "Application for a Tax Clearance Certificate" form are available from any SARS branch office nationally or on the website www.sars.gov.za.
- 6 Applications for the Tax Clearance Certificates may also be made via eFiling. In order to use this provision, taxpayers will need to register with SARS as eFilers through the website www.sars.gov.za.



TAX CLEARANCE

TCC 001

Application for a Tax Clearance Certificate**Purpose**

Select the applicable optionTenders | Good standing |

If "Good standing", please state the purpose of this application

Particulars of applicantName/Legal name
(Initials & Surname
or registered name)Trading name
(if applicable)

ID/Passport no

Company/Close Corp.
registered no

Income Tax ref no

PAYE ref no 7

VAT registration no 4

SDL ref no L

Customs code

UIF ref no U

Telephone no

Fax
no

E-mail address

Physical address

Postal address

Particulars of representative (Public Officer/Trustee/Partner)

Surname

First names

ID/Passport no

Income Tax ref no

Telephone no

Fax
no

E-mail address

Physical address

Particulars of tender (If applicable)

Tender number:

Estimated tender amount: R

Expected duration of the tender: year(s)

Particulars of the 3 largest contracts previously awarded

Date started	Date finalised	Principal	Contact person	Telephone number	Amount

Audit

Are you currently aware of any Audit Investigation against you/the company?
If "YES" provide details

YES NO

Appointment of representative/agent (Power of Attorney)

I the undersigned confirm that I require a Tax Clearance Certificate in respect of Tenders or Goodstanding.

I hereby authorise and instruct to apply to and receive from SARS the applicable Tax Clearance Certificate on my/our behalf.

CCYY MM DD
Signature of representative/agent Date

Name of representative/agent:

Declaration

I declare that the information furnished in this application as well as any supporting documents is true and correct in every respect.

CCYY MM DD
Signature of applicant/Public Officer Date

Name of applicant/Public Officer:

Notes:

- It is a serious offence to make a false declaration.
- Section 75 of the Income Tax Act, 1962, states: Any person who
 - falls or neglects to furnish, file or submit any return or document as and when required by or under this Act; or
 - without just cause shown by him, refuses or neglects to
 - furnish, produce or make available any information, documents or things;
 - reply to or answer truly and fully, any questions put to him;
 As and when required in terms of this Act ... shall be guilty of an offence.
- SARS will, under no circumstances, issue a Tax Clearance Certificate unless this form is completed in full.
- Your Tax Clearance Certificate will only be issued on presentation of your South African Identity Document or Passport (Foreigners only) as applicable.

BIDDER'S DISCLOSURE

1. PURPOSE OF THE FORM

Any person (natural or juristic) may make an offer or offers in terms of this invitation to bid. In line with the principles of transparency, accountability, impartiality, and ethics as enshrined in the Constitution of the Republic of South Africa and further expressed in various pieces of legislation, it is required for the bidder to make this declaration in respect of the details required hereunder.

Where a person/s are listed in the Register for Tender Defaulters and / or the List of Restricted Suppliers, that person will automatically be disqualified from the bid process.

2. Bidder's declaration

2.1 Is the bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest¹ in the enterprise, employed by the state? **YES/NO**

2.1.1 If so, furnish particulars of the names, individual identity numbers, and, if applicable, state employee numbers of sole proprietor/ directors / trustees / shareholders / members/ partners or any person having a controlling interest in the enterprise, in table below.

Full Name	Identity Number	Name of State institution

2.2 Do you, or any person connected with the bidder, have a relationship

¹ the power, by one person or a group of persons holding the majority of the equity of an enterprise, alternatively, the person/s having the deciding vote or power to influence or to direct the course and decisions of the enterprise.

with any person who is employed by the procuring institution? YES/NO

2.2.1 If so, furnish particulars:

.....

2.3 Does the bidder or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise whether or not they are bidding for this contract? YES/NO

2.3.1 If so, furnish particulars:

.....

3 DECLARATION

I, _____ the _____ undersigned,
 (name)..... in
 submitting the accompanying bid, do hereby make the following
 statements that I certify to be true and complete in every respect:

- 3.1 I have read and I understand the contents of this disclosure;
- 3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect;
- 3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However, communication between partners in a joint venture or consortium² will not be construed as collusive bidding.
- 3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.
- 3.4 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
- 3.5 There have been no consultations, communications, agreements or arrangements made by the bidder with any official of the procuring

² Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.

SBD4

Institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.

- 3.6 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

I CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 1, 2 and 3 ABOVE IS CORRECT.

I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 6 OF PFMA SCM INSTRUCTION 03 OF 2021/22 ON PREVENTING AND COMBATING ABUSE IN THE SUPPLY CHAIN MANAGEMENT SYSTEM SHOULD THIS DECLARATION PROVE TO BE FALSE.

..... Signature	 Date
..... Position	 Name of bidder



BID NUMBER: GTAC 015-2021-22

DESCRIPTION: FOR THE PROVISION OF TECHNICAL ADVISORY SERVICES TO THE GOVERNMENT TECHNICAL ADVISORY CENTRE (GTAC) FOR THE INTERGOVERNMENTAL RELATIONS (IGR) DIVISION TO SUPPORT IN THE IMPLEMENTATION OF THE MUNICIPAL FINANCE IMPROVEMENT PROGRAMME (MFIP) PHASE IIIx: 81 x TECHNICAL ADVISORS.

CLOSING TIME: 15:00 PM

CLOSING DATE: FRIDAY, 10 JUNE 2022

INFORMATION TO BIDDERS

BID NUMBER: GTAC 015-2021-22

DESCRIPTION: PROVISION OF TECHNICAL ADVISORY SERVICES TO THE GOVERNMENT TECHNICAL ADVISORY CENTRE (GTAC) FOR THE INTERGOVERNMENTAL RELATIONS (IGR) DIVISION TO SUPPORT IN THE IMPLEMENTATION OF THE MUNICIPAL FINANCE IMPROVEMENT PROGRAMME (MFIP) PHASE IIIx: 81 x TECHNICAL ADVISORS.

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1. CONTENTS OF THE BIDDER PACK

Tender Pack Doc.	Title	Type	Purpose
1	Information to Bidders	Pdf	For Information
2	Terms of reference	Pdf	Technical Requirements
3	SBD 1 – Invitation to bid	Pdf	To be printed, filled in full and signed.
4	- SBD 2 – Tax clearance certificate requirements. - CSD report/ SARS pin number/MAAA registration number. - ID copies	Pdf	- Tax Clearance Certificate to be submitted for screening purposes. (State Security Agency) - Provide CSD number /SARS pin/ - ID copies of shareholder/s or Directors of the company to be submitted for screening purposes. (State Security Agency)
5	SBD 4 – BIDDER'S DISCLOSURE	Pdf	To be printed, filled in full and signed.
6	Annexure A: General Conditions of Contract	Pdf	To be printed, and to initial all pages
7	CV templates for positions indicated in the TOR	MS Word	For completion in the MS Word Form as provided.
8	SBD 3.3 pricing schedules must be submitted before or on the closing date of the bid in sealed envelopes as per Annexures and clearly marked pricing schedule/Financial proposal.	Pdf	Information requirement for compliance

2. INSTRUCTIONS FOR COMPLETION AND SUBMISSION OF BID PROPOSALS

This bid and all contracts emanating there from shall be subject to the General Conditions of Contract issued in accordance with of the Treasury Regulations 16A published in terms of the Public Finance Management Act, 1999 (Act 1 of 1999).

2.1 COMPLETION OF BID PROPOSALS

Bidders are advised that, in order to facilitate for an efficient evaluation process, the bid should be as prescribed, concise and written in plain English.

2.2 CLARIFICATIONS

- 2.2.1 Requests for clarification must be made in writing by e-mail to psp@gtac.gov.za
- 2.2.2 Requests for clarification shall be accepted by GTAC up until **27 May 2022**
- 2.2.3 The submission bid number [GTAC: 015-2021-22] should be included in the subject line of the email.
- 2.2.4 No telephonic requests for clarification shall be entertained.
- 2.2.5 The clarifications shall be made available to all bidders by a notification on the following websites:
https://www.gtac.gov.za/Pages/Advertised_Tenders.aspx
<http://www.treasury.gov.za/tenderinfo/GTAC/tenders.aspx>/tender e-portal

3 EVALUATION PROCESS

- 3.1 The evaluation process comprises of the following phases:
 - 3.1.1 **Phase I: Initial screening process**
 - 3.1.1.1 During this phase bid documents shall be reviewed to determine compliance with tax matters and whether Central Supplier Database report (CSD) or SARS pin number/MAAA registration has been submitted with the bid documents at closing date and time of bid.
 - 3.1.1.2 The bid proposal shall be checked for compliance with the administrative requirements of the bid as indicate below:

Step	Administrative Requirements	Check
1	Original bid document (Technical and financial proposals separate envelopes per Annexure)	Provided and bound
2	Four copies of the Bid document (Technical and financial proposals separate envelopes per Annexure)	Provided and bound
Included in the bid document		
3	SBD 1	Completed in full and signed
4	SBD2 or CSD registration number/SARS pin and CSD summary report	Provided and valid
5	SBD 4 Bidder's disclosure	Completed in full and signed

Step	Administrative Requirements	Check
9	CV in prescribed format as attached	Must be submitted and signed
10	SBD 3.3 pricing schedule	Completed and signed (sealed in a separate enveloped marked "Pricing Schedule/Financial proposal")

GTAC reserves the right to reject applications that are not submitted in the prescribed format or where the information presented is illegible or incomplete.

3.2 Phase II: Functionality evaluation - Desktop

- a. Bids shall be evaluated strictly according to the bid evaluation criteria stipulated in this section of the Terms of Reference (TOR). During this stage CV's response shall be evaluated for functionality based on achieving a minimum score of **65 %** specified in the Terms of Reference of this bid. CVs from the bidders who are successful in meeting the functionality threshold of 65% shall be invited to attend an interview.
- b. Bidders must, as part of their bid documents, submit supportive documentation for all technical requirements as indicated hereunder. The panel responsible for scoring the respective bids shall evaluate and score all CVs based on their submissions and the information provided.
- c. Bidders need not rate themselves but to ensure that all information is supplied as required. The Bid Evaluation Committee/s (BECs) shall evaluate and score all responsive CVs and shall verify all documents submitted by the bidders.

3.3 Phase III: Functionality evaluation – Interview

- a. GTAC shall invite bidders who score a minimum threshold of **65% and above** for Interview that forms part of the technical/functionality evaluation process in the Terms of Reference. Bidders/CVs who are successful in meeting the functionality threshold of 65% during the interview process, will be evaluated further on Pricing Comparison.

4. SCORING METHODOLOGY

- a. Each BEC panel member shall rate each individual criterion on the score sheet using the values: **1-5** as detailed in the TOR scoring criteria.
- b. This bid's Areas of Expertise (annexures) are independent of each other and GTAC reserves the right to cancel any individual annexure should a need arise. Each area of expertise shall be evaluated independently in line with the specific evaluation criteria.
- c. Individual value scores of BEC panel members shall be consolidated to obtain the marks scored for all elements. These scores shall be added and averaged according to the number of BEC panel members. Only CVs that have met or exceeded the minimum

threshold of 65 % for desktop evaluation and interview will be considered for pricing comparison.

5. This bid is primarily for Technical Advisors as stipulated in the table below:

Annexure	Workstream Description	Location for placement
B1	1x Knowledge and Information Management Technical Advisor	MFIP PMU – Pretoria
B2	8x Asset Management Advisors	Eastern Cape (Bhisho) Free State (Bloemfontein) Gauteng (Johannesburg) Kwa-Zulu Natal (Pietermaritzburg) Limpopo (Polokwane) Mpumalanga (Nelspruit) Northern Cape (Kimberley) North West (Mahikeng)
B3	9 x Supply Chain Management Advisors	Eastern Cape (Bhisho) Free State (Bloemfontein) Gauteng (Johannesburg) Kwa-Zulu Natal (Pietermaritzburg) Limpopo (Polokwane) Mpumalanga (Nelspruit) Northern Cape (Kimberley) North West (Mahikeng) National Treasury – Office of the Chief Procurement Officer (OCPO)
B4	11 x Accounting and Audit Support	
	2x Specialist support in Internal Audit Units and Audit Committees	National Treasury – OAG

	2x Accounting Support	National Treasury – OAG
	2x Legislative and Policy Reforms	National Treasury – OAG
	4x Legislative and Policy Reforms	Eastern Cape (Bhisho) Free State (Bloemfontein) Mpumalanga (Nelspruit) North West (Mahikeng)
	1x IT Specialist	National Treasury – OAG
B5.1 Budget and Revenue Management and Revenue Management Policy Coordination		
	8x Budget and Revenue Management	Eastern Cape (Bhisho) Free State (Bloemfontein) Kwa-Zulu Natal (Pietermaritzburg) Limpopo (Polokwane) Mpumalanga (Nelspruit) Northern Cape (Kimberley) North West (Mahikeng) National Treasury – Local Government Budget Analysis (LGBA)
B5.2	1x Revenue Management Policy Coordination	National Treasury – Local Government Budget Analysis (LGBA)
B6	1x Budget and Financial Management	National Treasury – Local Government Budget Analysis (LGBA)
B7 – B9 Municipal Standard Chart of Accountants (mSCOA) Advisors		
B7	1x mSCOA Roving Advisor 1x mSCOA Training Coordinator 1x mSCOA Accounting and System Expert	National Treasury – Local Government Budget Analysis (LGBA)

	6x <i>m</i> SCOA Provincial Advisors	Eastern Cape (Bhisho) Limpopo (Polokwane) Mpumalanga (Nelspruit) Northern Cape (Kimberley) North West (Mahikeng) Free State (Bloemfontein)
B10	Municipal Support Advisors	
	22 X Municipal Support Advisors	Nine provinces
B11	Municipal Finance Recovery Services (MFRS)	
	MFRS 4x Financial Management Specialists 2x Institutional/ Organisational Development Specialists 2x Engineering Specialist 2x Legal Services Specialist (x2)	National Treasury – Local Government Budget Analysis (LGBA)
	Local Government Budget Analysis (LGBA) Project Administrator	
B12	1x LGBA Project Administrator	National Treasury – Local Government Budget Analysis (LGBA)

- 5.1 The specific requirements and reporting lines for the advisors are articulated in the ToR of this bid.

Kindly note that GTAC in consultation with the policy holder reserves the right to amend the list of provisionally nominated municipalities indicated in the table above based on strategic considerations and operational requirements.

6. Phase IV: Price Comparison

- 6.1 Only CVs that meet the 65% threshold for both the technical evaluation and interviews shall be considered for Pricing Comparison.

NB: Each annexure/MFIP stream highlighted in the TOR shall be awarded to a bidder/s whose bid proposal has been determined to be technically/functionality (desktop and interview) responsive and has been determined to be lowest in terms of hourly rate including VAT (Financial proposal separate envelope per annexure) submission.

The price will be evaluated based on the proposed rates where the recommendation/award will be based on the competitive price.

6.2 Bidders must take note of the maximum rate below:

- a. **ALL Roles except for the Local Government Budget Analysis (LGBA) Project Administrator:** R750.00 per hour **excluding** VAT or R862.50 per hour **inclusive** of VAT.
- b. **LGBA Project Administrator:** R350 per hour **excluding** VAT or R402.50 per hour **inclusive** of VAT.
- c. If the bidders are equal in terms of pricing, the recommendation will be based on the highest points of the technical evaluation
- d. If the bidders are equal in terms of pricing and functionality, the recommendation will be based on the drawing of lots.

6.3.1. Price Schedule/ Financial proposal must be submitted in South African Rand.

6.4. GTAC reserves the right to negotiate rates with the recommended bidder/s.

7. MANDATORY REQUIREMENTS

NB: Failure to comply with these requirements below your bid/CV shall be disqualified.

- 7.1 CVs from persons employed by the State shall not be considered.
- 7.2 CVs from persons employed in terms of the Public Service Act, 1994 (Act 103 of 1994) shall not be considered.
- 7.3 Companies are only allowed to submit no more than three (3) resources per position. Should more than 3 resources be proposed per position, only the first three (3) resources shall be evaluated.
- 7.4 CVs of any individual must only be submitted as part of one position. Bidders must ensure that CVs are signed by the respective individuals confirming that he/she is not included in bids from other service providers. Only CVs on the prescribed CV template shall be considered (Please see attached CV Templates for each annexure). Failure to comply with these restrictions shall lead to disqualification of individuals CVs. GTAC reserves the right to confirm with individuals where their names appear in more than one bid.

- 7.5 SBD 3.3 pricing schedule/financial proposal must be completed and submitted before or on the closing date of the bid in a separate sealed envelope **per annexure** in the TOR and clearly marked "pricing schedule SBS 3.3/Financial Proposal". Failure to comply with this requirement shall lead to a disqualification of the bid. Any other format of Financial Proposal other than prescribed herein shall lead to the disqualification of the bid. Incomplete SBD3.3 shall also lead to a disqualification of the bid.

8. TAX CLEARANCE CERTIFICATE

A valid Tax Clearance Certificate issued by the South African Revenue Services certifying that the taxes of the bidder are in order must be submitted at the closing date and time, where consortium/joint ventures/sub-contractor are involved each party to the association must submit a separate valid Tax Clearance Certificate or SBD2 or Central Supplier Database (CSD) summary report /SARS pin registration number must be provided with this bid.

9. VALUE ADDED TAX

All bid prices must be inclusive of 15% Value-Added Tax and quoted in Rands.

10. CLIENT BASE

- 10.1 GTAC reserves the right to contact references during the evaluation and adjudication process to obtain information.

11. LEGAL IMPLICATIONS

Successful bidder/s must be prepared to enter into a service level agreement with the GTAC.

The GTAC reserves the right to award this bid on a non-exclusive basis, i.e. GTAC may procure similar services outside this bid with the view of securing the best service and value for money.

12. COMMUNICATION

Professional Services Procurement (PSP) within GTAC shall communicate with bidders for, among others, where bid clarity is sought, to obtain information or to extend the validity period. Any communication either by facsimile, letter or electronic mail or any other form of correspondence to any government official.

13. COUNTER CONDITIONS

Bidders' attention is drawn to the fact that amendments to any of the Information to bid by bidders shall result in invalidation of such bids.

14. PROHIBITION OF RESTRICTIVE PRACTICES

- a. In terms of section 4(1) of the Competition Act No. 89 of 1998, as amended, an agreement between, or concerted practice by, firms, or a decision by an association of firms, is prohibited if

it is between parties in a horizontal relationship and if a bidder(s) is/ are or a contractor(s) was/were involved in:

- directly or indirectly fixing a purchase or selling price or any other trading condition;
- dividing markets by allocating customers, suppliers, territories or specific types of goods or services; or
- collusive bidding.

- b. If a bidder(s) or contractor(s), in the judgment of the purchaser, has/have engaged in any of the restrictive practices referred to above, the purchaser may, without prejudice to any other remedy provided for, invalidate the bid(s) for such item(s) offered or terminate

the contract in whole or in part and refer the matter to the Competition Commission for investigation and possible imposition of administrative penalties as contemplated in the Competition Act No. 89 of 1998.

15. FRONTING

- a. The GTAC supports the spirit of broad based black economic empowerment and recognizes that real empowerment can only be achieved through individuals and businesses conducting themselves in accordance with the Constitution and in an honest, fair, equitable, transparent and legally compliant manner. Against this background the GTAC condemns any form of fronting.
- b. The GTAC, in ensuring that bidders conduct themselves in an honest manner will, as part of the bid evaluation processes, conduct or initiate the necessary enquiries/investigations to determine the accuracy of the representation made in bid documents. Should any of the fronting indicators as contained in the Guidelines on Complex Structures and Transactions and Fronting, issued by the Department of Trade and Industry, be established during such enquiry/investigation, the onus will be on the bidder / contractor to prove that fronting does not exist. Failure to do so within a period of 14 days from date of notification may invalidate the bid/contract and may also result in the restriction of the bidder/contractor to conduct business with the public sector for a period not exceeding ten years, in addition to any other remedies the National Treasury may have against the bidder/contractor concerned.

16. TIMEFRAMES AND FORMAL CONTRACT

Successful bidder(s) will be required to enter formal contract with the GTAC.

17. PACKAGING OF BID

The bidder shall place both the sealed Technical Proposal and Price/ Financial Proposal envelopes into an outer sealed envelope or package, and must be clearly marked as follows:

18. FUNCTIONALITY PROPOSAL

- 18.1. The bid submission must include four individually bound documents:
- 18.2. The originally signed and bound original document; and
- 18.3. Four individually bound copies of the original document. The bid document must include the following;

Sequence	Document Title
1	SBD 1
2	CSD report/ SARS pin number/MAAA registration number
3	SBD 4
4	CV in prescribed format and other supporting documents
5	Certified copy of academic qualifications

- 18.4.1 The bid shall not include any other documentation (eg. Annual reports, brochures).
- 18.5 The bid shall be enclosed in a sealed envelope per each stream highlighted in the TOR.
- 18.6 The envelope is to be addressed as follows:

BID DESCRIPTION:	PROVISION OF TECHNICAL ADVISORY SERVICES TO THE GOVERNMENT TECHNICAL ADVISORY CENTRE (GTAC) FOR THE INTERGOVERNMENTAL RELATIONS (IGR) DIVISION TO SUPPORT IN THE IMPLEMENTATION OF THE MUNICIPAL FINANCE IMPROVEMENT PROGRAMME (MFIP) PHASE IIIx: 81 x TECHNICAL ADVISORS.
BID No:	GTAC: 015-2021-22
Submission closing date:	Friday, 10 June 2022
Submission closing time:	15:00 pm
Name of bidder:	
Contact number of bidder:	
Address of bidder:	

19 PRICE SCHEDULE SBD 3.3 (FINANCIAL PROPOSAL) AS PROVIDED IN THE FORMAT ATTACHED.

- 19.1 The envelope must be addressed as follows:

PRICE SCHEDULE SBD 3.3 (FINANCIAL PROPOSAL)

GTAC 015-2021-22 PROVISION OF TECHNICAL ADVISORY SERVICES TO THE GOVERNMENT TECHNICAL ADVISORY CENTRE (GTAC) FOR THE INTERGOVERNMENTAL RELATIONS (IGR) DIVISION TO SUPPORT IN THE IMPLEMENTATION OF THE MUNICIPAL FINANCE IMPROVEMENT PROGRAMME (MFIP) PHASE IIIx: 81 x TECHNICAL ADVISORS.

BID DESCRIPTION:	PROVISION OF TECHNICAL ADVISORY SERVICES TO THE GOVERNMENT TECHNICAL ADVISORY CENTRE (GTAC) FOR THE INTERGOVERNMENTAL RELATIONS (IGR) DIVISION TO SUPPORT IN THE IMPLEMENTATION OF THE MUNICIPAL FINANCE IMPROVEMENT PROGRAMME (MFIP) PHASE IIIx: 81 x TECHNICAL ADVISORS.
BID No:	GTAC: 015-2021-22
Submission closing date:	Friday, 10 June 2022
Submission closing time:	15:00 pm
Name of bidder:	
Contact number of bidder:	
Address of bidder:	

In this envelope, the bidder shall provide the SBD 3.3/ financial proposal completed and signed including the names of relevant, correct resource/s as indicated in the CV.

20 CONTACT DETAILS

Professional Services Procurement, 24th floor at GTAC,

Private Bag x 115, Pretoria, 0001

Physical address: 240 Madiba Street (Vermeulen), Pretoria

For any enquiries, email: psp@gtac.gov.za

TERMS OF REFERENCE

FOR THE PROVISION OF TECHNICAL ADVISORY SERVICES TO THE GOVERNMENT TECHNICAL ADVISORY CENTRE (GTAC) FOR THE INTERGOVERNMENTAL RELATIONS (IGR) DIVISION TO SUPPORT IN THE IMPLEMENTATION OF THE MUNICIPAL FINANCE IMPROVEMENT PROGRAMME (MFIP) PHASE IIIx: 81 x TECHNICAL ADVISORS

1 x Knowledge and Information Management Advisor
8 x Asset Management Advisors
9 x Supply Chain Management Advisors
11 x Accounting and Audit Support Advisors
8 x Budget and Revenue Management (BRM) Advisors
1 x Revenue Management Policy Coordination Advisor
1 x Budget and Financial Management (BFM) Advisor
9 x Municipal Standard Chart of Accounts (mSCOA) Advisors
10 x Municipal Finance Recovery Services (MFRS) (MFRS) Advisors
22 x Municipal Support Advisors
1 x Local Government Budget Analysis (LGBA) Project Administrator

PN 1027

BACKGROUND INFORMATION

Programme Identification

Tender reference:	
Contracting authority	Government Technical Advisory Centre (GTAC), National Treasury
Name of project work stream	MFIP IIIx: Knowledge and Information Management; Asset Management; Supply Chain Management Advisors; Accounting and Audit Support Advisors; Budget and Revenue Management (BRM) Advisors, Budget and Financial Management (BFM) Advisors, Municipal Standard Charts of Accounts (mSCOA) Advisors, Municipal Financial Rapid Response (MFRS) Services Advisors, LGBA Project Administrator; Municipal Support Advisors and the LGBA Project Administrator
Budget Manager	Johnson Matshivha Acting Chief Director: MFIP
Purpose	Provision of technical advice and support to the programme.
Planned start date	On or about 01 July 2022

Johnson Matshivha
Acting Chief Director: MFIP

Date: 13 May 2022

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PROVISION OF TECHNICAL ADVISORY SERVICES TO THE GOVERNMENT TECHNICAL ADVISORY CENTRE (GTAC) FOR THE INTERGOVERNMENTAL RELATIONS (IRG) DIVISION TO SUPPORT IN THE IMPLEMENTATION OF THE MUNICIPAL FINANCE IMPROVEMENT PROGRAMME (MFIP) PHASE IIIx: 81x TECHNICAL ADVISORS

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LIST OF ABBREVIATIONS

BRM	Budget and Revenue Management
BTO	Budget and Treasury Office
CoMAFs	Communication of Audit Findings
DM	District Municipality
GRAP	Generally Recognised Accounting Practices
GTAC	Government Technical Advisory Centre
IGR	Intergovernmental Relations
KIM	Knowledge and Information Management
LGBA	Local Government Budget Analysis
LGFM	Local Government Financial Management
LM	Local Municipality
MBRR	Municipal Budget and Reporting Regulations
MFIP	Municipal Finance Improvement Programme
MFMA	Municipal Finance Management Act
MPACs	Municipal Public Accounts Committees
mSCOA	Municipal Standard Chart of Accounts
MTSF	Medium-Term Strategic Framework
MFRS	Municipal Finance Recovery Services
NQF	National Qualifications Framework
NT	National Treasury
OAG	Office of the Accountant-General
OCPO	Office of the Chief Procurement Officer
PFMA	Public Finance Management Act
PMU	Programme Management Unit
PT	Provincial Treasury
SBD	Standard Bidding Document
SCM	Supply Chain Management
SOPs	Standard Operating Procedures
SQL	Structured Query Language
TA	Technical Advisor
ToR	Terms of Reference
VAT	Value Added Tax
UIF&W	Unauthorised, Irregular, Fruitless and Wasteful Expenditure

1 PART A: TERMS OF REFERENCE – PURPOSE OF THESE TERMS OF REFERENCE

- 1.1. GTAC is seeking highly qualified, skilled, and experienced Technical Advisors (TAs) to provide professional services to support the National Treasury in the implementation of the Municipal Finance Improvement Programme (MFIP) Phase IIIx.
- 1.2. These terms of reference detail the general and specific qualifications, skills and experience requirements, the work that will be expected to be performed as well as other relevant contractual and working arrangements that will apply.
- 1.3. Offers will be accepted from individuals and/or companies that propose to provide resources for this work. The basis for the evaluation will be the qualifications, skills, and experience of individuals.
 - Section 2 of this document outlines the restrictions applicable to this bid.
 - Section 3 sets out background information on GTAC, the NT, MFIP IIIx and the TA sourcing process.
 - Section 4 sets out the specific requirements for TAs in terms of the stipulated focus areas and activities.
 - Section 5 sets out minimum submission requirements that will need to be met by bidders.
 - Section 6 outlines the criteria that will be used to evaluate the functionality of bids.
 - Section 7 sets out the general requirements expected from TAs.
 - Section 8 outlines important contractual conditions that will apply to successful bidders.
- 1.4. **This bid's Areas of Expertise (annexures) are independent of each other and GTAC reserves the right to cancel any individual annexure should a need arise. Each area of expertise will be evaluated independently in line with the specific evaluation criteria.**

2 RESTRICTIONS

- 2.1 CVs from persons employed in terms of the Public Service Act, 1994 (Act 103 of 1994) will not be considered.
- 2.2 Companies are only allowed to submit no more than three (3) resources per position. Should more than 3 resources be proposed per position, only the first three (3) resources will be evaluated.
- 2.3 CVs of any individual must only be submitted as part of one position per annexure. Bidders must ensure that CVs are signed by the respective individuals confirming that he/she is not included in bids from other service providers. Only CVs on the prescribed CV template will be considered (Please see attached CV Templates for each annexure). Failure to

comply with these restrictions will lead to disqualification of individuals CVs. GTAC reserves the right to confirm with individuals where their names appear in more than one bidder.

3 BACKGROUND INFORMATION

3.1 General

3.1.1 GTAC is an agency of National Treasury, established to provide advisory services, programme management and transaction support across all spheres of government. Its central mandate is to assist organs of state in building capacity for efficient, effective, and transparent public finance management and in implementing high-impact government initiatives.

3.1.2 GTAC contributes to public finance management capacity development and knowledge sharing by:

- (a) Promoting collaborative and innovative approaches to service delivery challenges, in collaboration with partner institutions;
- (b) Developing and adapting methodologies and tools designed to meet government and public-sector management requirements;
- (c) Communicating and publishing evaluation reports, case studies and research papers; and
- (d) Public finance professional development.

3.1.3 GTAC implements its mandate through a client-focused and project-based approach and collaborates with partners inside and outside government in the development and delivery of its services.

3.1.4 GTAC has been appointed by the Intergovernmental Relations division to appoint resources for phase IIIx of the Municipal Finance Improvement Programme (MFIP).

3.2 National Treasury and the Office of the Accountant-General (OAG)

3.2.1 The National Treasury is committed to building capacity for sound and transparent financial management, across all three spheres of government.

3.2.2 The National Treasury has pursued an aggressive financial management reform and modernisation agenda in local government. To date, significant progress has been made of which milestones include, among others:

- Promulgation of the Municipal Finance Management Act (MFMA), 2003;

- Development and implementation of a fiscal framework aimed at supporting the Constitutional objectives of local government;
- Development and implementation of a budgeting framework for local government through the Municipal Budget and Reporting Regulations, 2009;
- Development and implementation of an in-year reporting framework, including the monitoring of conditional grant performance;
- Continuous refinement of the accounting standards (GRAP Standards) directly aligned to the principles of accrual accounting; and
- Promulgation of the Municipal Regulations on a Standard Chart of Accounts (mSCOA) on 22 April 2014, where after municipalities had a three-year preparation period to comply with the Regulation by 1 July 2017.

3.2.3 The OAG promotes and enforces transparency and effective management in respect of revenue expenditure, assets, and liabilities of institutions in all three spheres of government. This includes the administration of the National Revenue Fund (NRF), the Reconstruction and Development Programme Fund (RDPF), and Banking Services (BS) for national departments. The OAG is the custodian of the PFMA and MFMA and is responsible for developing policies and frameworks on accounting, internal audit and risk management.

3.3 Background to MFIP

3.3.1 As a result of the persistent poor performance of municipalities over the past fifteen years, numerous support programmes and interventions have been initiated by both national and provincial governments in an effort to improve the capacity of local government, address inadequate service delivery issues, and enhance good governance through improved accountability and transparency.

3.3.2 The Municipal Finance Improvement Programme is incorporated into the National Treasury (NT) Strategic Plan, and currently institutionalised within the NT, in the Intergovernmental Relations (IGR) division. The overall strategic goal of the programme is to facilitate improvements in the management of the financial affairs of municipalities, and to facilitate effective implementation of the Municipal Finance Management Act (MFMA), Act 56 of 2003.

3.3.3 During the 2021/22 FY, the MFIP IIIx underwent an extensive evaluation conducted by the National Treasury Strategic Planning, Monitoring & Evaluation (NTSPME) unit on behalf of the Director-General. The evaluation sought to establish the extent of the impact

achieved through MFIP. The evaluation further sought to determine the effectiveness, efficiency and relevance of the programme.

3.3.4 The results of the evaluation will contribute to the following:

- (a) Inform decision-making on the future of the programme;
- (b) Improving accountability for where public spending is going and the difference it is making; and
- (c) Increase learnings to inform what has worked and has not with regards to the programme.

3.3.5 The MFIP supports Pillar 3, Priority 6 of Government's Medium-Term Strategic Framework (MTSF: 2019 – 2024), in building a capable, ethical and developmental State as it relates to outcome 2, i.e. functional, efficient and integrated government.

3.3.6 The current MFIP is a strategically driven programme of technical assistance aligned to the six LGFM game changers, designed to build the institutional and technical financial management capacity of NT, PTs and Municipalities. This is mainly achieved through the placement of Technical Advisors (TAs) within the MFMA support units of provincial treasuries, and the Budget and Treasury Office (BTO) of municipalities.

3.3.7 The Director-General approved a three-month extension of the current MFIP IIIx contracts as well as the advertisement of a new tender for the appointment of technical advisors for another 2 years with an option of a 1-year extension if required. This phase will commence on 01 July 2022 and will usher in the development of a new programme design and machinery as well as a managed transition into a new MFIP phase to be located within the IGR division of the National Treasury.

3.3.8 The processes included strengthening the institutionalisation of the modified MFIP business model; ongoing elucidation and advocacy of the revised governance and management arrangements with programme stakeholders; sourcing of technical advisors to implement the entire spectrum of MFIP technical support to programme beneficiaries in NT, PTs and municipalities; and implementing the MFIP Knowledge Information Management strategy to ensure increased efficiency in programme administration and enhanced knowledge sharing and collaborative learning across the project work streams.

3.3.9 A core requirement for potential support under the MFIP IIIx is that the positions of Municipal Manager and Chief Financial Officer in municipalities and MFMA Co-ordinator and project counterparts (Directors) in PTs must be filled, or measures taken to fill such positions, before consideration for assistance will be given.

3.3.10 The MFIP IIIx operating model is set out in the figure below and illustrates the alignment of the integrated project work streams to the six LGFM game changers. It further shows the three modalities of providing direct institutional and technical capacity support to selected NT divisions, PT municipal finance units and the BTOs of identified municipalities.

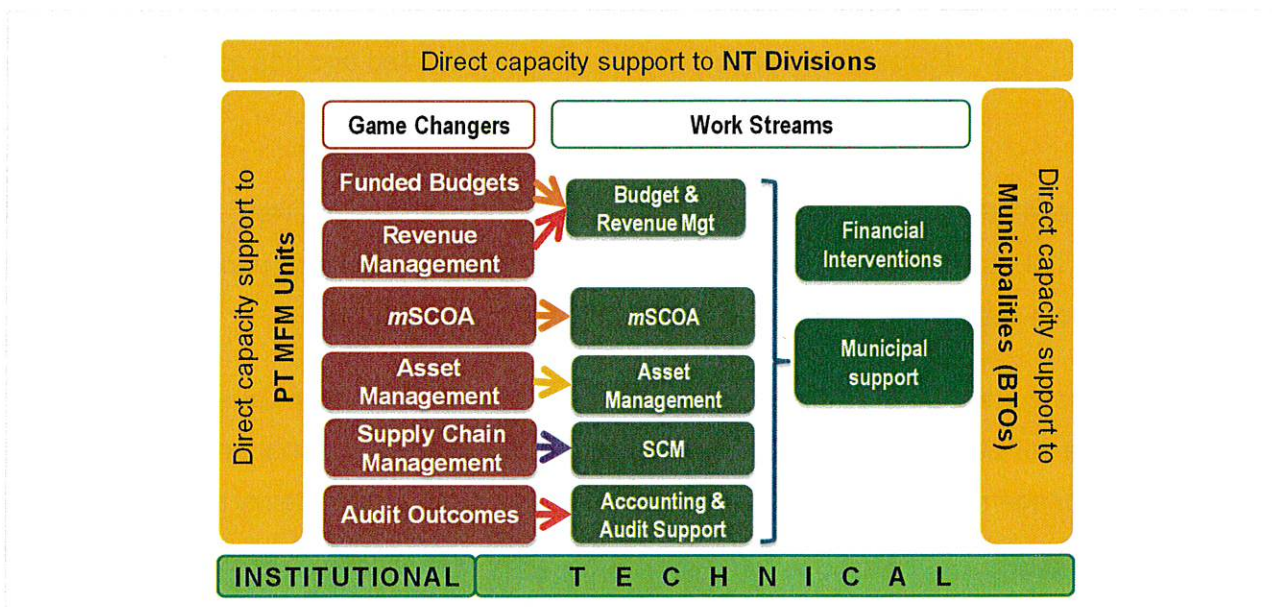


Figure 1: MFIP Operating Model

3.3.11 The MFIP Programme Management Unit (PMU) is responsible for providing the overall strategic leadership, oversight, management, and support required for the successful implementation of the Municipal Finance Improvement Programme. This includes:

- Preparing the overall work programme;
- Managing the budget, formulating the scope of work, and executing specific project objectives; and
- Managing, monitoring, and evaluating the performance of all resources, policies, and programme implementation.

3.3.12 The PMU is led by a Chief Director who is supported by Directors and other Project Support officials. The PMU oversees the work performed by MFIP TAs deployed to the NT, respective PTs and participating municipalities.

3.3.13 The MFIP also works in close consultation with relevant NT Chief Directorates to ensure coherence of policy implementation and specialist support and the co-development of initiatives, tools and systems that can be used to strengthen overall improvements in the local government financial management space.

3.3.14 This ToR is primarily for the following Technical Advisors:

PROVISION OF TECHNICAL ADVISORY SERVICES TO THE GOVERNMENT TECHNICAL ADVISORY CENTRE (GTAC) FOR THE INTERGOVERNMENTAL RELATIONS (IRG) DIVISION TO SUPPORT IN THE IMPLEMENTATION OF THE MUNICIPAL FINANCE IMPROVEMENT PROGRAMME (MFIP) PHASE IIIx: 81x TECHNICAL ADVISORS

Workstream Description	Location for placement
1x Knowledge and Information Management Technical Advisor	MFIP PMU – Pretoria
8x Asset Management Advisors	Eastern Cape (Bhisho) Free State (Bloemfontein) Gauteng (Johannesburg) Kwa-Zulu Natal (Pietermaritzburg) Limpopo (Polokwane) Mpumalanga (Nelspruit) Northern Cape (Kimberley) North West (Mahikeng)
9 x Supply Chain Management Advisors	Eastern Cape (Bhisho) Free State (Bloemfontein) Gauteng (Johannesburg) Kwa-Zulu Natal (Pietermaritzburg) Limpopo (Polokwane) Mpumalanga (Nelspruit) Northern Cape (Kimberley) North West (Mahikeng) National Treasury – Office of the Chief Procurement Officer (OCPO)
11 x Accounting and Audit Support	
2x Specialist support in Internal Audit Units and Audit Committees	National Treasury – OAG
2x Accounting Support	National Treasury – OAG
2x Legislative and Policy Reforms	National Treasury – OAG
4x Legislative and Policy Reforms	Eastern Cape (Bhisho) Free State (Bloemfontein) Mpumalanga (Nelspruit) North West (Mahikeng)
1x IT Specialist	National Treasury – OAG
8x Budget and Revenue Management	Eastern Cape (Bhisho) Free State (Bloemfontein) Kwa-Zulu Natal (Pietermaritzburg) Limpopo (Polokwane) Mpumalanga (Nelspruit) Northern Cape (Kimberley) North West (Mafikeng) National Treasury – Local Government Budget Analysis (LGBA)

PROVISION OF TECHNICAL ADVISORY SERVICES TO THE GOVERNMENT TECHNICAL ADVISORY CENTRE (GTAC) FOR THE INTERGOVERNMENTAL RELATIONS (IRG) DIVISION TO SUPPORT IN THE IMPLEMENTATION OF THE MUNICIPAL FINANCE IMPROVEMENT PROGRAMME (MFIP) PHASE IIIx: 81x TECHNICAL ADVISORS

1x Revenue Management Policy Coordination	National Treasury – Local Government Budget Analysis (LGBA)
1x Budget and Financial Management	National Treasury – Local Government Budget Analysis (LGBA)
1x mSCOA Roving Advisor 1x mSCOA Training Coordinator 1x mSCOA Accounting and System Expert	National Treasury – Local Government Budget Analysis (LGBA)
6x mSCOA Provincial Advisors	Eastern Cape (Bhisho) Limpopo (Polokwane) Mpumalanga (Nelspruit) Northern Cape (Kimberley) North West (Mahikeng) Free State (Bloemfontein)
MFRS 4x Financial Management Specialists 2x Institutional/ Organisational Development Specialists 2x Engineering Specialist 2x Legal Services Specialist (x2)	National Treasury – Local Government Budget Analysis (LGBA)
1x LGBA Project Administrator	National Treasury – Local Government Budget Analysis (LGBA)
22 x Municipal Support Advisors	
Province	Local Municipality (LM)/District Municipality (DM)
Eastern Cape 4 TAs	- Amathole DM (Amahlathi LM, Raymond Mhlaba LM and Amathole DM), - Chris Hani DM (Enoch Mgijima and Chris Hani DM), - Sarah Baartman DM (Makana LM and Kou-Kamma LM) - Joe Gqabi DM (Walter Sisulu LM)
Free State 3 TAs	- Lejweleputswa DM (Tokologo LM and Matjhabeng LM), - Fezile Dabi DM (Metsimaholo LM and Mafube LM) - Thabo Mofutsanyana DM (Maluti-a-Phofung LM, Mantsopa LM, Nketoana LM)
Gauteng 2 TAs	- Sedibeng DM (Emfuleni LM and Sedibeng DM) - West Rand DM (West Rand DM and Merafong City LM and Mogale LM)
Kwa-Zulu Natal 2 TAs	- Umkhanyakude DM (Umkhanyakude DM and Mtubatuba LM) - Umzinyathi DM and Uthukela DM (Umzinyathi DM and Uthukela DM)
Limpopo 2 TA	- Waterberg DM (Modimolle-Mookgophong LM and Mogalakwena LM and Thabazimbi LM) - Mopani DM (Mopani DM and Ba-Phalaborwa LM)
Mpumalanga 3 TAs	- Gert Sibande DM (Msukaligwa LM, Lekwa LM and Govan Mbeki LM), - Nkangala DM (Emalahleni LM and Victor Khanye LM) - Ehlanzeni DM (Thaba Chweu LM and Nkomazi LM)
Northern Cape 2 TAs	- John Taolo Gaetsewe DM (Gamagara LM Ga-Segonyane LM and Joe Morolong) - Frances Baard DM (Phokwane LM, Dikgatlong LM and Magareng LM)

North West 3 TAs	• Ngaka Modiri Molema DM (Tswaing LM, Mafikeng LM, Ditsobotla LM, Ramotshere Moiloa LM, Ratlou LM), • Bojanala DM (Madibeng LM and Kgetlengrivier LM, Bojanala DM) • Dr Ruth Segomotsi-Mompoti DM (Naledi LM and Dr Ruth Segomotsi-Mompoti DM, Mamusa LM)
Western Cape 1 TA	• Central Karoo DM (Beaufort West and Laingsburg)

3.3.15. The specific requirements and reporting lines for the advisor are articulated in section 4 of the ToR.

Kindly note that GTAC in consultation with the policy holder reserves the right to amend the list of provisionally nominated municipalities indicated in the table above based on strategic considerations and operational requirements.

4 SUBMISSION REQUIREMENTS

4.1 Minimum requirements from the bidder(s)

Bidders must submit a responsive proposal in accordance with these terms of reference.

4.1.1 Bidders must provide supporting documentation as proof of educational qualifications as well as all required certificates contemplated above. All copies must be certified. All international qualifications must be accompanied by South African Qualifications Authority (SAQA) Accreditation. Please note Certificate of membership shall not be deemed as proof of educational qualification (Education qualifications refers to certifications issued by institution of high learning e.g Certificate, diploma, degree, etc.)

4.1.2 Non-submission of certified academic qualifications and SAQA accreditation will lead to disqualification.

4.1.3 Bidders for the Knowledge and Information Management role must possess the minimum relevant qualifications, as specified in annexure B1 below

4.1.4 Bidders must submit the attached SBD 4 document. A bid will be disqualified if this disclosure is found not to be true and complete in every respect. The following definitions should be considered when completing the form:

“Person” means a bidder or supplier or shareholder, director, trustee, partner, member of a bidder or supplier having the controlling interest in the bidder or supplier.

"State" means a national or provincial department, national or provincial public entity or constitutional institution, a municipality or municipal entity, a provincial legislature or parliament.

4.1.5 Bidders must submit separate envelopes for each area of expertise and clearly mark the area of expertise for which the bid is being submitted. Failure to clearly mark the area of expertise for which the bid is being submitted may result in disqualification.

4.1.6 A two-stage bidding process will be followed:

1st envelop must be technical proposal AND 2nd envelop must be a financial proposal (SBD 3.3).

Failure by a bidder to comply with the above minimum requirements will result in such Bidder's proposal not being evaluated further.

4.2 Technical Requirements

4.2.1 The bidder must indicate the educational qualifications in respect of each resource offered for each area of expertise in line with the QUALIFICATIONS EVALUATION CRITERIA listed in the applicable **Tables** below.

4.2.2 The bidder must show the "Number of years' experience in Learning, Knowledge and Innovation management as per the GENERAL EXPERTISE EVALUATION CRITERIA in the applicable **Tables** below. The number of years' experience must be relevant to the requirement listed in this ToR including knowledge and information management technology platforms and tools, content management tools, public relations, information management, user support technologies, change management and monitoring and evaluation systems.

4.2.3 Each bidder will be required to provide a record of "demonstrated experience and achievements" and "years' experience" for each resource offered as per the SPECIFIC EXPERTISE EVALUATION CRITERIA listed under sections 3.1 and 3.2 in the applicable **Tables** below.

4.2.4 The above criteria will be provided for in the CV template that each bidder **MUST** complete. Bidders who do not provide a record of experience will not be considered for the role. The evaluation will place an emphasis on the hands-on experience, achievements, the scale and scope of the projects and reforms implemented, the extent to which the experience demonstrates a holistic view of the specialisation and context and demonstrates the candidate's ability to conceptualise and lead change initiatives.

4.2.5 Candidates must elaborate in their CVs specific hands-on experience including the reforms that he/she was actively involved in. The record of experience will be used to evaluate the bidder's specific experience using the evaluation criteria below.

5 GENERAL REQUIREMENTS

5.1 Period and level of effort

MFIP IIIx TAs will be procured as follows:

- 5.1.1 For a period commencing on or about 1 July 2022 to 30 June 2024.
- 5.1.2 Will be required to work eight hours per day for the duration of the programme, unless otherwise agreed by the parties.
- 5.1.3 The maximum level of effort required per financial year (1 April to 31 March) will be 230 normal working days or 1840 hours. This will be pro-rated for the first financial year based on the actual date of appointment.
- 5.1.4 The contract will be reviewed at least bi-annually based on performance.

5.2 Additional work to be performed

Across all areas of work, TAs will be expected to:

- 5.2.1 Build and maintain positive working relationships with all MFIP participants and stakeholders;
- 5.2.2 Serve as resources for technical specialist advisory on strategic priorities and projects;
- 5.2.3 Contribute to MFIP's annual, quarterly, and monthly reporting;
- 5.2.4 Promote learning and cooperation for improved service delivery and sustainability;
- 5.2.5 Support the development and refreshment of MFIP methodologies and toolkits; and
- 5.2.6 Support knowledge generation including the identification of areas for knowledge sharing the development of case studies, and participation in knowledge sharing initiatives.

5.3 General capabilities required

Across all areas of work, TAs must have the following general capabilities.

- 5.3.1 Collaborative team player with excellent interpersonal skills and the ability to effectively interact with stakeholders;
- 5.3.2 Logical, creative, innovative, analytical, lateral thinking, and problem solving;
- 5.3.3 Communication skills (verbal & written) with the ability to listen and learn;
- 5.3.4 Ability to transfer skills;
- 5.3.5 Ability to work under consistent and continuous pressure from varied sources, yet be able to maintain a supportive approach;

- 5.3.6 Advanced computer skills including detailed knowledge and use of the Microsoft Office Suite;
- 5.3.7 Ability to review and analyse strategic issues, current roles, functions, interface, processes and procedures, risks, and options; and
- 5.3.8 A clear understanding of the desired outcomes of the local government financial management and budget reform agenda.

NB: mSCOA TAs will be required to complete the mSCOA eLearning course hosted by the National School of Governance at their own cost as part of the induction programme.

5.4 Limitations of Assistance

Resources provided by GTAC including the TAs appointed via this process:

- 5.4.1 Have no authority or signing powers to bind either the client or GTAC unless as provided for in the Project Charter or agreement between GTAC and the Client; and
- 5.4.2 May only provide support and execute functions as set out in the agreed Project Charter, these Terms of Reference; and as defined in the MFIP IIIx Programme Management Plan.

5.5 Monitoring and Reporting

- 5.5.1 Monthly activity reports on the progress with reference to the work plan and specified key performance indicators will be compiled and submitted to the MFIP PMU.
- 5.5.2 TAs may from time to time be required to perform other functions as determined by the Head of MFIP, however, within the scope of work performed generally by the unit.
- 5.5.3 In addition, at any time during the contract period, it may be required from the technical advisor to be physically based at any municipality under intervention to assist in the execution of municipal functions or any other assignment as may be determined by the Head of the MFIP or the workstream policy owner.

6 CONTRACTUAL CONDITIONS

6.1 Contracting Authority

The service provider will contract directly with the GTAC.

6.2 Contract Fees

- 6.2.1 Remuneration of TAs has been benchmarked against public service rates taking into account reasonable adjustments for overhead costs of long-term consultants. The rate for the TAs will thus be capped as follows:
- **All roles, with the exception of the LGBA Project Administrator:** R750.00 per hour **excluding** VAT or R862.50 per hour **inclusive** of VAT.

- **LGBA Project Administrator:** R350 per hour **excluding** VAT or R402.50 per hour **inclusive** of VAT.
- 6.2.2 All successful bidders, with the exception of the LGBA Project Administrator, will be required to register for VAT as the annual contract amount is above the VAT threshold.
- 6.2.3 Fees may be adjusted in April of each year at the discretion of the Head of GTAC and the IGR taking into consideration available budget and government's fiscal stance.
- 6.2.4 GTAC will make offers to successful bidders.
- 6.2.5 Fees exclude direct costs relating to project execution such as travel for which GTAC will make provision.
- 6.2.6 GTAC does not pay for TA travel and parking costs to and from place of residence and their place work.
- 6.2.7 GTAC will not pay relocation costs or additional allowance for accommodation for successful bidders placed outside of their usual place of residence (home town).

6.3 Facilities to be provided by TAs

TAs will be responsible for the provision of any computer equipment (see Annexure A: Minimum Specifications), connectivity, and all other administrative supplies that may be required over the duration of the programme.

6.4 TA Reporting Requirements

- 6.4.1 The following reports will be submitted by TAs as proof of delivery of services:
- (a) Daily capture of effort/time and audit evidence indicating work done, deliverables submitted, and time allocated to the achievement thereof;
 - (b) Monthly progress reports;
 - (c) Performance reports, at least bi-annually in support of individual TA performance reviews; and
 - (d) A close-out report on completion or termination of the TA contract.
- 6.4.2 As part of project work, TAs will be required to deliver agreed project reports and project closure reports;
- 6.4.3 Reports shall be written in English; and
- 6.4.4 All reports, files, notes, electronic files, and documents shall be structured, formatted, and completed according to the requirements of the MFIP PMU.

7 BID VALIDITY PERIOD

The bid will be valid for a period of 180 (one hundred and eighty) days.

PART B: SPECIFIC TECHNICAL ADVISOR REQUIREMENTS AND EVALUATION CRITERIA

Annexure A: Computer (Laptop) Minimum Specifications

COMPONENT REQUIREMENT

Computer and processor

Windows: 2 gigahertz (GHz) or faster, 2-core.

macOS: Intel processor

Memory

Windows: 4GB RAM; 2 GB RAM (32-bit)

macOS: 4 GB RAM

Hard disk

Windows: 4.0 GB of available disk space

macOS: 10 GB of available disk space.

Operating system

Windows: Windows 10.

macOS: Current three most recent versions

Browser

The current version of Microsoft Edge, Safari, Chrome, or Firefox.

Annexure B1: Role 1 Knowledge and Information Management Advisor (1 resource)

NB: Bidders must submit separate envelopes for each area of expertise and clearly mark the area of expertise for which the bid is being submitted.

Annexure B1: Role 1 Knowledge and Information Management Advisor (1 resource)

ROLE 1: SPECIFIC TECHNICAL ADVISOR REQUIREMENTS

1.1 Overall Objective

The overall purpose of the MFIP Knowledge and Information Management unit, is to ensure three outcomes, namely knowledge and content management, technology enablement and innovation and grand challenges.

1.2 Specific Scope of Work

The key activities per focus area over the duration of the project will include, but not limited to the areas highlighted below.

Table 1: Knowledge and information management Focus Areas and Key Activities

Focus Area	Activities
Knowledge and Content Management	• Enable the collection of all content, materials and information generated by MFIP projects and stakeholders; • Manage and maintain a body of content/information in accordance with defined knowledge and information management best practices; • Promote and facilitate collaboration, learning and sharing of content and information on relevant technology platforms; • Establish and support learning networks and communities of practice that are self-sustaining and focussed on exploiting shared learning of opportunities; and • Assist in providing input into MFIP strategic and corporate documents and assist in development of best practice guides and circulars in learning and innovation. • Complete data source, transform, model and analysis process in line with best practise K2, SQL database development and Power BI report development • Power Bi report development in line with user requirements and embedding on SharePoint • Solutions updates and training
Technology enablement, implementation and support	• Design and implement effective knowledge and information management systems to support MFIP; • Gather functional requirements and perform feasibility study to inform K2 system development; • Provide hands on technical support to the MFIP teams to implement knowledge and information management systems (K2, Microsoft Office 365, SQL, Survey Monkey); • MFIP user technical support helpdesk management • Coordinate and provide hands on technical support to programme users on knowledge and information solutions; • Support programme stakeholders with technical advice through formal programme structures and counterparts – as well addressing ad hoc support

Focus Area	Activities
	needs. This includes maintaining a painpoints (issues & risks) and triggers (opportunities) register; and • Strengthening information links and stakeholder collaboration and communication across project streams and functional areas. • Support practices that assure quality, accessibility and utility of data and information to support programme decision-making processes. • Monitor and evaluate the performance and impact of knowledge and information management systems and practice and assist the MFIP teams to optimise programme performance; • Continual service improvements and innovations through data analytics and information management; • Leverage existing knowledge in the creation of new knowledge; and • Utilise knowledge to improve business practices, processes and performance.

1.3 Project location and reporting

The Knowledge and Information Management, for the duration of the project will be based via the Municipal Finance Improvement Programme Phase IIIx (MFIP IIIx) at the PMU based at the National Treasury, 240 Madiba Street, Pretoria.

1.4 Specific expertise required

Successful bidders for the Knowledge and Information Management role, over and above the general capabilities, should demonstrate their experience and achievements in data, information and knowledge management, and performance improvement initiatives. The successful bidder should also demonstrate knowledge and experience related to:

- K2 development, installation, and implementation
- K2 workflow design, migration, and deployment
- Development of web applications
- Database administration and SQL Server
- Office 365 Management (SharePoint, Azure ADD, Office 365 admin)
- Defining of business requirements
- Development of technical and design specifications
- Network infrastructure and data security
- User experience design
- Support and maintenance of applications functionality; and
- Ability to transfer skills and build capacity

Emphasis must be placed on the focus areas outlined in specific scope of work outlined in this ToR.

ROLE 1: EVALUATION CRITERIA

The evaluation committee members will individually evaluate the responses received against the following criteria as set out below. The functionality evaluation of individual CV's will be carried out as per evaluation criteria stipulated below.

The functionality evaluation will be conducted in two (2) stages:

- Functionality Evaluation: Technical Desktop Evaluation; and
- Functionality Evaluation: Interviews.

1.5 Functionality Evaluation (Stage 1: Technical desktop evaluation)

1.5.1 Technical evaluation criteria for the TAs are stipulated in the **Table 2** below.

1.5.2 Only bidders who score a minimum of 65% during the technical evaluation stage will be invited to interviews prior to consideration for Pricing

1.5.3 NB: Candidates need to be K2 and PowerBI certified to be considered

Table 2: Functionality Evaluation Criteria – Knowledge and information management (Stage 1: Technical desktop evaluation)

No.	EVALUATION CRITERIA	SCORING	WEIGHT
1.	QUALIFICATIONS		15
	Highest educational qualification obtained in: • Knowledge and Information management • Information and Communications Technology	5 = Honours degree (NQF8) or higher; 4 = Degree (NQF7) 3 = National diploma (NQF6) 2 = National certificate (NQF5) 1 = Matric certificate (NQF4) 0 = No required or related qualification submitted	15
2.	GENERAL EXPERTISE		35
	2.1 Number of years' experience in performing knowledge and information management (KIM) related work specifically: • K2 platforms and tools; • Microsoft Office 365; • Content management tools - SharePoint; • Data management - SQL; • Power Bi report development • User support technologies; • Change management & innovation; and • solutions training	5 = more than 10 years in five or more elements 4 = more than 7 and up to 10 years in at least four elements 3 = more than 4 and up to 7 years in at least three elements 2 = more than 2 and up to 4 years in at least two elements 1 = up to 2 years in at least one element 0 = No experience demonstrated	20

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No.	EVALUATION CRITERIA	SCORING	WEIGHT
	2.2 Number of years' experience in managerial positions The following positions will be regarded as management: • <i>deputy director and above in the Public Service</i> • <i>manager reporting to a Section 57 manager and above in municipalities</i> • <i>Bidders from the private sector should clearly indicate the senior management post level held</i>	5 = more than 5 years 4 = more than 4 and up to 5 years 3 = more than 3 and up to 4 years 2 = more than 2 and up to 3 years 1 = 0 and up to 2 years 0 = No experience demonstrated	15
3.	SPECIFIC EXPERTISE		50
	3.1. Demonstrated experience in the field of knowledge and information management (KIM) which can include: • K2 platforms and tools; • Microsoft Office 365; • Content management tools - SharePoint; • Data management - SQL; • Power Bi report development • User support technologies; • Change management & innovation; and • solutions training	5 = Excellent (demonstrated at least five components and more) 4 = Good (demonstrated at least four components) 3 = Average (demonstrated at least three components) 2 = Below Average (demonstrated at least two components) 1 = Poor (Demonstrated at least one component) 0= No experience and knowledge demonstrated	30
	3.2. Years' experience in knowledge and information management environment within public sector operations, projects, reforms and/or performance improvement initiatives as per the components listed under 3.1 above.	5 = more than 10 years in five or more elements 4 = more than 7 and up to 10 years in at least four elements 3 = more than 4 and up to 7 years in at least three elements 2 = more than 2 and up to 4 years in at least two elements 1 = 0 and up to 2 years in at least one element 0 = No experience demonstrated	20
TOTAL			100
Bidders who are successful in meeting the functionality threshold of 65% will be invited to attend an interview.			65%

1.6 Functionality Evaluation (Stage 2: Interviews)

- 1.6.1 Interviews will be used to verify the bidder's specific knowledge, experience and abilities in area/s of work that they are offering their services.
- 1.6.2 Interview evaluation criteria for the TAs are stipulated in the **Table 3** below.
- 1.6.3 Only bidders who score a minimum of 65% during the interviews will be considered for pricing
- 1.6.4 Only bidder's that meet the 65% threshold for both the technical evaluation and interviews will be considered for Pricing Comparison. However, the final score for functionality will be the simple average of the sum of the technical evaluation and interview scores.

Table 3: Functionality Evaluation Criteria – Knowledge and information management: Stage 2: Interviews

Component	Criteria	Weight
Demonstrated knowledge of relevant legislation, regulations, and other prescripts related to KIM	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	20
Demonstrated ability to develop, analyse and implement knowledge and content management solutions	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	30
Demonstrated ability and experience in conceptualisation, developing, and implementing solutions to the identified issues	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	30
Demonstrated advisory, and skills transfer	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	20
Total		100
Only bidders who meet the 65% threshold for the functionality evaluation in the interviews (stage 2) will be considered for Pricing		65%

Only bidder's that meet the 65% threshold for both the technical evaluation and interviews will be considered for Pricing Comparison.

1.7 Pricing

NB: Each annexure/MFIP stream highlighted above will be awarded to a bidder/s whose bid proposal has been determined to be technically/functionality (desktop and interview) responsive and has been determined to be lowest in terms of hourly rate including VAT (Financial proposal separate envelop) submission.

The price will be evaluated based on the proposed rates where the recommendation will be based on the competitive price. Bidders must take note of the maximum rate below:

- **ALL Roles except for the Local Government Budget Analysis (LGBA) Project Administrator:** R750.00 per hour **excluding** VAT or R862.50 per hour **inclusive** of VAT.
- **LGBA Project Administrator:** R350 per hour **excluding** VAT or R402.50 per hour **inclusive** of VAT.
- If the bidders are equal in terms of pricing, the recommendation will be based on the highest points of the technical evaluation
- If the bidders are equal in terms of pricing and functionality, the recommendation will be based on the drawing of lots
- GTAC reserves the right to negotiate on price with the recommended bidder

Annexure B2: Role 2 Asset Management Advisors (8 resources)

NB: Bidders must submit separate envelopes for each area of expertise and clearly mark the area of expertise for which the bid is being submitted.

Annexure B2: Role 2 Asset Management Advisors (8 resources)

ROLE 2: SPECIFIC TECHNICAL ADVISOR REQUIREMENTS

2.1 Overall Objective

To work with provincial treasuries and their related municipalities to improve Asset Management practices and performance.

2.2 Specific Scope of Work

The key activities per focus area over the duration of the project will include, but not limited to the areas highlighted below.

Table 4: Asset Management Focus Areas and Key Activities

Focus Area	Activities
Institutional Support	- Asset Management Support Plan – conduct baseline assessments that will inform the customisation and development of the Asset Management Support Plan (SP). Facilitate the adoption, publication and awareness of the approved SP. - Stakeholder Engagements – participate in PT management meetings and present progress reports on the implementation of the Asset Management SP. Actively participate in municipal asset management forums. - PT Municipal asset management capacity - Assist with evaluation of the PT municipal asset management staffing capabilities on an annual basis and provide recommendations to ensure sufficient capacity exists for effective skills transfer. - Municipal (BTO) asset management capacity – Undertake annual reviews of the municipal asset management organograms and make recommendations regarding capacitation. - Asset management capacity building – Conduct on-going capacity building with PT and municipal asset management staff on asset management-related reforms.
Asset management policies and SOPs	Assist the PT Municipal Finance unit and municipalities with designing workable asset management models for their specific environment by: - Reviewing and aligning the municipal asset management policies and SOPs to applicable legislation, frameworks and guidelines; - Providing technical guidance and support to municipalities in reviewing and updating of their asset management policies and SOPs; - Building awareness through workshops of the asset management policy, regulations and SOPs to municipal staff and councillors as agreed. - Reviewing and updating the Asset Management Plans; and - Reviewing and updating the Asset Maintenance Plans.
Asset accounting	Assist the PT Municipal Finance unit and municipalities with all municipal asset accounting related matters:

	• To ensure compliance with laws and regulations when accounting for municipal assets; • To ensure compliance with applicable GRAP accounting standards and directives when accounting and disclosing assets; • To ensure compliance with recommended asset management guidelines when accounting for assets; • To compile an asset register that addresses the following: Existence, Completeness, Valuation, Ownership, Classification, Accuracy; and • To ensure a full integration of the asset register with the general ledger as well as compliance with <i>m</i>SCOA requirements.
Internal controls	Assist the PT Municipal Finance unit and municipalities with all municipal asset internal control related matters: • To ensure internal controls are established for proper asset management practices during the assets life cycle that are in line with rules and regulations, recommended guidelines and GRAP compliance; • To implement internal controls to safeguard assets against improper use, loss, theft, malicious damage or accidental damage; • To institute internal controls that ensure alignment of the service level needs as per the IDP with the capital budget and asset acquisition plan; • To implement internal controls that ensure evaluation of the various asset acquisition methods; • To establish controls that ensure that assets are disposed in line with the provisions of the MFMA and other applicable guidelines; and • To institute controls that will ensure effective collaboration of Technical, Engineering, Finance, Town Planning Departments, etc. in the management and accounting of assets.

2.3 Project location and reporting

The Asset Management TAs, for the duration of the project will be based at the identified PTs, as per the list indicated above and on the attached CV template. They will report to the designated PT MFMA Coordinator and the MFIP PMU (Asset Support) and will be required, from time to time, to attend national, provincial and local level meetings over the duration of the programme.

2.4 Specific expertise required

Successful bidders for the Asset Management Advisor roles, over and above the general capabilities, should demonstrate their experience and achievements in implementing asset management operations, reforms, and performance improvement initiatives. Emphasis must be placed on the focus areas outlined in specific scope of work outlined in this ToR.

ROLE 2: EVALUATION CRITERIA

The evaluation committee members will individually evaluate the responses received against the following criteria as set out below. The functionality evaluation of individual CV's will be carried out as per evaluation criteria stipulated below.

The functionality evaluation will be conducted in two (2) stages:

- Functionality Evaluation: Technical Desktop Evaluation; and
- Functionality Evaluation: Interviews.

2.5 Functionality Evaluation (Stage 1: Technical desktop evaluation)

2.5.1 Technical evaluation criteria for the TAs are stipulated in the **Table 5** below.

2.5.2 Only bidders who score a minimum of 65% during the technical evaluation stage will be invited to interviews prior to consideration for Pricing

Table 5: Functionality Evaluation Criteria – Asset management (Stage 1: Technical desktop evaluation)

No	EVALUATION CRITERIA	SCORING	WEIGHT
1.	QUALIFICATIONS		25
	Highest educational qualification obtained in: • Financial management, • Accounting, • Public administration/management, • Business administration/management, • or relevant / related field	5 = Honours degree (NQF8) or higher; 4 = Degree (NQF7) 3 = National diploma (NQF6) or degree in non-related field 2 = National certificate (NQF5) 1 = Matric certificate (NQF4) 0 = No related/relevant qualification submitted	25
2.	GENERAL EXPERTISE		25
	2.1 Number of years' experience in Local Government financial management or a component thereof	5 = more than 10 years 4 = more than 7 and up to 10 years 3 = more than 4 and up to 7 years 2 = more than 2 and up to 4 years 1 = up to 2 years 0 = No relevant/experience demonstrated	15
	2.2 Number of years' experience in managerial positions The following positions will be regarded as management: • <i>deputy director and above in the Public Service</i>	5 = more than 5 years 4 = more than 4 and up to 5 years 3 = more than 3 and up to 4 years 2 = more than 2 and up to 3 years 1 = up to 2 years 0 = No relevant/experience demonstrated	10

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	• <i>manager reporting to a Section 57 manager and above in municipalities</i> • <i>Bidders from the private sector should clearly indicate the senior management post level held</i>		
3.	SPECIFIC EXPERTISE		50
	3.1 Demonstrated knowledge of the MFMA, and experience in municipal finance operations, implementing financial management reforms and performance improvement initiatives. With respect to experience in financial management operations and reforms, <u>relevant components</u> linked to the specific scope of work include, but not limited to: • <i>Asset management policies</i> • <i>Asset management SOPs</i> • <i>Asset accounting</i> • <i>Asset internal controls</i>	5 = Excellent (demonstrated expertise in all components) 4 = Good (demonstrated at least three components) 3 = Average (demonstrated at least two components) 2 = Below Average (demonstrated at least one component) 1 = Poor (Demonstrated no experience and knowledge) 0 = No experience and knowledge demonstrated	25
	3.2 Years' experience in municipal finance operations, implementing reforms, and performance improvement initiatives as per the components listed under 3.1 above.	5 = more than 8 years 4 = more than 6 and up to 8 years 3 = more than 4 and up to 6 years 2 = more than 2 and up to 4 years 1 = up to 2 years 0 = No experience demonstrated	25
TOTAL			100
Bidders who are successful in meeting the functionality threshold of 65% will be invited to attend an interview.			65%

2.6 Functionality Evaluation (Stage 2: Interviews)

- 2.6.1 Interviews will be used to verify the bidder's specific knowledge, experience and abilities in area/s of work that they are offering their services.
- 2.6.2 Interview evaluation criteria for the TAs are stipulated in the **Table 6** below.
- 2.6.3 Only bidders who score a minimum of 65% during the interviews will be considered for pricing
- 2.6.4 Only bidder's that meet the 65% threshold for both the technical evaluation and interviews will be considered for Pricing Comparison. However, the final score for functionality will be the simple average of the sum of the technical evaluation and interview scores.

Table 6: Functionality Evaluation Criteria – Asset management – Stage 2: Interviews

Component	Criteria	Weight per component
Demonstrated knowledge of relevant legislation, regulations, and other prescripts	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	20
Demonstrated ability to identify and prioritise key issues and improvement areas within the function	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	30
Demonstrated ability and experience in conceptualisation, developing, and implementing solutions to the identified issues	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	30
Demonstrated advisory, and skills transfer	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	20
Total		100
Only bidders who meet the 65% threshold for the functionality evaluation in the interviews (stage 2) will be considered for Pricing		65%

Only bidder's that meet the 65% threshold for both the technical evaluation and interviews will be considered for Pricing Comparison.

2.7 Pricing

NB: Each annexure/MFIP stream highlighted above will be awarded to a bidder/s whose bid proposal has been determined to be technically/functionality (desktop and interview) responsive and has been determined to be lowest in terms of hourly rate including VAT (Financial proposal separate envelop) submission.

The price will be evaluated based on the proposed rates where the recommendation will be based on the competitive price. Bidders must take note of the maximum rate below:

- **ALL Roles except for the Local Government Budget Analysis (LGBA) Project Administrator:** R750.00 per hour **excluding** VAT or R862.50 per hour **inclusive** of VAT.
- **LGBA Project Administrator:** R350 per hour **excluding** VAT or R402.50 per hour **inclusive** of VAT.
- If the bidders are equal in terms of pricing, the recommendation will be based on the highest points of the technical evaluation

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- If the bidders are equal in terms of pricing and functionality, the recommendation will be based on the drawing of lots
- GTAC reserves the right to negotiate on price with the recommended bidder

Annexure B3: Role 3 Supply Chain Management Advisors (9 resources)

NB: Bidders must submit separate envelopes for each area of expertise and clearly mark the area of expertise for which the bid is being submitted.

Annexure B3: Role 3 Supply Chain Management Advisors (9 resources)

ROLE 3: SPECIFIC TECHNICAL ADVISOR REQUIREMENTS

3.1 Overall Objective

To work with NT (OCPO), provincial treasuries and their related municipalities to improve Supply Chain Management practices and performance.

3.2 Specific Scope of Work

The key activities per focus area over the duration of the project will include, but not limited to the areas highlighted below.

Table 7: Supply Chain Management Focus Areas and Key Activities

Focus Area	Activities
SCM institutional support	- SCM Support Plan – conduct baseline assessments that will inform the customisation and development of the SCM Support Plan (SP). Facilitate the adoption, publication and awareness of the approved SP. - Stakeholder Engagements – participate in PT management meetings and present progress reports on the implementation of the SCM SP. Actively participate in municipal SCM forums. - PT Municipal SCM capacity - Assist with evaluation of the PT municipal SCM staffing capabilities on an annual basis and provide recommendations to ensure sufficient capacity exists for effective skills transfer. - Municipal (BTO) SCM capacity – Undertake annual reviews of the municipal SCM organograms and make recommendations regarding capacitation. - SCM capacity building – Conduct on-going capacity building with PT and municipal SCM staff on SCM-related reforms.
SCM policies and SOPs	Assist the PT Municipal Finance unit and municipalities with designing workable SCM models for their specific environment by: - Reviewing and aligning the Municipal SCM Policies, SOPs and standard bidding documents to applicable legislation and reforms; - Providing technical guidance and support to municipalities in updating their SCM policies, SOPs and standard bidding documents; - Aligning all the procurement activities, SOPs, business processes and systems to the policy; - Ensuring that procurement systems in place are linked to the approved municipal budget; - Designing systems and procedures to ensure total compliance to the policies by the municipality; - Ensuring the publication of relevant municipal bid documents on the e-tender portal; - Establishment and training of all the committees as stipulated in the policies, i.e. bid committees;

	• Building awareness through workshops of the SCM policy, regulations and processes to municipal staff and councillors upon request; and • FIDPM – capacity building, support with implementation and support to PT's to monitor implementation.
Contract management	Assist the PT Municipal Finance unit and municipalities to implement effective contract management processes and systems through: • The implementation and maintenance of a comprehensive contract register; • A periodic review of the contracts; • Establishing processes and procedures to ensure that a contract or agreement procured through the supply chain management policy of the municipality or municipal entity is properly enforced; • Establishing contract management capacity in the administration of the municipality or municipal entity through workshops and training to effectively oversee the day-to-day management of the contract or agreement; • Ensuring regular reporting to the municipal council, relevant council and management committees as may be appropriate, on the management of contracts or agreements and the performance of contractors; and • The rollout and implementation of the approved Contract Management Framework / Guidelines
SCM compliance	Assist the PT Municipal Finance unit and municipalities to ensure effective compliance with SCM regulatory prescripts: • Monitoring and supporting the implementation of municipal SCM policies and compliance with the regulations; • Assisting municipalities in identifying the root causes resulting in persistent non-compliance with the SCM policies and regulations and assist in developing and implementing corrective measures; and • Assisting in drafting and implementing action plans to effectively address the root causes of SCM non-compliance issues raised by the Auditor-General, Internal Audit units and National and Provincial Treasuries.
Value for money procurement	Assist the PT Municipal Finance unit with municipalities experiencing challenges with large and non-performing contractors through: • Ensuring that goods, services, and works are procured in a manner that is fair, equitable, transparent, competitive and transparent; • Implementation of effective demand management plan; • Establish compliance with the requirements to advertise all procurement information; • Monitor the supply chain management arrangements and reconsider them if they cease to provide the expected value and benefits; • Ensure continuous improvement in the efficiency of internal procurement processes and systems; and

	Ensuring that all contracts procured through the SCM are in writing, with clearly stipulated terms and conditions.
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3.3 Project location and reporting

The Supply Chain Management TAs, for the duration of the project will be based at the NT (OCPO) and the identified PTs, as per the list indicated above and on the attached CV template. They will report to the designated OCPO counterpart or PT MFMA Coordinator and the MFIP PMU (SCM Support) and will be required, from time to time, to attend national, provincial and local level meetings over the duration of the programme.

3.4 Specific expertise required

Successful bidders for the Supply Chain Management Advisor roles, over and above the general capabilities, should demonstrate their experience and achievements in implementing supply chain management operations, reforms, and performance improvement initiatives. Emphasis must be placed on the focus areas outlined in specific scope of work outlined in this ToR.

ROLE 3: EVALUATION CRITERIA

The evaluation committee members will individually evaluate the responses received against the following criteria as set out below. The functionality evaluation of individual CV's will be carried out as per evaluation criteria stipulated below.

The functionality evaluation will be conducted in two (2) stages:

- Functionality Evaluation: Technical Desktop Evaluation; and
- Functionality Evaluation: Interviews.

3.5 Functionality Evaluation (Stage 1: Technical desktop evaluation)

3.5.1 Technical evaluation criteria for the TAs are stipulated in the **Table 8** below.

3.5.2 Only bidders who score a minimum of 65% during the technical evaluation stage will be invited to interviews prior to consideration for Pricing.

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Table 8: Functionality Evaluation Criteria – Supply Chain management (Stage 1: Technical desktop evaluation)

No.	EVALUATION CRITERIA	SCORING	WEIGHT
1.	QUALIFICATIONS		25
	Highest educational qualification obtained in: - Financial management, - Accounting, - Public administration/management, - Business administration/management, - or relevant / related field	5 = Honours degree or higher (NQF8); 4 = Degree (NQF7) 3 = National diploma (NQF6) 2 = National certificate (NQF5) 1 = Matric certificate (NQF4) 0 = No relevant / related qualification submitted	25
2.	GENERAL EXPERTISE		25
	2.1 Number of years' experience in Local Government financial management or a component thereof	5 = more than 10 years 4 = more than 7 and up to 10 years 3 = more than 4 and up to 7 years 2 = more than 2 and up to 4 years 1 = up to 2 years 0 = No related/relevant experience demonstrated	15
	2.2 Number of years' experience in managerial positions The following positions will be regarded as management: <i>deputy director and above in the Public Service</i> <i>manager reporting to a Section 57 manager and above in municipalities</i> <i>Bidders from the private sector should clearly indicate the senior management post level held</i>	5 = more than 5 years 4 = more than 4 and up to 5 years 3 = more than 3 and up to 4 years 2 = more than 2 and up to 3 years 1 = up to 2 years 0 = No related/relevant experience demonstrated	10
3.	SPECIFIC EXPERTISE		50
	3.1 Demonstrated experience and achievements in implementing, managing, and supporting municipal <u>supply chain management</u> operations, projects, reforms and/or performance improvement initiatives. With respect to experience in supply chain management, relevant components include, but not limited to: - SCM policies - SCM SOPs; - Value for money procurement; - Contract management; and	5 = Excellent (demonstrated at least four components and above) 4 = Good (demonstrated at least three components) 3 = Average (demonstrated at least two components) 2 = Below Average (demonstrated at least one components) 1 = Poor (Demonstrated no experience and knowledge) 0 = No experience and achievements demonstrated	25

No.	EVALUATION CRITERIA	SCORING	WEIGHT
	SCM compliance		
	3.2 Years' experience in implementing supply chain management operations, projects, reforms and/or performance improvement initiatives as per the components listed under 3.1 above.	5 = more than 8 years 4 = more than 6 and up to 8 years 3 = more than 4 and up to 6 years 2 = more than 2 and up to 4 years 1 = up to 2 years 0 = No related/relevant experience demonstrated	25
TOTAL			100
Bidders who are successful in meeting the functionality threshold of 65% will be invited to attend an interview.			65%

3.6 Functionality Evaluation (Stage 2: Interviews)

- 3.6.1 Interviews will be used to verify the bidder's specific knowledge, experience and abilities in area/s of work that they are offering their services.
- 3.6.2 Interview evaluation criteria for the TAs are stipulated in the **Table 9** below.
- 3.6.3 Only bidders who score a minimum of 65% during the interviews will be considered for pricing
- 3.6.4 Only bidder's that meet the 65% threshold for both the technical evaluation and interviews will be considered for Pricing Comparison. However, the final score for functionality will be the simple average of the sum of the technical evaluation and interview scores.

Table 9: Functionality Evaluation Criteria – Supply Chain Management – Stage 2: Interviews

Component	Criteria	Weight
Demonstrated knowledge of relevant legislation, regulations, and other prescripts	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	20
Demonstrated ability to identify and prioritise key issues and improvement areas within the function	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	30
Demonstrated ability and experience in conceptualisation, developing, and implementing solutions to the identified issues	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	30
Demonstrated advisory, and skills transfer	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	20

Total	100
Only bidders who meet the 65% threshold for the functionality evaluation in the interviews (stage 2) will be considered for Pricing	65%

Only bidder's that meet the 65% threshold for both the technical evaluation and interviews will be considered for Pricing Comparison.

3.7 Pricing

NB: Each annexure/MFIP stream highlighted above will be awarded to a bidder/s whose bid proposal has been determined to be technically/functionality (desktop and interview) responsive and has been determined to be lowest in terms of hourly rate including VAT (Financial proposal separate envelop) submission.

The price will be evaluated based on the proposed rates where the recommendation will be based on the competitive price. Bidders must take note of the maximum rate below:

- **ALL Roles except for the Local Government Budget Analysis (LGBA) Project Administrator: R750.00 per hour **excluding** VAT or R862.50 per hour **inclusive** of VAT.**
- **LGBA Project Administrator: R350 per hour **excluding** VAT or R402.50 per hour **inclusive** of VAT.**
- If the bidders are equal in terms of pricing, the recommendation will be based on the highest points of the technical evaluation
- If the bidders are equal in terms of pricing and functionality, the recommendation will be based on the drawing of lots
- GTAC reserves the right to negotiate on price with the recommended bidder

Annexure B4: Role 4 Accounting & Audit Advisors (11 resources)

NB: Bidders must submit separate envelopes for each area of expertise and clearly mark the area of expertise for which the bid is being submitted.

Annexure B4: Role 4 Accounting & Audit Advisors (11 resources)

ROLE 4: SPECIFIC TECHNICAL ADVISOR REQUIREMENTS

4.1 Overall Objective

To work with provincial treasuries and their related municipalities to improve accounting and audit related support, including improving accounting practices, internal governance and controls, compliance with the MFMA and its supporting regulations, support in developing legislation and related policies, reducing Unauthorised, Irregular, Fruitless and Wasteful Expenditure (UIF&W) and promoting consequence management.

4.2 Specific Scope of Work

The key activities per focus area over the duration of the project will include, but not limited to the areas highlighted in **Tables 10 – 13** below.

Table 10: Specialist support advisors: Legislative and Policy Reforms Focus Areas and Key Activities

Focus Area	Key Activities
Institutional Support	• Conduct baseline assessments that will inform the customisation and development of the Support Plan (SP). Facilitate the adoption, publication and awareness of the approved SP. • Stakeholder Engagements – participate, facilitate and engage in various NT, PT, municipal and other related engagements relating to scope of work and advising on enhancements to the MFMA. • Participate on the reference group on the reforms and enhancements to the MFMA • Present progress reports on the implementation of the SP. • Assess and review the capacity and capabilities of the PT that supports all chapters of the MFMA and supporting regulations, UIFW and consequence management and Financial Management Capability Maturity Model (FMCMM) and related financial norms and indicators • Assess and review the capacity and capabilities of municipalities that supports all chapters of the MFMA and supporting regulations, UIFW and consequence management, FMCMM and related financial norms and indicators • Conduct on-going capacity building with NT, PT and municipalities officials relating to compliance with the MFMA and supporting regulations, UIFW and consequence management, FMCMM and related financial norms, indicators, reforms and systems • Research into best practices to improve financial management, compliance and legislation in local government
Compliance with the MFMA and related	• Assist and support municipalities in complying with the stipulations and timeframes in the MFMA and supporting regulations

reforms and regulations	• Develop and implement systems to analyse and monitor compliance by municipalities with the MFMA and supporting regulations and identify gap areas and possible non-compliance. • Provide technical support, guidance and recommendations to non-complying municipalities on the implementation of the MFMA and supporting regulations. • Prepare reports, memos, guidelines, circulars, presentations and other publications on the compliance by municipalities with the MFMA and supporting regulations. • Provide support, advice and technical guidance to municipalities on the compilation and finalisation of annual financial statements relating to MFMA compliance, UIFW and related disclosures. • Assess feedback received on the amendments to the MFMA and provide inputs and comments • Assist with the drafting of legislation and regulations • Assist with the processes required to process enhancements and implement the legislation
UIF&W and Consequence Management	• Assist PTs and municipalities to process UIF&W recommendations and decisions through Councils and Municipal Public Accounts Committees (MPACs). • Assist with the implementation of council resolutions based on the recommendations from MPACs, including the accounting treatment and actual recovery process through the municipalities' debt collection policy. • Assist with the establishment of functional municipal disciplinary boards, including the development of a DB policy and terms of reference and the monitoring of the implementation of board's recommendations to council. • Assist PTs and municipalities in providing regular report back to NT on progress on the implementation of the recommendations of the board or lack thereof. • Conduct on-going capacity building with PT and municipal officials on matters relating to UIF&W and consequence management.
Internal controls and FMCMM	• Provide guidance and insight to the PTs and municipalities in designing, implementing and effectively monitoring internal controls relating to non-compliance with the MFMA and its regulations as well as UIFW and consequence management. • Assist municipalities in performing their monthly reconciliations, controls and verifications relating to non-compliance with the MFMA and its supporting regulations and well as UIFW and consequence management. • Assist PTs and municipalities with the development and implementation of a proper document management system which will ensure complete and proper records of municipal finances are kept in accordance with applicable norms and standards. • Assist NT in revising and making amendments to the FMCMM and financial norms and indicators reforms and systems where required.

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	• Assist NT in providing training and capacitation on the FMCMM and audit action plan reforms and system. • Assist municipalities in performing a reassessment of the FMCMM and assisting in the development and implementation of the action plans as well as compiling the financial norms and indicators • Assist municipalities in developing and revising their Standard Operating Procedures relating to UIFW and consequence management.
Audit Action Plans	• Provide technical support, assistance and guidance to PTs and municipalities in developing, implementing and reviewing municipal audit action plans relating to non-compliance with the related MFMA reforms (those areas not already covered by other responsible policy holders) well as UIFW and consequence management. • Provide support and make recommendations at related meetings on the implementation of municipal audit action plans. • Provide technical support at municipal Audit Steering Committee, Audit committee meetings relating to non-compliance with the related MFMA reforms (those areas not already covered by other responsible policy holders) well as UIFW and consequence management • Assist PTs and municipalities during the annual audit processes in responding to Requests for Information (RFIs) and CoMAFs issued by the Auditor-General relating to non-compliance with the related MFMA reforms (those areas not already covered by other responsible policy holders) well as UIFW and consequence management • Assist in making technical updates/ changes to the audit action plan system including Frequently Asked Questions (FAQs)

Table 11: Specialist support advisor: IT specialist advisor scope of work

Focus Area	Key Activities
Systems Development and enhancements	• Undertake review of web enabled systems (FMCMM and audit action plan system, MFMA Calendar and M&E system and applications) and propose areas for enhancements and developments • Participate, facilitate and interact in engagements with various stakeholders to discuss system/ applications enhancements and developments • Test, pilot and implement systems/applications enhancements and developments as approved by the policy holder • Liaise with NT IT in testing, piloting and implementing systems/applications enhancements and developments • Develop and maintain an audit trail and log of system/application developments and enhancements • Update relevant documentation of system/application developments and enhancements

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	• Assist in uploading/ updating of relevant data on the web enabled systems/ applications • Fix new bugs that may arise from system/applications development and enhancements • Assist in the development of training material, circulars, guidelines and other relevant publications on the relevant system/applications developments and enhancements • Assist in rolling out relevant training on the system/applications enhancements and developments with various stakeholders • Capacitate NT, PT and municipal officials on system/applications enhancements and developments
Systems Monitoring and maintenance	• Monitor the performance of the web enabled systems and applications and propose/ implement changes to improve performance • Monitor and maintain the database logs • Monitor and maintain the: - o System Web Log - o Application Logs - o Workflow Engine - o Messaging Engine - o Notification Engine • Undertake and perform error resolution on the web systems, applications, API and automation engines • Identify and fix bugs on the system where applicable • Maintain a log of errors and bugs on the systems/applications • Manage and resolve incidents on the system • Manage and maintain the adding of users on the system • Liaise with NT IT in identifying and fixing any bugs, errors, performance issues on the systems/applications • Maintain, monitor and respond to the issues raised on the helpdesk facility and emails. • Support NT, PTs and municipalities on the web enabled systems/applications • Make changes to existing training material, user guides, circulars and other publications • Assist in rolling out training on the existing system/applications with various stakeholders • Capacitate NT, PT and municipalities on the current system/ applications • Report regularly on system performance and maintenance with policy holder

Table 12: Specialist support advisors: Internal Audit and Audit committee scope of work

Focus Area	Key Activities
Institutional Support	• Conduct baseline assessments that will inform the customisation and development of the Support Plan (SP). Facilitate the adoption, publication and awareness of the approved SP.

	- Stakeholder Engagements – participate in management meetings and present progress reports on the implementation of the SP. Actively participate in municipal internal audit forums. - Assist with evaluation of the PT municipal internal audit support staffing capabilities on an annual basis and provide recommendations to ensure sufficient capacity exists for effective skills transfer. - Undertake annual reviews of the municipal internal audit organograms and make recommendations regarding capacitation. - Conduct on-going capacity building with PT municipal internal audit support and municipalities on related reforms.
Internal audit	- Provide support and advice to the municipalities on the establishment and functionality Internal Audit Units. - Monitor the establishment and functioning of internal auditors - Report on the status of the internal audit in local government - Support the internal audit on the interpretation and implementation on the legislation, regulations, standards and guidelines - Develop guidelines on implementation of prescripts - Conduct research on the improvements and functioning of internal audit - Provide guidance to internal auditors on how to perform the internal audit processes - Assist with the development and implementation of quality assurance and improvement programmes - Participate in the knowledge sharing initiatives
Audit Committees	- Provide support and advice to the municipalities on the establishment and functionality of the Audit Committees - Provide guidance and support on the recruitment and induction of audit committees - Monitor the establishment and functioning of audit committees - Report on the status of audit committees in local government - Develop guidelines for Audit Committee functioning. - Participate and make recommendations at Audit Committee meetings
Audit Action plan	- Provide support to audit committees and internal auditors on monitoring the Audit Action Plans - Provide support at municipal Audit Steering Committee meetings - Continuously review the role of internal auditors in Audit Action plans - Review the Audit Action Plan on internal audit and audit committee related issues
Internal Controls	- Provide guidance to internal auditors on how to assess the adequacy and the effectiveness of internal controls - Conduct on-going capacity building with PT and municipal internal auditors on assessment of internal controls

Table 13: Specialist support advisors: Accounting support scope of work

Focus Area	Key Activities
Institutional Support	- Accounting and Audit Support Plan – conduct baseline assessments that will inform the customisation and development of the Accounting and Audit Support Plan (SP). Facilitate the adoption, publication and awareness of the approved SP. - Stakeholder Engagements – participate in PT management meetings and present progress reports on the implementation of the Accounting and Audit SP. Actively participate in municipal accounting and auditing forums. - PT accounting and audit capacity - Assist with evaluation of the PT municipal accounting and audit staffing capabilities on an annual basis and provide recommendations to ensure sufficient capacity exists for effective skills transfer. - Municipal (BTO) accounting and audit capacity – Undertake annual reviews of the municipal accounting and audit organograms and make recommendations regarding capacitation. - Accounting and audit capacity building – Conduct on-going capacity building to NT, PT and municipal accounting and audit staff on related reforms.
GRAP implementation and AFS preparation	- Provide technical support and guidance to municipalities and municipal entities on the implementation of GRAP Standards. - Assist municipalities and municipal entities in developing and implementing their accounting policies. - Assist municipalities, municipal entities and PTs in developing, implementing and reviewing the AFS preparation plans. - Provide support, coaching, technical advice and technical guidance to municipalities and their entities on the compilation and finalization of financial statements. - Assist municipalities and their entities to timely submit the draft AFS to Internal audit and Audit Committee for review. - Assist NT and PTs in reviewing the draft financial statements of municipalities and municipal entities and providing quality and practical review comments that will enhance the quality of financial statements. - Assist municipalities and their entities in preparing quality financial statements, where interim or annual financial statements. - Assist with review of the annual and oversight reports. - Monitor that municipalities and their entities comply with the provisions in Chapter 12 of the MFMA relating to the preparation, timeously submission of the AFS and annual report and consequences for non-compliance. - Conduct on-going capacity building to NT, PT and municipal officials relating to GRAP and financial statement preparation support. - Develop quality and practical capacity building material to enable effective GRAP implementation and preparation of quality financial statements.

	Participate in accounting industry related forums/workshops and effectively contribute to accounting related developments or amendments.
Internal controls	- Assist municipalities and their entities in developing and revising their accounting related Standard Operating Procedures. - Provide guidance and insight to the NT, PTs and municipalities in designing, implementing and effectively monitoring accounting related internal controls. - Assist municipalities in performing their monthly reconciliations, controls and verifications. - Assist PTs and municipalities with the development and implementation of a proper document management system which will ensure complete and proper records of municipal finances are kept in accordance with applicable norms and standards, to support the accounting numbers and overall financial reporting. - Assist and support municipalities and their entities in complying with the stipulations and timeframes in the MFMA and supporting regulations in as far as accounting is concerned. - Conduct on-going capacity building to NT, PT and municipal officials relating to accounting related internal control matters.
Audit Action Plans	- Assist with planning of audit support to PTs, municipalities and their entities. - Provide technical support, assistance and guidance to NT, PTs and municipalities in developing, implementing and reviewing municipal audit action plans to ensure that accounting related matters are effectively and adequately addressed. - Provide support and make recommendations at monthly management and other related meetings on the implementation of municipal audit action plans pertaining to accounting matters. - Provide technical accounting support at municipal Audit Steering Committee meetings and audit committees, where applicable. - Assist PTs and municipalities during the annual audit processes in responding to RFIs and accounting related CoMAFs issued by the Auditor-General. - Conduct on-going capacity building to NT, PT and municipal officials relating to audit support to ensure smooth and improved external audit experience.

4.3 Project location and reporting

The Accounting and Audit Support TAs, for the duration of the project will be based at the NT (OAG) and the identified PTs, as per the list indicated above and on the attached CV template. They will report to the designated OAG counterpart or PT MFMA Coordinator and the MFIP PMU and will be required, from time to time, to attend national, provincial and local level meetings over the duration of the programme.

4.4 Specific expertise required

Successful bidders for the Accounting and Audit Support Advisor roles, over and above the general capabilities, should demonstrate their experience and achievements in supporting municipalities in improving their financial management, audit outcomes, accounting and audit practices, procedures and controls. Emphasis must be placed on the focus areas outlined in specific scope of work outlined in this ToR.

ROLE 4: EVALUATION CRITERIA

The evaluation committee members will individually evaluate the responses received against the following criteria as set out below. The functionality evaluation of individual CV's will be carried out as per evaluation criteria stipulated below.

The functionality evaluation will be conducted in two (2) stages:

- Functionality Evaluation: Technical Desktop Evaluation; and
- Functionality Evaluation: Interviews.

4.5 Functionality Evaluation (Stage 1: Technical desktop evaluation)

4.5.1 Technical evaluation criteria for the TAs are stipulated in the **Table 14 – 17** below.

4.5.2 Only bidders who score a minimum of 65% during the technical evaluation stage will be invited to interviews prior to consideration for Pricing

*Table 14: Functionality Evaluation Criteria – Accounting and Audit Support Advisors: **Legislative and Policy Reforms:** (Stage 1: Technical desktop evaluation)*

No	EVALUATION CRITERIA	SCORING	WEIGHT
1.	QUALIFICATIONS		25
	Highest educational qualification obtained in: • Financial management, • Financial Accounting, Auditing • Public administration/management, • Business administration/management, • or relevant / related field • LLB degree or equivalent	5 = Honours degree or higher (NQF8); 4 = Degree (NQF7) 3 = National diploma (NQF6) 2 = National certificate (NQF5) 1 = Matric certificate (NQF4) 0 = No required or relevant/related qualification submitted	25
2.	GENERAL EXPERTISE		25
	2.1 Number of years' experience in Local Government financial management or a component thereof	5 = more than 10 years 4 = more than 8 and up to 10 years 3 = more than 5 and up to 8 years 2 = more than 2 and up to 5 years 1 = up to 2 years	15

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		0 = No experience demonstrated	
	2.2 Number of years' experience in managerial positions The following positions will be regarded as management: • <i>deputy director and above in the Public Service</i> • <i>manager reporting to a Section 57 manager and above in municipalities</i> • <i>Bidders from the private sector should clearly indicate the senior management post level held</i>	5 = more than 5 years 4 = more than 4 and up to 5 years 3 = more than 3 and up to 4 years 2 = more than 2 and up to 3 years 1 = up to 2 years 0 = No experience demonstrated	10
3.	SPECIFIC EXPERTISE		50
	3.1 Demonstrated experience and achievements in implementing, managing, and supporting the municipal/public <u>financial management/audit and public legislative related</u> operations, projects, reforms and/or performance improvement initiatives. With respect to experience in legislative policy reforms, relevant components aligned to the specific scope of work include, but are not limited to: • Institutional support; • Compliance with the MFMA and related reforms and regulations; • UIF&W and consequence management; • Internal controls and FMCMM; • Audit action plans;	5 = Excellent (demonstrated expertise in all components) 4 = Good (demonstrated at least four components) 3 = Average (demonstrated at least three components) 2 = Below Average (demonstrated at least two component) 1 = Poor (demonstrated at least one component) 0 = No experience and achievements demonstrated	25
	3.2 Years' experience in implementing <u>municipal/ public finance management</u> operations, projects, reforms and/or performance improvement initiatives as per the components listed under 3.1 above.	5 = more than 8 years 4 = more than 6 and up to 8 years 3 = more than 4 and up to 6 years 2 = more than 2 and up to 4 years 1 = up to 2 years 0 = No experience demonstrated	25
TOTAL			100
Bidders who are successful in meeting the functionality threshold of 65% will be invited to attend an interview.			65%

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Table 15: Functionality Evaluation Criteria – Accounting and Audit Support Advisors: **IT specialist:** (Stage 1: Technical desktop evaluation)

No	EVALUATION CRITERIA	SCORING	WEIGHT
1.	QUALIFICATIONS		25
	Highest educational qualification obtained in: Bachelor's degree or equivalent Information Technology or relevant / related field	5 = Honours degree or higher (NQF8); 4 = Degree (NQF7) 3 = National diploma (NQF6) 2 = National certificate (NQF5) 1 = Matric certificate (NQF4) 0 = No required or relevant/related qualification submitted	25
2.	GENERAL EXPERTISE		25
	2.1 Number of years' experience and knowledge of the public sector or a component thereof	5 = more than 10 years 4 = more than 7 and up to 10 years 3 = more than 4 and up to 7 years 2 = more than 2 and up to 4 years 1 = up to 2 years 0 = No experience demonstrated	15
	2.2 Number of years' experience in managerial positions The following positions will be regarded as management: <i>deputy director and above in the Public Service</i> <i>manager reporting to a Section 57 manager and above in municipalities</i> <i>Bidders from the private sector should clearly indicate the senior management post level held</i>	5 = more than 5 years 4 = more than 4 and up to 5 years 3 = more than 3 and up to 4 years 2 = more than 2 and up to 3 years 1 = up to 2 years 0 = No experience demonstrated	10
3.	SPECIFIC EXPERTISE		50
	3.1 Demonstrated experience and achievements in ICT architectural solutions, business systems analytics and database management <u>related</u> operations, projects, reforms and/or performance improvement initiatives. With respect to experience in IT, relevant components aligned to the specific scope of work include, but are not limited to:	5 = Excellent (demonstrated expertise in all components) 4 = Good (demonstrated at least four components) 3 = Average (demonstrated at least three components) 2 = Below Average (demonstrated at least two component) 1 = Poor (demonstrated at least one component) 0 = No experience and achievements demonstrated	25

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	- Systems development and enhancements - Systems monitoring and enhancement; Knowledge and experience in using Microsoft SQL, MVC Framework, Microsoft.net		
	3.2 Years' experience in implementing ICT architectural solutions, business systems analytics and database management operations, projects, reforms and/or performance improvement initiatives as per the components listed under 3.1 above.	5 = more than 8 years 4 = more than 6 and up to 8 years 3 = more than 4 and up to 6 years 2 = more than 2 and up to 4 years 1 = up to 2 years 0 = No experience demonstrated	25
TOTAL			100
Bidders who are successful in meeting the functionality threshold of 65% will be invited to attend an interview.			65%

Table 16: Functionality Evaluation Criteria – Accounting and Audit Support Advisors: *Internal Audit units and audit committees: (Stage 1: Technical desktop evaluation)*

No	EVALUATION CRITERIA	SCORING	WEIGHT
1.	QUALIFICATIONS		25
	Highest educational qualification obtained in: - Internal Auditing - Accounting, - Auditing - Risk management - or relevant / related field	5 = Honours degree or higher (NQF8); 4 = Degree (NQF7) 3 = National diploma (NQF6) 2 = National certificate (NQF5) 1 = Matric certificate (NQF4) 0 = No required or relevant qualification submitted	25
2.	GENERAL EXPERTISE		25
	2.1 Number of years' experience in Local Government internal audit	5 = more than 10 years 4 = more than 7 and up to 10 years 3 = more than 4 and up to 7 years 2 = more than 2 and up to 4 years 1 = up to 2 years 0 = No experience demonstrated	15
	2.2 Number of years' experience in managerial positions The following positions will be regarded as management:	5 = more than 5 years 4 = more than 4 and up to 5 years 3 = more than 3 and up to 4 years 2 = more than 2 and up to 3 years 1 = up to 2 years	10

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	• <i>deputy director and above in the Public Service</i> • <i>manager reporting to a Section 57 manager and above in municipalities</i> • <i>Bidders from the private sector should clearly indicate the senior management post level held</i>	0 = No experience demonstrated	
3.	SPECIFIC EXPERTISE		50
	3.1 Demonstrated experience and achievements in implementing, managing, and supporting the municipal in Internal Audit and Audit initiatives. With respect to experience in internal audit and audit committee, relevant components aligned to the specific scope of work include, but are not limited to: • Development of internal audit guidelines • Participation in Audit Committee meetings • Development and implementation of quality assurance and improvement programmes • Monitoring the Audit Action Plan • Conduct internal audit work	5 = Excellent (demonstrated expertise in all components) 4 = Good (demonstrated at least four components) 3 = Average (demonstrated at least three components) 2 = Below Average (demonstrated at least two component) 1 = Poor (demonstrated at least one component) 0 = No experience and achievements demonstrated	25
	3.2 Years' experience in implementing <u>internal audit and audit committee</u> initiatives as per the components listed under 3.1 above.	5 = more than 8 years 4 = more than 6 and up to 8 years 3 = more than 4 and up to 6 years 2 = more than 2 and up to 4 years 1 = up to 2 years 0 = No experience demonstrated	25
TOTAL			100
Bidders who are successful in meeting the functionality threshold of 65% will be invited to attend an interview.			65%

Table 17: Functionality Evaluation Criteria – Accounting and Audit Support Advisors: **Accounting Support:** (Stage 1: Technical desktop evaluation)

NO.	CRITERIA	SCORING	WEIGHT
1.	QUALIFICATIONS		35
	Highest educational qualification obtained in - Financial accounting/Auditing/Taxation - Financial management, - Or related field.	5 = CA(SA) or MCom in Accounting (NQF9) 4 = CTA or SAICA QE1 3 = Honours degree (NQF8) 2 = Degree (NQF7) 1 = National diploma (NQF6) 0 = No required or relevant qualification submitted	35
2.	GENERAL EXPERTISE		25
2.1	Number of years' experience in Local Government.	5 = more than 8 years 4 = more than 5 and up to 8 years 3 = more than 3 and up to 5 years 2 = more than 1 and up to 3 years 1 = up to 1 years 0 = No experience demonstrated	15
2.2	Number of years spent in managerial positions The following positions will be regarded as management: <i>deputy director and above in the Public Service</i> <i>manager reporting to a Section 57 manager and above in municipalities</i> <i>Bidders from the private sector should clearly indicate the level of management post held</i>	5 = more than 5 years 4 = more than 4 and up to 5 years 3 = more than 3 and up to 4 years 2 = more than 2 and up to 3 years 1 = up to 2 years 0 = No experience demonstrated	10
3.	SPECIFIC EXPERTISE		40
	3.1 Accounting Support and Reporting Specialists Demonstrated experience and achievements in the municipal environment in the following key components aligned to the scope of work: - GRAP implementation - Municipal financial accounting and reporting (General ledgers, cash books, related subsidiary accounts, registers etc.). - Municipal financial statements preparation and related MFMA legislation and prescripts.	5 = Excellent (demonstrated expertise in all components) 4 = Good (demonstrated at least six components) 3 = Average (demonstrated at least five components) 2 = Below Average (demonstrated at least three component) 1 = Poor (demonstrated at least one to two components) 0 = No experience and achievements demonstrated	25

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	- Accounting related internal controls. - Preparation, implementation, and monitoring of audit action plans. - Solid knowledge of municipal operations pertaining to budgets, revenue management, expenditure management and asset management and their accounting implications. - Municipal external auditing.		
	3.2 Accounting Support and Reporting Specialists: Years' of experience performing the following work in any environment. - GRAP implementation - Financial accounting and reporting (General ledgers, cash books, related subsidiary accounts, registers etc.). - Financial statements preparation - Accounting related internal controls. - Preparation, implementation and monitoring of audit action plans. - Solid knowledge of operations pertaining to budgets, revenue management, expenditure management asset management and their accounting implications. - External auditing.	5 = more than 8 years 4 = more than 6 and up to 8 years 3 = more than 4 and up to 6 years 2 = more than 2 and up to 4 years 1 = up to 2 years 0 = No experience demonstrated	15
TOTAL			100
Bidders who are successful in meeting the functionality threshold of 65% will be required to attend an interview.			65%

4.6 Functionality Evaluation (Stage 2: Interviews)

4.6.1 Interviews will be used to verify the bidder's specific knowledge, experience and abilities in area/s of work that they are offering their services.

4.6.2 Interview evaluation criteria for the TAs are stipulated in the **Table 18 – 19** below.

3.6.5 Only bidders who score a minimum of 65% during the interviews will be considered for pricing

3.6.6 Only bidder's that meet the 65% threshold for both the technical evaluation and interviews will be considered for Pricing Comparison. However, the final score for functionality will be the simple average of the sum of the technical evaluation and interview scores.

Table 18: Functionality Evaluation Criteria – All Accounting specialist advisors (*Internal Audit Units and Audit Committees, Legislative and Policy Reforms, IT specialist*) except Accounting support – Stage 2: Interviews

Component	Criteria	Weight
Demonstrated advance knowledge of relevant legislation, regulations, accounting standards and other related prescripts	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	20
Demonstrated ability to identify and prioritise key issues and improvement areas within the function	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	30
Demonstrated ability and experience in conceptualisation, developing, and implementing solutions to the identified issues	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	30
Demonstrated advisory, and skills transfer	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	20
Total		100
Only bidders who meet the 65% threshold for the functionality evaluation in the interviews (stage 2) will be considered for Pricing		65%

Table 19: Functionality Evaluation Criteria – Specialist support Advisor: Accounting Support – Stage 2: Interviews

Component	Criteria	Weight
Demonstrated advance knowledge of relevant legislation, regulations, accounting standards and other related prescripts	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	40
Demonstrated ability to identify and prioritise key issues and improvement areas within the function	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	20

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Demonstrated ability and experience in conceptualisation, developing, and implementing solutions to the identified issues	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	25
Demonstrated advisory, and skills transfer	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	15
Total		100
Only bidders who meet the 65% threshold for the functionality evaluation in the interviews (stage 2) will be considered for Pricing		65%

Only bidder's that meet the 65% threshold for both the technical evaluation and interviews will be considered for Pricing Comparison.

4.7 Pricing

NB: Each annexure/MFIP stream highlighted above will be awarded to a bidder/s whose bid proposal has been determined to be technically/functionality (desktop and interview) responsive and has been determined to be lowest in terms of hourly rate including VAT (Financial proposal separate envelop) submission.

The price will be evaluated based on the proposed rates where the recommendation will be based on the competitive price. Bidders must take note of the maximum rate below:

- **ALL Roles except for the Local Government Budget Analysis (LGBA) Project Administrator:** R750.00 per hour **excluding** VAT or R862.50 per hour **inclusive** of VAT.
- **LGBA Project Administrator:** R350 per hour **excluding** VAT or R402.50 per hour **inclusive** of VAT.
- If the bidders are equal in terms of pricing, the recommendation will be based on the highest points of the technical evaluation
- If the bidders are equal in terms of pricing and functionality, the recommendation will be based on the drawing of lots
- GTAC reserves the right to negotiate on price with the recommended bidder

Annexure B5: Budget and Revenue Management

**Role 5.1 Budget and Revenue
Management (8 resources)**

**Role 5.2 Revenue Management Policy
Coordination (1 resource)**

NB: Bidders must submit separate envelopes for each area of expertise and clearly mark the area of expertise for which the bid is being submitted.

Annexure B5: Budget and Revenue Management

Role 5.1 Budget and Revenue Management (8 resources)

Role 5.2 Revenue Management Policy Coordination (1 resource)

ROLE 5: SPECIFIC TECHNICAL ADVISOR REQUIREMENTS

5.1 Overall Objective

To work with NT, provincial treasuries, and their related municipalities to improve Budget and Revenue Management practices and performance.

5.2 Specific Scope of Work

The key activities per focus area over the duration of the project will include, but not limited to the areas highlighted **Tables 20 - 21** below.

Table 20: Budget and Revenue management Focus Areas and Key Activities

Focus Area	Activities
BRM institutional support and capacity building	- Stakeholder Engagements – participate in management meetings and present progress reports on the implementation of the BRM SP and related matters. Actively participate in municipal BRM and other intergovernmental forums and meetings. - PT municipal BRM capacity - Assist with evaluation of the PT municipal BRM structure and staffing capabilities on an annual basis and provide recommendations to ensure sufficient capacity exists to fulfil the PT's MFMA budget oversight role and for effective skills transfer. - Municipal (BTO) BRM capacity – Undertake annual reviews of the municipal BM organograms and make recommendations regarding capacitation. - BRM capacity building – Conduct on-going capacity building and training with PT and municipal BRM staff on budget management related reforms. - Facilitate the designation and capacitation of a Provincial Treasury MFMA budget funding assessment champion to drive budget reforms and capacitate the Treasury staff. - BRM capacity building – Conduct on-going capacity building and training with PT and municipal BRM staff on revenue management related reforms, including use of the National Treasury revenue management related tools such as the valuation roll reconciliation tool and the Tariff Tool, etc.
BRM policies and SOPs	- Assist Treasuries and municipalities with the review and drafting of customised municipal By-laws and budget related policies that adequately integrate with the revenue related policies by: - Reviewing and aligning the budget and revenue management By-laws and policies, i.e. tariff policy, credit control & debt collection policy, indigent policy, rates policy, etc. and SOPs to applicable legislation, frameworks and guidelines. - Reviewing the budget processes within the municipality and align SOPs to applicable legislation, frameworks, and guidelines.

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Focus Area	Activities
	• Reviewing of all revenue management related By-laws and policies, to ensure best practice and effective formulation and implementation across the revenue value chain, i.e. customer data and accounts, meter reading, billing, payments, credit control and debt collection, indigent management, customer care, etc. • Providing technical guidance and support to municipalities with the implementation of their SOPs. • Building awareness through workshops of the SOPs to municipal staff and councillors as required. • Assisting municipalities to address common audit findings and qualifications pertaining to budget related transactions and disclosures.
Budgeting	• Assist Treasuries and municipalities with the preparation of credible, funded, and compliant medium-term budgets by: • Assisting municipalities to adhere to the applicable legal prescripts, i.e. MFMA, MBRR, etc. regarding budget timeframes and submissions. • Assisting municipalities to compile and adopt credible and funded budgets. • Providing support to municipalities and PTs with the MBRR schedules and the funding assessment methodology for the Tabled budget, adopted budget and adjustments budgets (S72 report). • Assisting municipalities with the setting of cost reflective tariffs for all billable municipal services. • Assisting municipalities to apply realistic and credible assumptions when compiling their medium-term budgets. • Assisting municipalities with the effective implementation of adopted budgets and related statutory reporting requirements. • Facilitate the integration of valuation roll reconciliations and cost reflective tariff calculations (using the respective National Treasury tools) as part of the assessment of whether budgets are annually funded.
Budget funding plan	• Assist with developing a credible funding plan in cases where an unfunded budget was adopted. • Monitor performance of the funding plan with ensuring correct input into the dashboard developed to track progress.
Section 71 analysis and reports	• Assist with and capacitate Treasury staff to undertake analysis of s71 monthly reports in a context of the adopted and / or any Adjustment MTREF, and monthly recommend appropriate correct measures where applicable to municipalities. • Ensure that the following information is timeously submitted together with the s71 reports: ○ A narrative component aligning to the minimum format and content requirements for section 71 reports; ○ An extract of the trial balances from the general ledger; ○ Copies of the actual monthly bank statements (reflecting the opening and closing bank balances) for the primary bank account; ○ Bank reconciliation for the reporting period in the primary bank account; and ○ Copies of the quarterly tabled section 71 documents in the prescribed Schedule C format including the applicable council resolution. ○ Analyse the above and provide recommendations where necessary.

Focus Area	Activities
Revenue value chain	- Assist Treasuries and municipalities with designing effective revenue management models for their specific environment by: - Aligning all the critical revenue value chain processes that impact on the credibility of customer information used to generate complete, accurate and timely municipal accounts. - Analysing the flow of information along the revenue value chain and provide guidance on how to effectively organise the transaction processing environment in terms of turnaround times and streamlining activities. - Ensuring that information is correctly captured along the revenue value chain and validated by the billing system thereby improving the integrity of the billing data. - Guiding municipalities to implement effective internal controls to perform the necessary reconciliations for all sources of revenue to achieve completeness of revenue requirements. - Assist municipalities in developing workable strategies and plans that will ensure the measurable improvements in revenue performance and efficiencies in the revenue value chain management. - Providing technical support and guidance to municipalities across the key elements of the revenue value chain, i.e. customer data and accounts, meter reading, billing, payments and collections, credit control and debt collection, indigent management, customer care, etc. - Undertake independent valuation roll to municipal billing system reconciliations and cost reflective tariff calculations (using the respective National Treasury tools) and ensure / facilitate integration thereof as part of the assessment of whether budgets are annually funded. - Monitor compliance with National Treasury tariff calculation and valuation roll reconciliation timeframes and submission requirements, etc.
Tariff setting	- Undertaking the exercise to determine which service is under recovering for that service. - Assisting municipalities with the setting of cost reflective tariffs for all billable municipal services.
Audit action plans	Assisting municipalities to address common audit findings and qualifications pertaining to, for example completeness, impairment and accounting of revenue-related transactions and disclosures.
Financial recovery plans	Financial recovery plans – Assist in the development and implementation monitoring of financial recovery plans for selected municipalities pertaining to revenue management.
Indigent management	Review the indigent management By-laws, policies, processes and procedures adopted by the municipality and recommend and advise on the affordability and correct option based on the national framework, including available infrastructure in the municipality to restrict free basic services to the national free basic services limits.

Role 5.2 Revenue Management Policy Coordination Advisor (1 resource)

Table 21: Revenue Management Policy Coordination Focus Areas and Key Activities

Focus Area	Activities
RM institutional support and	RM Support Plan – consider and integrate the various provincial treasury revenue baseline assessments undertaken to inform the customisation

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capacity building	and development of a national RM Coordination Support Plan (SP). Facilitate the adoption, publication and awareness of the approved SP. • Stakeholder Engagements – participate in management meetings where appropriate and present progress reports on the implementation of the RM SP and related matters. Actively participate in National Treasury: LGBA: RM and other intergovernmental forums and meetings. • Strategically input the various RM TA's PT municipal RM capacity RM structure and staffing capabilities assessments on an annual basis. Provide recommendations to ensure strategic alignment of and integration across PTs and that sufficient capacity exists to fulfil the Treasury's MFMA revenue oversight function and for effective skills transfer. • RM awareness - on-going raising of awareness of strategic RM reforms across stakeholders at various strategic National Treasury platforms, including Multi-disciplinary Revenue Committee (MdRC), etc.
RM coordination	• To assist the National Treasury: LGBA: Revenue Section to: ○ Coordinate and facilitate the integration of the Revenue Section's work across the revenue-and budget technical areas and projects to ensure the various areas of work and projects integrate while being mindful of duplication. ○ Coordinate the Revenue Management Section's work with revenue related work undertaken by other organs of state across the spheres of government. ○ Coordinate and facilitate integration in the Revenue Section's overall revenue management related policy development across the work of the various technical advisors, LGBA and other NT directorates as may be appropriate. ○ Plan, project management, execute and report on various project activities undertaken by the Revenue Section, monitor and drive progress to completion ensuring timeframes are met and costs are within the allocated budget. ○ Assist in establishing the Multi-Disciplinary Revenue Committee with PTs.
RM policy and SOPs	• Assist the National Treasury to identify strategic issues / areas requiring the development and / or review and / or refinement of national, provincial or template municipal revenue management By-laws, policies, and SOPs by: ○ Strategically integrating the work done by the revenue management TA's relating to revenue management By-laws and policies, i.e. tariff policy, credit control & debt collection policy, indigent policy, rates policy, etc. and SOPs to applicable legislation, frameworks, and guidelines. ○ Integrating the reviews undertaken by the revenue management TA's of all revenue management related By-laws and policies, to ensure national and strategic best practice and effective formulation and implementation across the revenue value chain, i.e. customer data and accounts, meter reading, billing, payments, credit control and debt collection, indigent management, customer care, etc. ○ Providing strategic guidance and support to the National Treasury and revenue - management TA's to strengthen best practices in the technical implementation and integration of revenue management By-laws, policies and SOPs across the revenue value chain.

	○ Building strategic awareness of revenue management policy and SOP reforms through relevant National Treasury platforms and documentation, including MFMA Circulars, etc. ○ Facilitate discussion with national stakeholders on the standardisation of the format of the valuation roll for municipalities
Revenue value chain	● Assist the National Treasury to facilitate alignment and integration across municipal revenue management models for the local government environment as may be appropriate by integrating the work of the various RM TA's in national policy or strategy or other reforms as may be appropriate relating to: ○ Critical revenue value chain processes and procedures. ○ Explore innovative ways to enhance processes within the revenue value chain in municipalities for a more efficient, effective and sustainable environment ○ The development of workable strategies and plans that will ensure the measurable improvements in revenue performance and efficiencies in the revenue value chain management. ○ Provide guidance on an independent valuation roll to municipal billing system reconciliations and cost reflective tariff calculations (using the respective National Treasury tools) and ensure / facilitate integration thereof as part of the assessment of whether budgets are annually funded. ○ Assist with compliance with National Treasury tariff calculation and valuation roll reconciliation timeframes and submission requirements, etc.

5.3 Project location and reporting

The Revenue Management and Policy Coordination Advisor will be based at the NT (LGBA) and the 8 (eight) Budget and Revenue Management Advisors will be based at the offices of the provincial treasuries for the duration of the project, as per the list indicated above and on the attached CV template. They will report to the designated LGBA counterpart or PT MFMA Coordinator and the MFIP PMU and will be required, from time to time, to attend national, provincial and local level meetings over the duration of the programme

5.4 Specific expertise required

Successful bidders for the Revenue Management and Policy Coordination Advisor and the Budget and Revenue Management Advisor roles, over and above the general capabilities, should demonstrate their experience and achievements in implementing Budget and Revenue management operations, reforms, and performance improvement initiatives. Emphasis must be placed on the focus areas outlined in specific scope of work outlined in this ToR.

ROLE 5: EVALUATION CRITERIA

The evaluation committee members will individually evaluate the responses received against the following criteria as set out below. The functionality evaluation of individual CV's will be carried out as per evaluation criteria stipulated below.

The functionality evaluation will be conducted in two (2) stages:

- Functionality Evaluation: Technical Desktop Evaluation; and
- Functionality Evaluation: Interviews.

5.5 Functionality Evaluation (Stage 1: Technical desktop evaluation)

5.5.1 Technical evaluation criteria for the TAs are stipulated in the **Table 22** below.

5.5.2 Only bidders who score a minimum of 65% during the technical evaluation stage will be invited to interviews prior to consideration for Pricing

Table 22: Functionality Evaluation Criteria – Budget and Revenue management and Revenue Management Policy Coordination (Stage 1: Technical desktop evaluation)

No	EVALUATION CRITERIA	SCORING	WEIGHT
1.	QUALIFICATIONS		25
	Highest educational qualification obtained in: • Financial management, • Accounting, • Public administration/management, • Business administration/management, • or relevant / related field	5 = Honours degree (NQF8) or higher; 4 = Degree (NQF7) 3 = National diploma (NQF6) 2 = National certificate (NQF5) 1 = Matric certificate (NQF4) 0 = No relevant / related qualification submitted	25
2.	GENERAL EXPERTISE		25
	2.1 Number of years' experience in Local Government financial management or a component thereof	5 = more than 10 years 4 = more than 7 and up to 10 years 3 = more than 4 and up to 7 years 2 = more than 2 and up to 4 years 1 = up to 2 years 0 = No relevant/related experience submitted	15
	2.2 Number of years' experience in managerial positions The following positions will be regarded as management: • <i>deputy director and above in the Public Service</i>	5 = more than 5 years 4 = more than 4 and up to 5 years 3 = more than 3 and up to 4 years 2 = more than 2 and up to 3 years 1 = up to 2 years 0 = No relevant/related experience demonstrated	10

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	• <i>manager reporting to a Section 57 manager and above in municipalities</i> • <i>Bidders from the private sector should clearly indicate the senior management post level held</i>		
3.	SPECIFIC EXPERTISE		50
	3.1 Demonstrated experience and achievements in implementing, managing, and supporting municipal <u>Budget and Revenue management</u> operations, projects, reforms and/or performance improvement initiatives. With respect to experience in Budget and Revenue management, relevant components include, but not limited to: • Municipal finance legislation • Municipal Budget and Reporting Regulations • Budget & Revenue management policies and SOPs • Municipal budgeting • Municipal revenue value chain • Municipal financial recovery plans	5 = Excellent (demonstrated at least four components and above) 4 = Good (demonstrated at least three components) 3 = Average (demonstrated at least two components) 2 = Below Average (demonstrated at least one components) 1 = Poor (Demonstrated no experience and knowledge) 0 = No relevant/related experience demonstrated	25
	3.2 Years' experience in implementing <u>Budget and Revenue management</u> operations, projects, reforms and/or performance improvement initiatives as per the components listed under 3.1 above.	5 = more than 8 years 4 = more than 6 and up to 8 years 3 = more than 4 and up to 6 years 2 = more than 2 and up to 4 years 1 = up to 2 years 0 = No experience demonstrated	25
TOTAL			100
Bidders who are successful in meeting the functionality threshold of 65% will be invited to attend an interview.			65%

5.6 Functionality Evaluation (Stage 2: Interviews)

- 5.6.1 Interviews will be used to verify the bidder's specific knowledge, experience and abilities in area/s of work that they are offering their services.
- 5.6.2 Interview evaluation criteria for the TAs are stipulated in the **Table 23** below.
- 5.6.3 Only bidders who score a minimum of 65% during the interviews will be considered for pricing

5.6.4 Only bidder's that meet the 65% threshold for both the technical evaluation and interviews will be considered for Pricing Comparison. However, the final score for functionality will be the simple average of the sum of the technical evaluation and interview scores.

Table 23: Functionality Evaluation Criteria – Budget and Revenue management and Revenue Management Policy Coordination – Stage 2: Interviews

Component	Criteria	Weight
Demonstrated knowledge of relevant legislation, regulations, and other prescripts	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	20
Demonstrated ability to identify and prioritise key issues and improvement areas within the function	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	30
Demonstrated ability and experience in conceptualisation, developing, and implementing solutions to the identified issues	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	30
Demonstrated advisory, and skills transfer	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	20
Total		100
Only bidders who meet the 65% threshold for the functionality evaluation in the interviews (stage 2) will be considered for Pricing		65%

Only bidder's that meet the 65% threshold for both the technical evaluation and interviews will be considered for Pricing Comparison.

5.7 Pricing

NB: Each annexure/MFIP stream highlighted above will be awarded to a bidder/s whose bid proposal has been determined to be technically/functionality (desktop and interview) responsive and has been determined to be lowest in terms of hourly rate including VAT (Financial proposal separate envelop) submission.

The price will be evaluated based on the proposed rates where the recommendation will be based on the competitive price. Bidders must take note of the maximum rate below:

- ALL Roles except for the Local Government Budget Analysis (LGBA) Project Administrator: R750.00 per hour **excluding** VAT or R862.50 per hour **inclusive** of VAT.

- **LGBA Project Administrator:** R350 per hour **excluding** VAT or R402.50 per hour **inclusive** of VAT.
- If the bidders are equal in terms of pricing, the recommendation will be based on the highest points of the technical evaluation
- If the bidders are equal in terms of pricing and functionality, the recommendation will be based on the drawing of lots
- GTAC reserves the right to negotiate on price with the recommended bidder

Annexure B6: Role 6 Budget and Financial Management Advisor (1 resource)

NB: Bidders must submit separate envelopes for each area of expertise and clearly mark the area of expertise for which the bid is being submitted.

Annexure B6: Role 6 Budget and Financial Management Advisor (1 resource)

ROLE 6: SPECIFIC TECHNICAL ADVISOR REQUIREMENTS

6.1 Overall Objective

To work with provincial treasuries and their related stakeholders to improve Budget and Financial Management practices and performance.

6.2 Specific Scope of Work

The key activities per focus area over the duration of the project will include, but not limited to the areas highlighted below.

Table 24: Budget and Financial Management Focus Areas and Key Activities

Focus Area	Activities
Municipal Budget and Reporting Regulations (MBRR)	- Assessing the credibility of information in and level of sustainability of the budget for the 17 non-delegated municipalities. - Co-ordinate provincial information and prepare Master File on Funded/Unfunded Budgets – Adjustments budget - Assist with preparation/review of funding compliance assessments for adjustment budget for the 17 non-delegated municipalities - Review of financial information in the benchmark assessment reports - Annual Benchmark § Annual Benchmark engagement: attendance of benchmark engagement for 17 non-delegated municipalities and assist Directors, PTs, and NT Advisors with funding assessments § Preparation for the Benchmark Engagement (tabled budget) - preparation of source documents and linkage to the Benchmark Summary File - Provide responses/comment on questions wrt Budgeting & Reporting work stream and review and provide comments on reports, letters, annual and quarterly publications and respond to parliamentary questions. - Develop/review budget related policies as contemplated in the MBRR and circulate as specimen policies to be used by municipalities. - Assessing tariff determination policies and affordability of municipal services as informed by municipal planning process (links to tariff setting, costing and mSCOA). - Financial recovery plans – Assist in the development and implementation monitoring of financial recovery plans for selected municipalities pertaining to budget and revenue management.
Funding Compliance and Cash Flow	- Evaluating municipalities' cash flow status in relation to creditors, current and solvency ratios. Prepare Master File on Bankrupt Municipalities - Provide technical guidance on the develop municipal specific strategy to assist municipalities to move from an unfunded to a funded budget position - Quarterly prepare a master file on the s139 (MFMA) indicators for publishing as part of the s71 reports.

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	- Analysing alignment of MTREF to the municipalities' cash flow planning and budget funding position. - Co-ordinate provincial information and prepare Master File on Funded/Unfunded Budgets – Adjustments budget - Analysing the municipalities' funding compliance principles & practical application wrt cash backing of reserves and general liquidity. - Co-ordinate provincial information and prepare Master File on Funded/Unfunded Budgets – Tabled and Adopted Budgets - Evaluating the municipalities' ability to incur additional capital expenditure and borrowing strategies wrt mid-term affordability and sustainability and improved funding mix.
Asset Management and Costing Services	- Provide technical guidance on the depreciation provision in relation to the asset base and the credibility of the budget Statement of Financial Performance, particularly wrt trading services. - Establish the impact of depreciation on tariff setting and viability of the trading services. - Review annual contribution towards repairs and maintenance and determine trend line over 7-year budget window. - Provide training to relevant stakeholders on the understanding of this work.
Budget & Expenditure Management Advisory Services	- Extract data from the LG Data Base and/or other sources, research and prepare reports and data files for internal usage and for external stakeholders. - Review policy documents, revenue/expenditure management frameworks and advise municipalities on any shortcomings in terms of determining budget implications, risk, and impact of implementation where relevant and to make recommendations where applicable. Mostly involves assistance to LGBA Directors and PT officials with ad-hoc funding assessments and more importantly the interpretation thereof and guidance on how to move to a funded budget position
Support the rollout of Specimen Budget documentation (mSCOA aligned)	- Prepare/updated practical guides to completing the budget formats for Tabled and Adopted Budgets and the s72 Performance Report structure implemented by NT. - Ensuring that the quality and integrity of information presented in the budget formats are: - aligned to the IDP, - supported by narrative explanations of budget policy and outcomes - compliant with legislative prescripts - a people orientated document based on the principles of Batho Pele
Training and Capacity Building	- Provide training to NT, PT, and municipal officials to build capacity wrt compilation of mSCOA compliant budgets - Assist advisors at the PT to capacitate municipal officials to build capacity wrt funded budgets, budget funding compliance and use of the Funding Assessment Tool. - Prepare and present presentations and attendance at workshops & meetings.
Budgeting	Focus on preparing funded budgets and credible budget assessments

	• Assistance with Budget Funding plans – How do we review that these plans will in fact result in a funded budget position? • Assist PTs with ensuring legal compliance with ○ All aspects of the MBRR ○ Compilation of credible budgets – we need to determine what criteria needs to be met – will we stick with § Credibility § Relevance § Sustainability ○ Effective Implementation of the budget – utilization of the S71 reports and various new dashboards to facilitate monthly progress with the successful implementation of the budget
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6.3 Project location and reporting

The Budget and Financial Management Specialist, for the duration of the project will be based at the National Treasury in Pretoria and will be placed via the MFIP at the CD: LGBA. S/he will report to the designated LGBA counterpart and the MFIP PMU and will be required, from time to time, to attend national, provincial and local level meetings over the duration of the programme.

6.4 Specific expertise required

Successful bidders for the Budget and Financial Management Specialist roles, over and above the general capabilities, should demonstrate their experience and achievements in implementing Budget and Financial management operations, reforms, and performance improvement initiatives. Emphasis must be placed on the focus areas outlined in specific scope of work outlined in this ToR.

ROLE 6: EVALUATION CRITERIA

The evaluation committee members will individually evaluate the responses received against the following criteria as set out below. The functionality evaluation of individual CV's will be carried out as per evaluation criteria stipulated below.

The functionality evaluation will be conducted in two (2) stages:

- Functionality Evaluation: Technical Desktop Evaluation; and
- Functionality Evaluation: Interviews.

6.5 Functionality Evaluation (Stage 1: Technical desktop evaluation)

6.5.1 Technical evaluation criteria for the TAs are stipulated in the **Table 25** below.

6.5.2 Only bidders who score a minimum of 65% during the technical evaluation stage will be invited to interviews prior to consideration for Pricing

PROVISION OF TECHNICAL ADVISORY SERVICES TO THE GOVERNMENT TECHNICAL ADVISORY CENTRE (GTAC) FOR THE INTERGOVERNMENTAL RELATIONS (IRG) DIVISION TO SUPPORT IN THE IMPLEMENTATION OF THE MUNICIPAL FINANCE IMPROVEMENT PROGRAMME (MFIP) PHASE IIIx: 81x TECHNICAL ADVISORS

Table 25: Functionality Evaluation Criteria – Budget & Financial Management (Stage 1: Technical desktop evaluation)

No	EVALUATION CRITERIA	SCORING	WEIGHT
1.	QUALIFICATIONS		25
	Highest educational qualification obtained in: - Financial management, - Accounting, - Public administration/management, - Business administration/management, - or relevant / related field	5 = Honours degree (NQF8) or higher; 4 = Degree (NQF7) 3 = National diploma (NQF6) 2 = National certificate (NQF5) 1 = Matric certificate (NQF4) 0 = No relevant / related qualification submitted	25
2.	GENERAL EXPERTISE		25
	2.1 Number of years' experience in Local Government financial management or a component thereof	5 = more than 10 years 4 = more than 7 and up to 10 years 3 = more than 4 and up to 7 years 2 = more than 2 and up to 4 years 1 = up to 2 years 0 = No relevant/related experience submitted	15
	2.2 Number of years' experience in managerial positions The following positions will be regarded as management: <i>deputy director and above in the Public Service</i> <i>manager reporting to a Section 57 manager and above in municipalities</i> <i>Bidders from the private sector should clearly indicate the senior management post level held</i>	5 = more than 5 years 4 = more than 4 and up to 5 years 3 = more than 3 and up to 4 years 2 = more than 2 and up to 3 years 1 = up to 2 years 0 = No relevant/related experience submitted	10
3.	SPECIFIC EXPERTISE		50
	3.1 Demonstrated experience and achievements in implementing, managing, and supporting municipal <u>Budget and Revenue management</u> operations, projects, reforms and/or performance improvement initiatives. With respect to experience in Budget and Revenue management, relevant components include, but not limited to: - Municipal Budget and Reporting Regulations (MBRR) - Funding compliance and cash flow - Asset management & costing of municipal services	5 = Excellent (demonstrated at least four components and above) 4 = Good (demonstrated at least three components) 3 = Average (demonstrated at least two components) 2 = Below Average (demonstrated at least one components) 1 = Poor (Demonstrated no experience and knowledge) 0 = No relevant/related experience and achievements demonstrated	25

PROVISION OF TECHNICAL ADVISORY SERVICES TO THE GOVERNMENT TECHNICAL ADVISORY CENTRE (GTAC) FOR THE INTERGOVERNMENTAL RELATIONS (IRG) DIVISION TO SUPPORT IN THE IMPLEMENTATION OF THE MUNICIPAL FINANCE IMPROVEMENT PROGRAMME (MFIP) PHASE IIIx: 81x TECHNICAL ADVISORS

- Budget & expenditure management advisory services - mSCOA aligned budget documentation - Budget-related policies and strategies - Development of the revenue component of financial recovery plan		
3.2 Years' experience in implementing <u>Budget and Revenue management</u> operations, projects, reforms and/or performance improvement initiatives as per the components listed under 3.1 above.	5 = more than 8 years 4 = more than 6 and up to 8 years 3 = more than 4 and up to 6 years 2 = more than 2 and up to 4 years 1 = up to 2 years 0 = No experience demonstrated	25
TOTAL		100
Bidders who are successful in meeting the functionality threshold of 65% will be invited to attend an interview.		65%

6.6 Functionality Evaluation (Stage 2: Interviews)

- 6.6.1 Interviews will be used to verify the bidder's specific knowledge, experience and abilities in area/s of work that they are offering their services.
- 6.6.2 Interview evaluation criteria for the TAs are stipulated in the **Table 26** below.
- 6.6.3 Only bidders who score a minimum of 65% during the interviews will be considered for pricing
- 6.6.4 Only bidder's that meet the 65% threshold for both the technical evaluation and interviews will be considered for Pricing Comparison. However, the final score for functionality will be the simple average of the sum of the technical evaluation and interview scores.

Table 26: Functionality Evaluation Criteria – Budget & Financial Management – Stage 2: Interviews

Component	Criteria	Weight
Demonstrated knowledge of relevant legislation, regulations, and other prescripts	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	20
Demonstrated ability to identify and prioritise key issues and improvement areas within the function	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	30
Demonstrated ability and experience in conceptualisation, developing, and implementing solutions to the identified issues	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	30

PROVISION OF TECHNICAL ADVISORY SERVICES TO THE GOVERNMENT TECHNICAL ADVISORY CENTRE (GTAC) FOR THE INTERGOVERNMENTAL RELATIONS (IRG) DIVISION TO SUPPORT IN THE IMPLEMENTATION OF THE MUNICIPAL FINANCE IMPROVEMENT PROGRAMME (MFIP) PHASE IIIx: 81x TECHNICAL ADVISORS

Demonstrated advisory, and skills transfer	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	20
Total		100
Only bidders who meet the 65% threshold for the functionality evaluation in the interviews (stage 2) will be considered for Pricing		65%

Only bidder's that meet the 65% threshold for both the technical evaluation and interviews will be considered for Pricing Comparison.

6.7 Pricing

NB: Each annexure/MFIP stream highlighted above will be awarded to a bidder/s whose bid proposal has been determined to be technically/functionality (desktop and interview) responsive and has been determined to be lowest in terms of hourly rate including VAT (Financial proposal separate envelop) submission.

The price will be evaluated based on the proposed rates where the recommendation will be based on the competitive price. Bidders must take note of the maximum rate below:

- **ALL Roles except for the Local Government Budget Analysis (LGBA) Project Administrator: R750.00 per hour excluding VAT or R862.50 per hour inclusive of VAT.**
- **LGBA Project Administrator: R350 per hour excluding VAT or R402.50 per hour inclusive of VAT.**
- If the bidders are equal in terms of pricing, the recommendation will be based on the highest points of the technical evaluation
- If the bidders are equal in terms of pricing and functionality, the recommendation will be based on the drawing of lots
- GTAC reserves the right to negotiate on price with the recommended bidder

Annexure B7: Role 7 mSCOA Roving and Provincial Advisors (7 resources)

NB: Bidders must submit separate envelopes for each area of expertise and clearly mark the area of expertise for which the bid is being submitted.

Annexure B7: Role 7 mSCOA Roving and Provincial Advisors (7 resources)

ROLE 7: SPECIFIC TECHNICAL ADVISOR REQUIREMENTS

7.1 Overall Objective

The MFIP mSCOA Roving and Provincial Advisors will be responsible to build the capacity of and assist the National and provincial treasuries to exercise oversight over and provide technical support to municipalities to implement mSCOA.

7.2 Specific Scope of Work

The key activities per focus areas over the duration of the project will include, but not limited to the areas highlighted below.

Table 27: mSCOA Roving and Provincial Advisor Focus Areas and Key Activities

Focus Area	Activities
mSCOA institutional support	- mSCOA Support Plan – conduct desktop assessments to identify which National and provincial treasury officials and municipalities require targeted support. - Develop a Support Plan (SP) based on the scope of work and findings of desktop assessment. - Project Team Meetings – participate in, present at and report on relevant issues at National and provincial treasury project team meetings. - Prepare progress reports on the mSCOA implementation.
Budgeting, transacting and reporting in mSCOA	- Participate in, present at and interrogate demonstrations on system functionality by municipalities and system vendors as it pertains to the required minimum business processes and system specifications. - Follow-up on submission of mSCOA data strings and assist municipalities to correct validation errors. - Assess the credibility of mSCOA data strings in terms of the standard methodology adopted by National and provincial treasuries and implement the required measures to improve the credibility of the data. - Provide technical support to municipalities to improve their mSCOA implementation.
Capacity building and stakeholders management	- Conduct on-going capacity building with NT, PT and municipal officials and other stakeholders on mSCOA-related topics. - Train and assist NT and/or PT officials to use mSCOA analysis tools improve the credibility of mSCOA data. - Develop and provide inputs to training materials on mSCOA related topics. - Present at and actively participate in national and provincial forums, conferences and seminars on mSCOA.
Working groups and general support	- Attend, participate, and present at mSCOA working group engagements to discuss mSCOA related technical issues. - Participate in FAQ committee to provide assistance with queries received. - Assist with research and revision of the current business processes and minimum system specifications.

	• Make meaningful input to mSCOA communication, circulars and related project documentation, and planning for the institutionalisation of this reform, as required. • Provide comments on mSCOA related queries. • Other outputs as may be requested by the Programme Management Unit, mSCOA Project Manager or Chief Director: LGBA.
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7.3 Project location and reporting

The *mSCOA* Roving Advisor will be placed at the National Treasury and the 6 (six) Provincial Advisors will be based at the offices of the provincial treasuries for the duration of the project. Placement will be determined by the National Treasury Project Manager for *mSCOA* and the Chief Director: LGBA. The *mSCOA* Roving and Provincial Advisors will report to the National Treasury Project Manager for *mSCOA*, Chief Director: LGBA, PT MFMA Coordinator and the MFIP PMU and will be required to travel to perform their duties.

7.4 Specific expertise required

Successful bidders for the *mSCOA* Roving and Provincial Advisors, over and above the general capabilities, should demonstrate their experience and achievements in implementing *mSCOA* reforms. Emphasis must be placed on the focus areas outlined in specific scope of work outlined in this ToR.

ROLE 7: EVALUATION CRITERIA

The evaluation committee members will individually evaluate the responses received against the following criteria as set out below. The functionality evaluation of individual CV's will be carried out as per evaluation criteria stipulated below.

The functionality evaluation will be conducted in two (2) stages:

- Functionality Evaluation: Technical Desktop Evaluation; and
- Functionality Evaluation: Interviews.

7.5 Functionality Evaluation (Stage 1: Technical desktop evaluation)

7.5.1 Technical evaluation criteria for the TAs are stipulated in the **Table 28** below.

7.5.2 Only bidders who score a minimum of 65% during the technical evaluation stage will be invited to interviews prior to consideration for Pricing

PROVISION OF TECHNICAL ADVISORY SERVICES TO THE GOVERNMENT TECHNICAL ADVISORY CENTRE (GTAC) FOR THE INTERGOVERNMENTAL RELATIONS (IRG) DIVISION TO SUPPORT IN THE IMPLEMENTATION OF THE MUNICIPAL FINANCE IMPROVEMENT PROGRAMME (MFIP) PHASE IIix: 81x TECHNICAL ADVISORS

Table 28: Functionality Evaluation Criteria – mSCOA Roving Advisor and mSCOA Provincial Advisors (Stage 1: Technical desktop evaluation)

No	EVALUATION CRITERIA	SCORING	WEIGHT
1.	QUALIFICATIONS		20
	Highest educational qualification obtained in: - Accounting - Municipal accounting - Cost & Financial Accounting - or relevant / related field	5 = Honours degree or higher (NQF8); 4 = Degree (NQF7) 3 = National diploma (NQF6) 2 = National certificate (NQF5) 1 = Matric certificate (NQF4) 0 = No required or relevant/related qualification submitted	20
2.	GENERAL EXPERTISE		20
	2.1 Number of years' experience in municipal accounting (specifically in municipal budgeting, reporting, and transacting).	5 = more than 10 years 4 = more than 5 and up to 10 years 3 = more than 3 and up to 5 years 2 = more than 2 and up to 3 years 1 = up to 2 years 0 = No relevant/related experience demonstrated	20
3.	SPECIFIC EXPERTISE		60
	3.1 Demonstrated experience and achievements in the following components of implementing, managing, and supporting the mSCOA reform: - municipal accounting - municipal financial systems - implementing the mSCOA reform at a municipal level / - providing support to municipalities to implement mSCOA - providing support to National and provincial treasuries to oversee the implementation of mSCOA at a municipal level	5 = Excellent (demonstrated expertise in all components) 4 = Good (demonstrated at least four components) 3 = Average (demonstrated at least three components) 2 = Below Average (demonstrated at least two components) 1 = Poor (Demonstrated no experience and knowledge) 0 = No experience and achievements demonstrated	30
	3.2 Years' experience in implementing, managing, and supporting the mSCOA reform.	5 = more than 5 years 4 = more than 4 and up to 5 years 3 = more than 3 and up to 4 years 2 = more than 2 and up to 3 years 1 = up to 2 years 0 = No relevant/related experience demonstrated	30
TOTAL			100

Bidders who are successful in meeting the functionality threshold of 65% will be invited to attend an interview.	65%
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NB: mSCOA TAs will be required to complete the mSCOA eLearning course hosted by the National School of Governance at their own cost as part of the induction programme.

7.6 Functionality Evaluation (Stage 2: Interviews)

- 7.6.1 Interviews will be used to verify the bidder's specific knowledge, experience and abilities in area/s of work that they are offering their services.
- 7.6.2 Interview evaluation criteria for the TAs are stipulated in the **Table 29** below.
- 7.6.3 Only bidders who score a minimum of 65% during the interviews will be considered for pricing
- 7.6.4 Only bidder's that meet the 65% threshold for both the technical evaluation and interviews will be considered for Pricing Comparison. However, the final score for functionality will be the simple average of the sum of the technical evaluation and interview scores.

Table 29: Functionality Evaluation Criteria – mSCOA Roving and Provincial Advisor – Stage 2: Interviews

Component	Criteria	Weight
Demonstrated knowledge of relevant legislation, regulations, and other prescripts	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	20
Demonstrated ability to identify and prioritise key issues and improvement areas within the function	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	30
Demonstrated ability and experience in conceptualisation, developing, and implementing solutions to the identified issues	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	30
Demonstrated advisory, and skills transfer	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	20
Total		100
Only bidders who meet the 65% threshold for the functionality evaluation in the interviews (stage 2) will be considered for Pricing		65%

Only bidder's that meet the 65% threshold for both the technical evaluation and interviews will be considered for Pricing Comparison.

7.7 Pricing

NB: Each annexure/MFIP stream highlighted above will be awarded to a bidder/s whose bid proposal has been determined to be technically/functionality (desktop and interview) responsive and has been determined to be lowest in terms of hourly rate including VAT (Financial proposal separate envelop) submission.

The price will be evaluated based on the proposed rates where the recommendation will be based on the competitive price. Bidders must take note of the maximum rate below:

- **ALL Roles except for the Local Government Budget Analysis (LGBA) Project Administrator: R750.00 per hour **excluding** VAT or R862.50 per hour **inclusive** of VAT.**
- **LGBA Project Administrator: R350 per hour **excluding** VAT or R402.50 per hour **inclusive** of VAT.**
- If the bidders are equal in terms of pricing, the recommendation will be based on the highest points of the technical evaluation
- If the bidders are equal in terms of pricing and functionality, the recommendation will be based on the drawing of lots
- GTAC reserves the right to negotiate on price with the recommended bidder

Annexure B8: Role 8 mSCOA Training Coordinator (1 resource)

NB: Bidders must submit separate envelopes for each area of expertise and clearly mark the area of expertise for which the bid is being submitted.

Annexure B8: Role 8 mSCOA Training Coordinator (1 resource)

ROLE 8: SPECIFIC TECHNICAL ADVISOR REQUIREMENTS

8.1 Overall Objective

The MFIP *mSCOA* Training Coordinator will be responsible to build the capacity of and assist the National and provincial treasuries to exercise oversight over and provide technical support to municipalities to implement *mSCOA*.

8.2 Specific Scope of Work

The key activities per focus areas over the duration of the project will include, but not limited to the areas highlighted below.

Table 30: *mSCOA* Training Coordinator Focus Areas and Key Activities

Focus Area	Activities
mSCOA institutional support	• mSCOA Support Plan – conduct desktop assessments to identify which National and provincial treasury officials and municipalities require targeted support. • Develop a Support Plan (SP) based on the scope of work and findings of desktop assessment. • Project Team Meetings – participate in, present at and report on relevant issues at National and provincial treasury project team meetings. • Prepare progress reports on the implementation of mSCOA training initiatives and programmes.
Budgeting, transacting and reporting in mSCOA	• Participate in, present at and interrogate demonstrations on system functionality by municipalities and system vendors as it pertains to the required minimum business processes and system specifications. • Follow-up on submission of mSCOA data strings and assist municipalities to correct validation errors. • Assess the credibility of mSCOA data strings in terms of the standard methodology adopted by National and provincial treasuries and implement the required measures to improve the credibility of the data. • Provide technical support to municipalities to improve their mSCOA implementation.
Capacity building and stakeholders management	• Develop a national mSCOA training programme and action plan • Review, update and improve existing training materials pertaining to the fundamentals, reporting requirements for mSCOA, budgeting and transacting in mSCOA, role of internal auditors and councillors, change management, standard methodology for data string analysis. • Develop new training materials on mSCOA related topics • Coordinate the development of and update existing interactive/web based mSCOA training initiatives. • Manage and coordinate joint training initiatives with CIGFARO and the National School of Governance. • Coordinate the ongoing capacitation/on-boarding of mSCOA technical advisors on new and existing training initiatives.

	• Conduct on-going capacity building with NT, PT and municipal officials and other stakeholders on mSCOA-related topics. • Train and assist NT and/or PT officials to use mSCOA analysis tools improve the credibility of mSCOA data. • Present at and actively participate in national and provincial forums, conferences and seminars on mSCOA.
Working groups and general support	• Attend, participate, and present at mSCOA working group engagements to discuss mSCOA related technical issues. • Participate in FAQ committee to provide assistance with queries received. • Assist with research and revision of the current business processes and minimum system specifications. • Make meaningful input to mSCOA communication, circulars and related project documentation, and planning for the institutionalisation of this reform, as required. • Provide comments on mSCOA related queries. • Other outputs as may be requested by the Programme Management Unit, mSCOA Project Manager or Chief Director: LGBA.

8.3 Project location and reporting

The *mSCOA* Training Coordinator will, for the duration of the project, be based at the Chief Directorate: LGBA located within the Intergovernmental Government Relations Division at the National Treasury, Pretoria. The TA will report to the National Treasury Project Manager for *mSCOA*, Chief Director: LGBA and the MFIP PMU and will be required to travel to perform their duties.

8.4 Specific expertise required

Successful bidders for the *mSCOA* Training Coordinator, over and above the general capabilities, should demonstrate their experience and achievements in implementing *mSCOA* reforms. Emphasis must be placed on the focus areas outlined in specific scope of work outlined in this ToR.

ROLE 8: EVALUATION CRITERIA

The evaluation committee members will individually evaluate the responses received against the following criteria as set out below. The functionality evaluation of individual CV's will be carried out as per evaluation criteria stipulated below.

The functionality evaluation will be conducted in two (2) stages:

- Functionality Evaluation: Technical Desktop Evaluation; and
- Functionality Evaluation: Interviews.

8.5 Functionality Evaluation (Stage 1: Technical desktop evaluation)

8.5.1 Technical evaluation criteria for the TAs are stipulated in the **Table 31** below.

8.5.2 Only bidders who score a minimum of 65% during the technical evaluation stage will be invited to interviews prior to consideration for Pricing

Table 31: Functionality Evaluation Criteria – mSCOA Training Coordinator (Stage 1: Technical desktop evaluation)

No	EVALUATION CRITERIA	SCORING	WEIGHT
1.	QUALIFICATIONS		20
	Highest educational qualification obtained in: - Accounting - Municipal accounting - Cost & Financial Accounting - or relevant / related field	5 = Honours degree or higher (NQF8); 4 = Degree (NQF7) 3 = National diploma (NQF6) 2 = National certificate (NQF5) 1 = Matric certificate (NQF4) 0 = No required or relevant/related qualification submitted	20
2.	GENERAL EXPERTISE		20
	2.1 Number of years' experience in municipal accounting (specifically in municipal budgeting, reporting, and transacting).	5 = more than 10 years 4 = more than 5 and up to 10 years 3 = more than 3 and up to 5 years 2 = more than 2 and up to 3 years 1 = up to 2 years 0 = No relevant/related experience demonstrated	20
3.	SPECIFIC EXPERTISE		60
	3.1 Demonstrated experience and achievements in the following components of implementing, managing, and supporting the mSCOA reform: - municipal accounting - municipal financial systems - implementing the mSCOA reform at a municipal level / - providing support to municipalities to implement mSCOA - providing support to National and provincial treasuries to oversee the implementation of mSCOA at a municipal level	5 = Excellent (demonstrated expertise in all components) 4 = Good (demonstrated at least four components) 3 = Average (demonstrated at least three components) 2 = Below Average (demonstrated at least two components) 1 = Poor (Demonstrated no experience and knowledge) 0 = No experience and achievements demonstrated	30
	3.2 Years' experience in implementing, managing, and supporting the mSCOA reform.	5 = more than 5 years 4 = more than 4 and up to 5 years 3 = more than 3 and up to 4 years	30

	2 = more than 2 and up to 3 years 1 = up to 2 years 0 = No relevant/related experience demonstrated	
TOTAL		100
Bidders who are successful in meeting the functionality threshold of 65% will be invited to attend an interview.		65%

8.6 Functionality Evaluation (Stage 2: Interviews)

- 8.6.1 Interviews will be used to verify the bidder's specific knowledge, experience and abilities in area/s of work that they are offering their services.
- 8.6.2 Interview evaluation criteria for the TAs are stipulated in the **Table 32** below.
- 8.6.3 Only bidders who score a minimum of 65% during the interviews will be considered for pricing
- 8.6.4 Only bidder's that meet the 65% threshold for both the technical evaluation and interviews will be considered for Pricing Comparison. However, the final score for functionality will be the simple average of the sum of the technical evaluation and interview scores.

Table 32: Functionality Evaluation Criteria – mSCOA Training Coordinator – Stage 2: Interviews

Component	Criteria	Weight
Demonstrated knowledge of relevant legislation, regulations, and other prescripts	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	20
Demonstrated ability to identify and prioritise key issues and improvement areas within the function	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	30
Demonstrated ability and experience in conceptualisation, developing, and implementing solutions to the identified issues	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	30
Demonstrated advisory, and skills transfer	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	20
Total		100
Only bidders who meet the 65% threshold for the functionality evaluation in the interviews (stage 2) will be considered for Pricing		65%

Only bidder's that meet the 65% threshold for both the technical evaluation and interviews will be considered for Pricing Comparison.

8.7 Pricing

NB: Each annexure/MFIP stream highlighted above will be awarded to a bidder/s whose bid proposal has been determined to be technically/functionality (desktop and interview) responsive and has been determined to be lowest in terms of hourly rate including VAT (Financial proposal separate envelop) submission.

The price will be evaluated based on the proposed rates where the recommendation will be based on the competitive price. Bidders must take note of the maximum rate below:

- **ALL Roles except for the Local Government Budget Analysis (LGBA) Project Administrator: R750.00 per hour excluding VAT or R862.50 per hour inclusive of VAT.**
- **LGBA Project Administrator: R350 per hour excluding VAT or R402.50 per hour inclusive of VAT.**
- If the bidders are equal in terms of pricing, the recommendation will be based on the highest points of the technical evaluation
- If the bidders are equal in terms of pricing and functionality, the recommendation will be based on the drawing of lots
- GTAC reserves the right to negotiate on price with the recommended bidder

**Annexure B9: Role 9 mSCOA
Accounting and System Expert
(1 resource)**

NB: Bidders must submit separate envelopes for each area of expertise and clearly mark the area of expertise for which the bid is being submitted.

Annexure B9: Role 9 mSCOA Accounting and System Expert (1 resource)

ROLE 9: SPECIFIC TECHNICAL ADVISOR REQUIREMENTS

9.1 Overall Objective

The MFIP *mSCOA* Accounting and System Expert will be responsible to strengthen accounting and system related matters pertaining to the *mSCOA* implementation, build the capacity of the National and provincial treasuries, municipalities and relevant stakeholders to implement *mSCOA* and assist with research and revision of the current business processes and minimum system specifications.

9.2 Specific Scope of Work

The key activities per focus areas over the duration of the project will include, but not limited to the areas highlighted below.

Table 33: *mSCOA* Accounting and System Expert Focus Areas and Key Activities

Focus Area	Activities
mSCOA institutional support	• <i>mSCOA</i> Support Plan – conduct desktop assessments to identify accounting and system related matters that must be strengthened to improve the implementation of <i>mSCOA</i>. • Develop a Support Plan (SP) based on the scope of work and findings of desktop assessment. • Project Team Meetings – participate in, present at and report on relevant issues at National and provincial treasury project team meetings. • Prepare progress reports on the <i>mSCOA</i> implementation.
System related support	• Provide technical support to the NT Data Management team to: ○ Test chart changes made ○ Ensure that regulated schedules and segment detail is aligned correctly to the relevant <i>mSCOA</i> chart version and patches ○ Improve existing and develop new data analysis tools and automated reports ○ Improve the functioning of the FAQ database ○ Develop and streamline reports required by external stakeholders ○ Convert to system-to-system communication • Annual update of the Project Summary Document (PSD) and chart definitions to align to chart, regulatory and GRAP changes. • Coordinate and provide technical support on the development, improvement and maintenance of dashboards on the LG Database
Accounting related	• Participate in, present at and interrogate demonstrations on system functionality by municipalities and system vendors as it pertains to the required minimum business processes and system specifications. • Follow-up on submission of <i>mSCOA</i> data strings and assist municipalities to correct validation errors. • Assess the credibility of <i>mSCOA</i> data strings in terms of the standard methodology adopted by National and provincial treasuries and implement the required measures to improve the credibility of the data.

	• Provide technical support to municipalities to improve their mSCOA implementation.
Capacity building and stakeholders management	• Conduct on-going capacity building with NT, PT and municipal officials and other stakeholders on mSCOA-related topics. • Train and assist NT and/or PT officials to use mSCOA analysis tools improve the credibility of mSCOA data. • Develop and provide inputs to training materials on mSCOA related topics. • Present at and actively participate in national and provincial forums, conferences and seminars on mSCOA.
Working groups and general support	• Attend, participate, and present at mSCOA working group engagements to discuss mSCOA related technical issues. • Manage the FAQ process, including provision of secretariat for FAQ, Technical and mSCOA Steering Committees, follow-up on outstanding FAQ responses, updating the FAQ data base • Participate in FAQ committee to provide assistance with queries received. • Assist with research and revision of the current business processes and minimum system specifications. • Make meaningful input to mSCOA communication, circulars and related project documentation, and planning for the institutionalisation of this reform, as required. • Provide comments on mSCOA related queries. • Other outputs as may be requested by the Programme Management Unit, mSCOA Project Manager or Chief Director: LGBA.

9.3 Project location and reporting

The *mSCOA* Accounting and System Expert will for the duration of the project will be based at the Chief Directorate: LGBA located within the Intergovernmental Government Relations Division at the National Treasury, Pretoria. The TA will report to the National Treasury Project Manager for *mSCOA*, Chief Director: LGBA and the MFIP PMU and will be required to travel to perform their duties.

9.4 Specific expertise required

Successful bidders for the *mSCOA* Accounting and System Expert, over and above the general capabilities, should demonstrate their experience and achievements in implementing *mSCOA* reforms. Emphasis must be placed on the focus areas outlined in specific scope of work outlined in this ToR.

ROLE 9: EVALUATION CRITERIA

The evaluation committee members will individually evaluate the responses received against the following criteria as set out below. The functionality evaluation of individual CV's will be carried out as per evaluation criteria stipulated below.

The functionality evaluation will be conducted in two (2) stages:

- Functionality Evaluation: Technical Desktop Evaluation; and
- Functionality Evaluation: Interviews.

9.5 Functionality Evaluation (Stage 1: Technical desktop evaluation)

9.5.1 Technical evaluation criteria for the TAs are stipulated in the **Table 34** below.

9.5.2 Only bidders who score a minimum of 65% during the technical evaluation stage will be invited to interviews prior to consideration for Pricing

Table 34: Functionality Evaluation Criteria – mSCOA Accounting and System Expert (Stage 1: Technical desktop evaluation)

No	EVALUATION CRITERIA	SCORING	WEIGHT
1.	QUALIFICATIONS		20
	Highest educational qualification obtained in: • Accounting • Municipal accounting • Cost & Financial Accounting • or relevant / related field	5 = Honours degree or higher (NQF8); 4 = Degree (NQF7) 3 = National diploma (NQF6) 2 = National certificate (NQF5) 1 = Matric certificate (NQF4) 0 = No required or relevant/related qualification submitted	20
2.	GENERAL EXPERTISE		20
	2.1 Number of years' experience in municipal accounting (specifically in municipal budgeting, reporting, and transacting).	5 = more than 10 years 4 = more than 5 and up to 10 years 3 = more than 3 and up to 5 years 2 = more than 2 and up to 3 years 1 = up to 2 years 0 = No relevant/related experience demonstrated	20
3.	SPECIFIC EXPERTISE		60
	3.1 Demonstrated experience and achievements in the following components of implementing, managing, and supporting the mSCOA reform: • municipal accounting • municipal financial systems • implementing the mSCOA reform at a municipal level / • providing support to municipalities to implement mSCOA • providing support to National and provincial treasuries to	5 = Excellent (demonstrated expertise in all components) 4 = Good (demonstrated at least four components) 3 = Average (demonstrated at least three components) 2 = Below Average (demonstrated at least two components) 1 = Poor (Demonstrated no experience and knowledge) 0 = No experience and achievements demonstrated	30

	oversee the implementation of mSCOA at a municipal level		
	3.2 Years' experience in implementing, managing, and supporting the mSCOA reform.	5 = more than 5 years 4 = more than 4 and up to 5 years 3 = more than 3 and up to 4 years 2 = more than 2 and up to 3 years 1 = up to 2 years 0 = No relevant/related experience demonstrated	30
TOTAL			100
Bidders who are successful in meeting the functionality threshold of 65% will be invited to attend an interview.			65%

9.6 Functionality Evaluation (Stage 2: Interviews)

- 9.6.1 Interviews will be used to verify the bidder's specific knowledge, experience and abilities in area/s of work that they are offering their services.
- 9.6.2 Interview evaluation criteria for the TAs are stipulated in the **Table 35** below.
- 9.6.3 Only bidders who score a minimum of 65% during the interviews will be considered for pricing
- 9.6.4 Only bidder's that meet the 65% threshold for both the technical evaluation and interviews will be considered for Pricing Comparison. However, the final score for functionality will be the simple average of the sum of the technical evaluation and interview scores.

Table 35: Functionality Evaluation Criteria – mSCOA Accounting and System Expert – Stage 2: Interviews

Component	Criteria	Weight
Demonstrated knowledge of relevant legislation, regulations, and other prescripts	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	20
Demonstrated ability to identify and prioritise key issues and improvement areas within the function	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	30
Demonstrated ability and experience in conceptualisation, developing, and implementing solutions to the identified issues	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	30
Demonstrated advisory, and skills transfer	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	20

Total	100
Only bidders who meet the 65% threshold for the functionality evaluation in the interviews (stage 2) will be considered for Pricing	65%

Only bidder's that meet the 65% threshold for both the technical evaluation and interviews will be considered for Pricing Comparison.

9.7 Pricing

NB: Each annexure/MFIP stream highlighted above will be awarded to a bidder/s whose bid proposal has been determined to be technically/functionality (desktop and interview) responsive and has been determined to be lowest in terms of hourly rate including VAT (Financial proposal separate envelop) submission.

The price will be evaluated based on the proposed rates where the recommendation will be based on the competitive price. Bidders must take note of the maximum rate below:

- **ALL Roles except for the Local Government Budget Analysis (LGBA) Project Administrator: R750.00 per hour excluding VAT or R862.50 per hour inclusive of VAT.**
- **LGBA Project Administrator: R350 per hour excluding VAT or R402.50 per hour inclusive of VAT.**
- If the bidders are equal in terms of pricing, the recommendation will be based on the highest points of the technical evaluation
- If the bidders are equal in terms of pricing and functionality, the recommendation will be based on the drawing of lots
- GTAC reserves the right to negotiate on price with the recommended bidder.

Annexure B10: Role 10 Municipal Support Advisors (22 resources)

NB: Bidders must submit separate envelopes for each area of expertise and clearly mark the area of expertise for which the bid is being submitted.

Annexure B10: Role 10 Municipal Support Advisors (22 resources)

ROLE 10: SPECIFIC TECHNICAL ADVISOR REQUIREMENTS

10.1 Overall Objective

To contribute to improved financial management performance in local government through improved policy implementation and technical capacity support.

10.2 Specific Scope of Work

The key activities per focus area over the duration of the programme will include, but not limited to the areas highlighted below.

- Institutional support
- Budget and Financial Management
- Revenue management
- MFRS Focus
- Accounting and Audit Support Focus

Table 36: Municipal Technical Advisor – Focus Areas, Functional Areas and Activities

Focus Area 1: Institutional Support

Functional Area	Activities
Support plan and capacity building	• Municipal Support Plan – conduct baseline assessments that will inform the customisation and development of the Municipal Support Plan (SP). Facilitate the adoption, publication and awareness of the approved SP. • Stakeholder Engagements – participate in municipal management meetings and present progress reports on the implementation of the Municipal SP. Actively participate in municipal forums. • Municipal capacity - Assist with evaluation of the municipal financial management staffing capabilities on an annual basis and provide recommendations to ensure sufficient capacity exists for effective skills transfer. • Municipal (BTO) capacity – Undertake annual reviews of the municipal BTO organogram and make recommendations regarding capacitation. • Facilitate the designation and capacitation of a Provincial Treasury MFMA budget funding assessment champion to drive budget reforms and capacitate the Treasury staff. • RM capacity building – Conduct on-going capacity building and training with PT and municipal RM staff on revenue management related reforms, including use of the National Treasury revenue management related tools such as the valuation roll reconciliation tool and the Tariff Tool, etc.

Focus Area 2: Revenue Management

Focus Area	Activities
RM policies and SOPs	- Assist Treasuries and municipalities with the review and drafting of customised municipal revenue management By-laws and policies that integrate with the budget related policies by: - Reviewing and aligning the budget and revenue management By-laws and policies, i.e. tariff policy, credit control & debt collection policy, indigent policy, rates policy, etc. and SOPs to applicable legislation, frameworks and guidelines. - Reviewing of all revenue management related By-laws and policies, to ensure best practice and effective formulation and implementation across the revenue value chain, i.e. customer data and accounts, meter reading, billing, payments, credit control and debt collection, indigent management, customer care, etc. - Providing technical guidance and support to municipalities with the implementation of their revenue management By-laws, policies and SOPs. - Building awareness through workshops of the revenue management By-laws, policies, regulations and SOPs to municipal staff and councillors as required.
Revenue value chain	- Assist Treasuries and municipalities with designing effective revenue management models for their specific environment by: - Aligning all the critical revenue value chain processes that impact on the credibility of customer information used to generate complete, accurate and timely municipal accounts. - Analysing the flow of information along the revenue value chain and provide guidance on how to effectively organise the transaction processing environment in terms of turnaround times and streamlining activities. - Ensuring that information is correctly captured along the revenue value chain and validated by the billing system thereby improving the integrity of the billing data. - Guiding municipalities to implement effective internal controls to perform the necessary reconciliations for all sources of revenue to achieve completeness of revenue requirements. - Assist municipalities in developing workable strategies and plans that will ensure the measurable improvements in revenue performance and efficiencies in the revenue value chain management. - Providing technical support and guidance to municipalities across the key elements of the revenue value chain, i.e. customer data and accounts, meter reading, billing, payments and collections, credit control and debt collection, indigent management, customer care, etc. - Undertake independent valuation roll to municipal billing system reconciliations and cost reflective tariff calculations (using the respective National Treasury tools) and ensure / facilitate integration thereof as part of the assessment of whether budgets are annually funded. - Monitor compliance with National Treasury tariff calculation and valuation roll reconciliation timeframes and submission requirements, etc. - To ensure internal controls are established for proper asset management practices during the assets life cycle that are in line

	with rules and regulations, recommended guidelines and GRAP compliance; ○ Ensure that proper plans are in place to address the poor condition of revenue generating infrastructure with the aim to curb losses and advise on the best method to implement these plans. ○ To implement internal controls to safeguard assets against improper use, loss, theft, malicious damage or accidental damage;
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Focus Area 3: Budget Management

Focus Area	Activities
BM policies and SOPs	• Assist Treasuries and municipalities with the review and drafting of customised municipal By-laws and budget related policies that adequately integrate with the revenue related policies by: ○ Reviewing the budget processes within the municipality and align SOPs to applicable legislation, frameworks and guidelines. ○ Providing technical guidance and support to municipalities with the implementation of their SOPs. ○ Building awareness through workshops of the SOPs to municipal staff and councillors as required. ○ Assisting municipalities to address common audit findings and qualifications pertaining to budget related transactions and disclosures.
Budgeting	• Assist Treasuries and municipalities with the preparation of credible, funded and compliant medium-term budgets by: ○ Assisting municipalities to adhere to the applicable legal prescripts, i.e. MFMA, MBRR, etc. regarding budget timeframes and submissions. ○ Assisting municipalities to compile and adopt credible and funded budgets. ○ Providing support to municipalities and PTs with the MBRR schedules and the funding assessment methodology for the Tabled budget, adopted budget and adjustments budgets (S72 report). ○ Assisting municipalities with the setting of cost reflective tariffs for all billable municipal services. ○ Assisting municipalities to apply realistic and credible assumptions when compiling their medium-term budgets. ○ Assisting municipalities with the effective implementation of adopted budgets and related statutory reporting requirements. ○ Facilitate the integration of valuation roll reconciliations and cost reflective tariff calculations (using the respective National Treasury tools) as part of the assessment of whether budgets are annually funded.
Budget funding plan	• Assist with developing a credible funding plan in cases where an unfunded budget was adopted. • Monitor performance of the funding plan with ensuring correct input into the dashboard developed to track progress.
Section 71 analysis and reports	• Assist with and capacitate Treasury staff to undertake analysis of s71 monthly reports in a context of the adopted and / or any Adjustment MTREF, and monthly recommend appropriate correct measures where applicable to municipalities.

	• Ensure that the following information is timeously submitted together with the s71 reports: ○ A narrative component aligning to the minimum format and content requirements for section 71 reports; ○ An extract of the trial balances from the general ledger; ○ Copies of the actual monthly bank statements (reflecting the opening and closing bank balances) for the primary bank account; ○ Bank reconciliation for the reporting period in the primary bank account; and ○ Copies of the quarterly tabled section 71 documents in the prescribed Schedule C format including the applicable council resolution. • Analyse the above and provide recommendations where necessary.
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Focus Area 4: Municipal Finance Recovery Services (MFRS) Focus

Focus Area	Key Activities
Development of Financial Recovery Plans (FRPs)	• Status quo assessments: conduct a municipal status quo assessment in each municipality to inform the development of voluntary, discretionary and mandatory financial recovery plans, which must cover the following areas: finances, governance, institutional arrangements and service delivery. • Preparation of voluntary FRP inputs including working sessions with municipalities. • Collation of different inputs and consolidation of voluntary FRPs. • Stakeholder engagements: assist in engaging with the Provincial Departments of Co-operative Governance, the Provincial Treasuries, municipal creditors, employee organisations and municipal leadership in the development and finalisation of voluntary FRPs.
Monitoring implementation of an FRPs	• Ensure that monthly progress reports by municipalities on the implementation of the voluntary FRPs are submitted by the due date. • Follow up any non-compliance with reporting timeframes. • Verify the information on reports submitted to ensure that reporting is a true reflection of actual progress. • Conduct quarterly audits on the municipality's portfolio of evidence to verify progress and prepare a report on findings. • Report all areas of slow progress and non-compliance for escalation within the municipality. • Ensure that voluntary FRPs are regularly reviewed and updated. • Prepare management reports on the status of voluntary FRPs implementation in municipalities.
Capacity building and technical support	• Assist with the building of capacity in the municipality to develop and monitor the implementation of voluntary FRPs. • Assist municipalities with reporting challenges on voluntary FRP templates. • Provide guidance and support in the implementation of the financial recovery plans/ MFRS functions as required in terms of MFMA. • Assist in the provision of technical support relating to organisational design, legal services, specific financial management and infrastructure related support to municipalities.

	• Develop and update monitoring tools and benchmarks; • Provide general advice, support on financial management reforms and any other ancillary activities to assist the MFRS unit and CD: LGBA as and when required.
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Focus Area 5: Accounting and Audit Support Focus

Accounting & Audit Support	• Assist the Municipalities in the interpretation and implementation of GRAP standards; • Assist municipalities during the annual audit processes in responding to RFIs and CoMAFs issued by the Auditor-General; • Assist municipalities to process UIF&W through Councils and Municipal Public Accounts Committees (MPACs); • Conduct on-going capacity building with municipal officials on matters relating to UIF&W and consequence management; • Provide guidance and insight to municipalities in designing, implementing and effectively monitoring internal controls as they relate to all areas of municipal accounting; • Conduct on-going capacity building with municipal officials relating to GRAP and financial statement support. • Assist the Municipality in reviewing the existence and functionality of the Audit Committee, Internal Audit, Financial Misconduct Committee and Risk Committees.
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10.3 Project location and reporting

The Municipal Support Advisors, for the duration of the project will be based at the identified municipalities, as per the provisional list indicated above and on the attached CV template. They will report to the policy holder at NT, PT Director or Municipal CFO and the MFIP PMU (Municipal Support) and will be required, from time to time, to travel across the province and to national level meetings over the duration of the programme.

10.4 Specific expertise required

The Municipal Support Advisors roles, over and above the general capabilities, should demonstrate their experience and achievements in public financial management operations and reforms, as well as project management. Additional emphasis must be placed on demonstrating competency across all municipal financial management disciplines.

ROLE 10: EVALUATION CRITERIA

The evaluation committee members will individually evaluate the responses received against the following criteria as set out below. The functionality evaluation of individual CV's will be carried out as per evaluation criteria stipulated below.

The functionality evaluation will be conducted in two (2) stages:

- Functionality Evaluation: Technical Desktop Evaluation; and
- Functionality Evaluation: Interviews.

10.5 Functionality Evaluation (Stage 1: Technical desktop evaluation)

10.5.1 Technical evaluation criteria for the TAs are stipulated in the **Table 37** below.

10.5.2 Only bidders who score a minimum of 65% during the technical evaluation stage will be invited to interviews prior to consideration for Pricing

Table 37: Municipal Support Functionality Evaluation Criteria (Stage 1: Technical desktop evaluation)

No	EVALUATION CRITERIA	SCORING	WEIGHT
1.	QUALIFICATIONS		25
	Highest educational qualification obtained in: • Financial management, • Accounting, • Public administration/management, • Business administration/management, • or related field	5 = Honours degree or higher (NQF8); 4 = Degree (NQF7) 3 = National diploma (NQF6) 2 = National certificate (NQF5) 1 = Matric certificate (NQF4) 0 = No required or relevant/related qualification submitted	25
2.	GENERAL EXPERTISE		25
	2.1 Number of years' experience in Local Government financial management or a component thereof	5 = more than 10 years 4 = more than 7 and up to 10 years 3 = more than 4 and up to 7 years 2 = more than 2 and up to 4 years 1 = up to 2 years 0 = No relevant/related experience demonstrated	15
	2.2 Number of years' experience in managerial positions The following positions will be regarded as management: • <i>deputy director and above in the Public Service</i>	5 = more than 5 years 4 = more than 4 and up to 5 years 3 = more than 3 and up to 4 years 2 = more than 2 and up to 3 years 1 = up to 2 years 0 = No experience demonstrated	10

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	• <i>manager reporting to a Section 57 manager and above in municipalities</i> • <i>Bidders from the private sector should clearly indicate the senior management post level held</i>		
3.	SPECIFIC EXPERTISE		50
	3.1 Demonstrated knowledge of the MFMA, and experience in municipal finance operations, implementing financial management reforms and performance improvement initiatives with an emphasis on implementing MFMA regulations and standards. With respect to experience in financial management operations and reforms, <u>relevant components</u> linked to the specific scope of work include, but not limited to: • <i>Institutional Support;</i> • <i>Budgeting;</i> • <i>Revenue Management; and</i> • <i>Preparation of voluntary recovery plans</i> • <i>Accounting and Audit Support Focus</i>	5 = Excellent (demonstrated expertise in all components) 4 = Good (demonstrated at least four components) 3 = Average (demonstrated at least three components) 2 = Below Average (demonstrated at least two component) 1 = Poor (Demonstrated at least one component) 0 = No experience and achievements demonstrated	25
	3.2 Years' experience in municipal finance operations, implementing reforms, and performance improvement initiatives as per the components listed under 3.1 above	5 = more than 8 years 4 = more than 6 and up to 8 years 3 = more than 4 and up to 6 years 2 = more than 2 and up to 4 years 1 = up to 2 years 0 = No related/relevant experience demonstrated	25
TOTAL			100
Bidders who are successful in meeting the functionality threshold of 65% will be invited to attend an interview.			65%

10.6 Functionality Evaluation (Stage 2: Interviews)

10.6.1 Interviews will be used to verify the bidder's specific knowledge, experience and abilities in area/s of work that they are offering their services.

10.6.2 Interview evaluation criteria for the TAs are stipulated in the **Table 38** below.

10.6.3 Only bidders who score a minimum of 65% during the interviews will be considered for pricing

10.6.4 Only bidder's that meet the 65% threshold for both the technical evaluation and interviews will be considered for Pricing Comparison. However, the final score for functionality will be the simple average of the sum of the technical evaluation and interview scores.

Table 38: Functionality Evaluation Criteria – Municipal Support – Stage 2: Interviews

Component	Criteria	Weight
Demonstrated knowledge of relevant legislation, regulations, and other prescripts	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	20
Demonstrated ability to identify and prioritise key issues and improvement areas within the function	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	30
Demonstrated ability and experience in conceptualisation, developing, and implementing solutions to the identified issues	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	30
Demonstrated advisory, and skills transfer	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	20
Total		100
Only bidders who meet the 65% threshold for the functionality evaluation in the interviews (stage 2) will be considered for Pricing		65%

Only bidder's that meet the 65% threshold for both the technical evaluation and interviews will be considered for Pricing Comparison.

10.7 Pricing

NB: Each annexure/MFIP stream highlighted above will be awarded to a bidder/s whose bid proposal has been determined to be technically/functionality (desktop and interview) responsive and has been determined to be lowest in terms of hourly rate including VAT (Financial proposal separate envelop) submission.

The price will be evaluated based on the proposed rates where the recommendation will be based on the competitive price. Bidders must take note of the maximum rate below:

- **ALL Roles except for the Local Government Budget Analysis (LGBA) Project Administrator:** R750.00 per hour **excluding** VAT or R862.50 per hour **inclusive** of VAT.

- **LGBA Project Administrator:** R350 per hour **excluding** VAT or R402.50 per hour **inclusive** of VAT.
- If the bidders are equal in terms of pricing, the recommendation will be based on the highest points of the technical evaluation
- If the bidders are equal in terms of pricing and functionality, the recommendation will be based on the drawing of lots
- GTAC reserves the right to negotiate on price with the recommended bidder

Annexure B11: Role 11 Municipal Finance Recovery Services (MFRS) Advisor (10 resources)

NB: Bidders must submit separate envelopes for each area of expertise and clearly mark the area of expertise for which the bid is being submitted.

Annexure B11: Role 11 Municipal Finance Recovery Services (MFRS) Advisor (10 resources)

ROLE 11: SPECIFIC TECHNICAL ADVISOR REQUIREMENTS

11.1 Overall Objective

The MFRS Raid Response Team will be responsible for providing technical assistance to carry out MFRS functions to assist municipalities with the resolution of financial problems and other related MFMA provisions, in collaboration with other sector departments, through:

- Preparation of financial recovery plans;
- Monitoring the implementation of the recovery plans;
- Assisting municipalities to identify the causes of and potential solutions to the financial problems;
- Collecting information on municipal financial management and financial governance problems and on best practices in resolving the problems;
- Assisting in the overall improved organisational performance in municipalities; and
- Improving the service delivery provision by the municipalities and overall infrastructure planning.

11.2 Specific Scope of Work

Accordingly, the following key focus areas and related activities (as per **Table 39** below) must be implemented through the efforts of the MFRS Raid Response Team:

- Development of financial recovery plans within the legislated timeframes
- Monitoring the implementation of financial recovery plans
- Capacity building and technical support on the resolution of financial problems

Table 39: MFRS Focus Areas and Key Activities

Focus Area	Key Activities
Development of Financial Recovery Plans (FRPs)	• Status quo assessments: conduct a municipal status quo assessment in each municipality to inform the development of voluntary, discretionary, and mandatory financial recovery plans, which must cover the following areas: finances, governance, institutional arrangements, and service delivery. • Preparation of FRPs inputs including working sessions with municipalities. • Collation of different FRP inputs and consolidation of FRP. • Stakeholder engagements: Engage with the Provincial Departments of Co-operative Governance, the Provincial Treasuries, municipal creditors, employee organisations

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	and municipal leadership in the development and finalisation of FRPs. • Revise the framework for the Financial Recovery Plan. • Assist in the development of models to enhance the value of the Financial Recovery Plan
Monitoring implementation of an FRPs	• Ensure that monthly progress reports by municipalities on the implementation of the FRP are submitted by the due date. • Follow up any non-compliance with reporting timeframes. • Verify the information on reports submitted to ensure that reporting is a true reflection of actual progress. • Conduct quarterly audits on the municipality's portfolio of evidence to verify progress and prepare a report on findings. • Report all areas of slow progress and non-compliance for escalation within the National Treasury. • Simplify the current dashboards to monitor progress in the implementation of the Financial Recovery Plan. • Ensure that FRPs are regularly reviewed and updated. • Prepare management reports on the status of FRP implementation in municipalities.
Capacity building and technical support	• Assist with the building of capacity in the Provincial Treasuries to develop and monitor the implementation of voluntary and discretionary FRPs. • Assist PTs and municipalities with reporting challenges on FRP templates. • Provide guidance and support in the implementation of the financial recovery plans/ MFRS functions as required in terms of MFMA. • Assist in the provision of technical support relating to organisational design, legal services, specific financial management and infrastructure related support to municipalities. • Conduct research into best practice in resolving municipal financial problems and advise on appropriate interventions. • Develop and update monitoring tools and benchmarks. • Provide general advice, support on financial management reforms and any other ancillary activities to assist the MFRS unit and CD: LGBA as and when required.

11.3 Project location and reporting

The MFRS rapid response team will, for the duration of the project will be based at the NT (LGBA Unit), as per the list indicated above and on the attached CV template. They will report to the designated LGBA Unit counterpart and the MFIP PMU and will be required, from time to time, to attend national, provincial, and local level meetings over the duration of the programme.

11.4 Specific expertise required

Successful bidders for the MFRS rapid response team roles, over and above the general capabilities, should demonstrate their experience and achievements or offered resources in financial drafting, provisions of financial review and performance improvement initiatives.

ROLE 11: EVALUATION CRITERIA

The evaluation committee members will individually evaluate the responses received against the following criteria as set out below. The functionality evaluation of individual CV's will be carried out as per evaluation criteria stipulated below.

The functionality evaluation will be conducted in two (2) stages:

- Functionality Evaluation: Technical Desktop Evaluation; and
- Functionality Evaluation: Interviews.

11.5 Functionality Evaluation (Stage 1: Technical desktop evaluation)

11.5.1 Technical evaluation criteria for the TAs are stipulated in the **Table 40 – 43** below.

11.5.2 Only bidders who score a minimum of 65% during the technical evaluation stage will be invited to interviews prior to consideration for Pricing

Table 40: Functionality Evaluation Criteria - MFRS Financial Management Specialists (Stage 1: Technical desktop evaluation)

NO.	CRITERIA	SCORING	WEIGHT
1.	QUALIFICATIONS		25
	Highest educational qualification obtained in • Accounting/auditing • Financial management, • Public/business management, • Public/business administration. • Or related field	5 = Honours degree (NQF8) or higher; 4 = Degree (NQF7) 3 = National diploma (NQF6) 2 = National certificate (NQF5) 1 = Matric certificate (NQF4) 0 = No related/relevant qualification	25
2.	GENERAL EXPERTISE		25
2.1	Number of years' experience in Local Government	5 = more than 10 years 4 = more than 7 and up to 10 years 3 = more than 4 and up to 7 years 2 = more than 2 and up to 4 years 1 = up to 2 years 0 = No experience demonstrated	15
2.2	Number of years spent in managerial positions The following positions will be regarded as management:	5 = more than 5 years 4 = more than 4 and up to 5 years 3 = more than 3 and up to 4 years 2 = more than 2 and up to 3 years	10

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	• <i>deputy director and above in the Public Service</i> • <i>manager reporting to a Section 57 manager and above in municipalities</i> • <i>Bidders from the private sector should clearly indicate the level of management post held</i>	1 = up to 2 years 0 = No experience demonstrated	
3.	SPECIFIC EXPERTISE		50
	3.1 MFRS Financial Management Specialists (x4) Demonstrated experience and achievements in municipal financial management operations in the following key components aligned to the scope of work: • budget and revenue management including financial modelling and planning, tariff setting and costing; • expenditure management; • asset management; • development and implementation of financial recovery plans; • municipal turnaround initiatives; • supply chain management; • municipal auditing; and • municipal financial accounting and reporting	5 = Excellent (demonstrated expertise in all components) 4 = Good (demonstrated at least five components) 3 = Average (demonstrated at least four components) 2 = Below Average (demonstrated at least three components) 1 = Poor (demonstrated at least up to two components) 0 = No experience and achievements demonstrated	25
	3.2 MFRS Financial Management Specialists: Years of experience in implementing operations, projects, reforms and/or performance improvement initiatives as per the components listed under 3.1 above.	5 = more than 10 years 4 = more than 7 and up to 10 years 3 = more than 4 and up to 7 years 2 = more than 2 and up to 4 years 1 = up to 2 years 0 = No experience demonstrated	25
TOTAL			100
Bidders who are successful in meeting the functionality threshold of 65% will be required to attend an interview.			65%

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Table 41: Functionality Evaluation Criteria – MFRS Institutional/ Organisational Development Specialists (Stage 1: Technical desktop evaluation)

NO.	CRITERIA	SCORING	WEIGHT
1.	QUALIFICATIONS		25
	Highest educational qualification obtained in - Public/business management, - Public/business administration. - Human Resource or Organizational Development - BCom Degree - Or related field	5 = Honours degree (NQF8) or higher; 4 = Degree (NQF7) 3 = National diploma (NQF6) 2 = National certificate (NQF5) 1 = Matric certificate (NQF4) 0 = No related/relevant qualification	25
2.	GENERAL EXPERTISE		25
2.1	Number of years' experience in Local Government	5 = more than 10 years 4 = more than 7 and up to 10 years 3 = more than 4 and up to 7 years 2 = more than 2 and up to 4 years 1 = Up to 2 years 0 = No experience demonstrated	15
2.2	Number of years spent in managerial positions The following positions will be regarded as management: <i>deputy director and above in the Public Service</i> <i>manager reporting to a Section 57 manager and above in municipalities</i> <i>Bidders from the private sector should clearly indicate the level of management post held</i>	5 = more than 5 years in a management position 4 = more than 4 and up to 5 years in a management position 3 = more than 3 and up to 4 years in a management position 2 = more than 2 and up to 3 years in a management position 1 = up to 2 years in a management position 0 = No experience demonstrated	10
3.	SPECIFIC EXPERTISE (PER POSITION)		50
	3.1 MFRS Institutional/ Organisational Development Specialists (x2) Demonstrated experience and achievements in the following key components aligned to the scope of work: - institutional or organisational restructuring and change management; - review and development of organisational structures and job descriptions;	5 = Excellent (demonstrated at least five components and above) 4 = Good (demonstrated at least four components) 3 = Average (demonstrated at least three components) 2 = Below Average (demonstrated at least two component) 1 = Poor (demonstrated at least one component) 0 = No experience and achievements demonstrated	25

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	• job evaluation and grading; • review of employee related costs; • performance management; • labour relations matters; • development of institutional policies and procedures; and • other human resource related matters.		
	3.2 MFRS Institutional/ Organisational Development Specialists: Years of experience in implementing operations, projects and/or performance improvement initiatives as per the components listed under 3.1 above.	5 = more than 10 years 4 = more than 7 and up to 10 years 3 = more than 4 and up to 7 years 2 = more than 2 and up to 4 years 1 = Up to 2 years 0 = No experience demonstrated	25
TOTAL			100
Bidders who are successful in meeting the functionality threshold of 65% will be required to attend an interview.			65%

Table 42: Functionality Evaluation Criteria – MFRS Engineering Specialist (Stage 1: Technical desktop evaluation)

NO.	CRITERIA	SCORING	WEIGHT
1.	QUALIFICATIONS		25
	Highest educational qualification obtained in • Engineering • or related field	5 = Honours degree or higher (NQF8); 4 = Degree (NQF7) 3 = National diploma (NQF6) 2 = National certificate (NQF5) 1 = Matric certificate (NQF4) 0 = No related/relevant qualification submitted	25
2.	GENERAL EXPERTISE		25
2.1	Number of years' experience in Local Government	5 = more than 10 years 4 = more than 7 and up to 10 years 3 = more than 4 and up to 7 years 2 = more than 2 and up to 4 years 1 = Up to 2 years 0 = No experience demonstrated	15
2.2	Number of years spent in managerial positions The following positions will be regarded as management: • <i>deputy director and above in the Public Service</i>	5 = more than 5 years in a management position 4 = more than 4 and up to 5 years in a management position 3 = more than 3 and up to 4 years in a management position 2 = more than 2 and up to 3 years in a management position	10

PROVISION OF TECHNICAL ADVISORY SERVICES TO THE GOVERNMENT TECHNICAL ADVISORY CENTRE (GTAC) FOR THE INTERGOVERNMENTAL RELATIONS (IRG) DIVISION TO SUPPORT IN THE IMPLEMENTATION OF THE MUNICIPAL FINANCE IMPROVEMENT PROGRAMME (MFIP) PHASE IIIx: 81x TECHNICAL ADVISORS

	- manager reporting to a Section 57 manager and above in municipalities - Bidders from the private sector should clearly indicate the level of management post held	1 = up to 2 years in a management position 0 = No experience demonstrated	
3.	SPECIFIC EXPERTISE (PER POSITION)		50
	3.1 MFRS Engineering Specialist: (x2) Demonstrated experience and achievements in the following key components aligned to the scope of work: - municipal services infrastructure planning; - municipal services infrastructure projects and implementation; - municipal services infrastructure masterplans, - municipal services infrastructure maintenance plans development, - municipal service delivery standards development; and - municipal asset management.	5 = Excellent (demonstrated at least five components and above) 4 = Good (demonstrated at least four components) 3 = Average (demonstrated at least three components) 2 = Below Average (demonstrated at least two component) 1 = Poor (demonstrated at least one component) 0 = No experience and achievements demonstrated	25
	3.2 MFRS Engineering Specialist: Years of experience in implementing operations, projects and/ or performance as per the component listed under 3.1 above	5 = more than 10 years 4 = more than 7 and up to 10 years 3 = more than 4 and up to 7 years 2 = more than 2 and up to 4 years 1 = Up to 2 years 0 = No experience demonstrated	25
TOTAL			100
Bidders who are successful in meeting the functionality threshold of 65% will be required to attend an interview.			65%

Table 43: Functionality Evaluation Criteria – MFRS Legal Services Specialist (Stage 1: Technical desktop evaluation)

NO.	CRITERIA	SCORING	WEIGHT
1.	QUALIFICATIONS		25
	Highest educational qualification obtained in - Public/business management, - Public/business administration.	5 = Honours degree (NQF8) or higher; 4 = Degree (NQF7) 3 = National diploma (NQF6) 2 = National certificate (NQF5) 1 = Matric certificate (NQF4)	25

PROVISION OF TECHNICAL ADVISORY SERVICES TO THE GOVERNMENT TECHNICAL ADVISORY CENTRE (GTAC) FOR THE INTERGOVERNMENTAL RELATIONS (IRG) DIVISION TO SUPPORT IN THE IMPLEMENTATION OF THE MUNICIPAL FINANCE IMPROVEMENT PROGRAMME (MFIP) PHASE IIIx: 81x TECHNICAL ADVISORS

	• LLB Degree • or related field	0 = No related/relevant qualification submitted	
2.	GENERAL EXPERTISE		25
2.1	Number of years' experience in Local Government	5 = more 10 years 4 = more than 7 and up to 10 years 3 = more than 4 and up to 7 years 2 = more than 2 and up to 4 years 1 = Up to 2 years 0 = No experience demonstrated	15
2.2	Number of years spent in managerial positions The following positions will be regarded as management: • <i>deputy director and above in the Public Service</i> • <i>manager reporting to a Section 57 manager and above in municipalities</i> • <i>Bidders from the private sector should clearly indicate the level of management post held</i>	5 = more than 5 years in a management position 4 = more than 4 and up to 5 years in a management position 3 = more than 3 and up to 4 years in a management position 2 = more than 2 and up to 3 years in a management position 1 = up to 2 years in a management position 0 = No experience demonstrated	10
3.	SPECIFIC EXPERTISE (PER POSITION)		50
	3.1 MFRS Legal Services Specialist (x2): Demonstrated experience and achievements in the following key components aligned to the scope of work: • municipal legal services; • drafting of legislation and municipal by-laws; • development of municipal policies and procedures; • drafting of contracts and contract management; • resolution of litigations; • development of systems of delegations; and • financial disputes resolutions in municipal environments	5 = Excellent (demonstrated at least five components and above) 4 = Good (demonstrated at least four components) 3 = Average (demonstrated at least three components) 2 = Below Average (demonstrated at least two component) 1 = Poor (demonstrated at least one component) 0 = No experience and achievements demonstrated	25
	3.2 MFRS Legal Services Specialist: Years' of experience in implementing operations, projects and/ or performance as per the component listed under 3.1 above	5 = more than 10 years 4 = more than 7 and up to 10 years 3 = more than 4 and up to 7 years 2 = more than 2 and up to 4 years 1 = Up to 2 years 0 = No experience demonstrated	25
TOTAL			100

Bidders who are successful in meeting the functionality threshold of 65% will be required to attend an interview.	65%
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11.6 Functionality Evaluation (Stage 2: Interviews)

11.6.1 Interviews will be used to verify the bidder's specific knowledge, experience and abilities in area/s of work that they are offering their services.

11.6.2 Interview evaluation criteria for the TAs are stipulated in the **Table 44** below.

11.6.3 Only bidders who score a minimum of 65% during the interviews will be considered for pricing

11.6.4 Only bidder's that meet the 65% threshold for both the technical evaluation and interviews will be considered for Pricing Comparison. However, the final score for functionality will be the simple average of the sum of the technical evaluation and interview scores.

Table 44: Functionality Evaluation Criteria – MFRS (Financial Management, Institutional/ Organisational Development, Engineering Specialist and Legal Services) Stage 2: Interviews

Component	Criteria	Weight
Demonstrated advance knowledge of relevant legislation, regulations, accounting standards and other related prescripts	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	20
Demonstrated ability to identify and prioritise key issues and improvement areas within the function	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	30
Demonstrated ability and experience in conceptualisation, developing, and implementing solutions to the identified issues	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	30
Demonstrated advisory, and skills transfer	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	20
Total		100
Only bidders who meet the 65% threshold for the functionality evaluation in the interviews (stage 2) will be considered for Pricing		65%

Only bidder's that meet the 65% threshold for both the technical evaluation and interviews will be considered for Pricing Comparison.

11.7 Pricing

NB: Each annexure/MFIP stream highlighted above will be awarded to a bidder/s whose bid proposal has been determined to be technically/functionality (desktop and interview) responsive and has been determined to be lowest in terms of hourly rate including VAT (Financial proposal separate envelop) submission.

The price will be evaluated based on the proposed rates where the recommendation will be based on the competitive price. Bidders must take note of the maximum rate below:

- **ALL Roles except for the Local Government Budget Analysis (LGBA) Project Administrator:** R750.00 per hour **excluding** VAT or R862.50 per hour **inclusive** of VAT.
- **LGBA Project Administrator:** R350 per hour **excluding** VAT or R402.50 per hour **inclusive** of VAT.
- If the bidders are equal in terms of pricing, the recommendation will be based on the highest points of the technical evaluation
- If the bidders are equal in terms of pricing and functionality, the recommendation will be based on the drawing of lots
- GTAC reserves the right to negotiate on price with the recommended bidder

Annexure B12: Role 12 LGBA Project Administrator (1 resources)

NB: Bidders must submit separate envelopes for each area of expertise and clearly mark the area of expertise for which the bid is being submitted.

Annexure B12: Role 12 LGBA Project Administrator (1 resources)

ROLE 12: SPECIFIC TECHNICAL ADVISOR REQUIREMENTS

12.1 Overall Objective

The LGBA Project Administrator will be responsible to build the capacity of and assist the National and provincial treasuries to exercise oversight over and provide technical support to municipalities to implement *mSCOA*.

12.2 Specific Scope of Work

The key activities per focus areas over the duration of the project will include, but not limited to the areas highlighted below.

Table 45: LGBA Project Administrator Focus Areas and Key Activities

Focus Area	Activities
Institutional support	• Draft a Support Plan (SP) based on the scope of work. • Coordination of sign off of administrative documents required from the MFIP advisors (including annual support plans, monthly activity plans and reports, performance reviews, etc.). • Manage and process travel requests from TAs
General administrative support	• Performing secretariat duties for meetings and training sessions related to the specified work streams, including but not limited to booking venues and parking, arranging catering, distribution of meeting invites, following up on RSVPs, preparing and distributing agendas and minutes, following up on presentations and other meeting documents, etc. • Manage filing and document validation for work streams, including: ○ Verifying that all required documents are saved by TAs on the MFIP and NT shared drives. ○ Performing quality controls on documents submitted by TAs to ensure adherence to all MFIP and National Treasury protocols and procedures. ○ Validating documents submitted by municipalities and PTs/LGBA to ensure that it complies with the requirements.
Correspondence and reporting	• Preparation of correspondence (emails, formal letters, etc.) related to the specified work streams. • Consolidation and preparation of reports, presentations and statistics on the specified work streams for NT management. • Formatting and quality assurance of documents for these work streams.
Knowledge Management	• Maintenance of the filing system(s) for the specified work streams, including ensuring that the relevant audit evidence and knowledge products produced is available on the LGBA filing system. • Maintaining correspondence registers to ensure that queries are recorded and responded to.

	Other outputs related to the mSCOA, budget and revenue management, budget and financial management and MFRS as may be requested by the LGBA Directors and Chief Director: LGBA.
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12.3 Project location and reporting

The LGBA Project Administrator, for the duration of the project will be based at the Chief Directorate: LGBA located within the Intergovernmental Government Relations Division at the National Treasury, Pretoria.

12.4 Specific expertise required

Successful bidders for the LGBA Project Administrator, over and above the general capabilities, should demonstrate their experience and achievements in the administration of reforms and/or projects. Emphasis must be placed on the focus areas outlined in specific scope of work outlined in this ToR.

ROLE 12: EVALUATION CRITERIA

The evaluation committee members will individually evaluate the responses received against the following criteria as set out below. The functionality evaluation of individual CV's will be carried out as per evaluation criteria stipulated below.

The functionality evaluation will be conducted in two (2) stages:

- Functionality Evaluation: Technical Desktop Evaluation; and
- Functionality Evaluation: Interviews.

12.5 Functionality Evaluation (Stage 1: Technical desktop evaluation)

12.5.1 Technical evaluation criteria for the TAs are stipulated in the **Table 46** below.

12.5.2 Only bidders who score a minimum of 65% during the technical evaluation stage will be invited to interviews prior to consideration for Pricing

Table 46: Functionality Evaluation Criteria – LGBA Project Administrator (Stage 1: Technical desktop evaluation)

No	EVALUATION CRITERIA	SCORING	WEIGHT
1.	QUALIFICATIONS		30
	Highest educational qualification obtained in: - Project administration; - Public administration; - or relevant / related field	5 = Degree (NQF7) or higher 4 = National diploma (NQF6) 3 = National diploma (NQF5) 2 = National certificate (NQF5) 1 = Matric certificate (NQF4) 0 = No required or relevant/related qualification submitted	30

2.	GENERAL EXPERTISE		30
	2.1 Number of years' experience in project administration.	5 = more than 7 years 4 = more than 5 and up to 7 years 3 = more than 3 and up to 5 years 2 = more than 2 and up to 3 years 1 = up to 2 years 0 = No relevant /related experience demonstrated	30
3.	SPECIFIC EXPERTISE		40
	Demonstrated previous experience specifically in: <i>Maintenance of filing systems</i> <i>Travel booking applications</i> <i>Coordinating month-end invoicing procedures for advisors / consultants</i> <i>Providing administrative / secretarial support</i>	5 = Excellent (demonstrated expertise in all components) 4 = Good (demonstrated at least three components) 3 = Average (demonstrated at least two components) 2 = Below Average (demonstrated at least one components) 1 = Poor (Demonstrated no experience and knowledge)	40
TOTAL			100
Bidders who are successful in meeting the functionality threshold of 65% will be invited to attend an interview.			65%

12.6 Functionality Evaluation (Stage 2: Interviews)

12.6.1 Interviews will be used to verify the bidder's specific knowledge, experience and abilities in area/s of work that they are offering their services.

12.6.2 Interview evaluation criteria for the TAs are stipulated in the **Table 47** below.

12.6.3 Only bidders who score a minimum of 65% during the interviews will be considered for pricing

12.6.4 Only bidder's that meet the 65% threshold for both the technical evaluation and interviews will be considered for Pricing Comparison. However, the final score for functionality will be the simple average of the sum of the technical evaluation and interview scores.

Table 47: Functionality Evaluation Criteria – LGBA Project Administrator – Stage 2: Interviews

Component	Criteria	Weight
Demonstrated knowledge on scope of work	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	20

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Demonstrated ability to identify and prioritise key issues and improvement within scope of work	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	20
Demonstrated ability and experience in implementing scope of work	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	30
Demonstrated practical application on scope of work	5 = Excellent 4 = Good 3 = Average 2 = Below Average 1 = Poor	30
Total		100
Only bidders who meet the 65% threshold for the functionality evaluation in the interviews (stage 2) will be considered for Pricing		65%

Only bidder's that meet the 65% threshold for both the technical evaluation and interviews will be considered for Pricing Comparison.

12.7 Pricing

NB: Each annexure/MFIP stream highlighted above will be awarded to a bidder/s whose bid proposal has been determined to be technically/functionality (desktop and interview) responsive and has been determined to be lowest in terms of hourly rate including VAT (Financial proposal separate envelop) submission.

The price will be evaluated based on the proposed rates where the recommendation will be based on the competitive price. Bidders must take note of the maximum rate below:

- **ALL Roles except for the Local Government Budget Analysis (LGBA) Project Administrator: R750.00 per hour excluding VAT or R862.50 per hour inclusive of VAT.**
- **LGBA Project Administrator: R350 per hour excluding VAT or R402.50 per hour inclusive of VAT.**
- If the bidders are equal in terms of pricing, the recommendation will be based on the highest points of the technical evaluation
- If the bidders are equal in terms of pricing and functionality, the recommendation will be based on the drawing of lots
- GTAC reserves the right to negotiate on price with the recommended bidder

PRICING SCHEDULE

(Professional Services)

NAME OF BIDDER: BID NO: GTAC 015-2021-22

CLOSING TIME 15:00 ON 10 JUNE 2022

OFFER TO BE VALID FOR 180 DAYS FROM THE CLOSING DATE OF BID.

ITEM NO	DESCRIPTION	BID PRICE IN RSA CURRENCY * (ALL APPLICABLE TAXES INCLUDED)
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PROVISION OF TECHNICAL ADVISORY SERVICES TO THE GOVERNMENT TECHNICAL ADVISORY CENTRE (GTAC) FOR THE OFFICE OF THE ACCOUNTANT GENERAL (OAG) TO SUPPORT IN THE IMPLEMENTATION OF THE MUNICIPAL FINANCE IMPROVEMENT PROGRAMME (MFIP) PHASE IIIx: 11 X ACCOUNTING AND AUDIT SUPPORT

1. Services must be quoted in accordance with the table below in line with attached TOR. The total estimated hours as per paragraph 5.1.3 of the terms of reference will amount to a maximum of **1 840** hours per financial year (1 April to 31 March).

1. 6 x Legislative and Policy Reforms

Name of Resource	Hourly rate (exclusive of all applicable taxes)	Hourly rate (inclusive of all applicable taxes)
1.	R	R
2.	R	R
3.	R	R
4.	R	R
5.	R	R
6.	R	R

2. 2x Specialist support in Internal Audit Units and Audit Committees

Name of Resource	Hourly rate (exclusive of all applicable taxes)	Hourly rate (inclusive of all applicable taxes)
1.	R	R
2.	R	R

3. 2x Accounting Support

Name of Resource	Hourly rate (exclusive of all applicable taxes)	Hourly rate (inclusive of all applicable taxes)
1.	R	R
2.	R	R

4. 1x IT Specialist

Name of Resource	Hourly rate (exclusive of all applicable taxes)	Hourly rate (inclusive of all applicable taxes)
1.	R	R

***all applicable taxes" includes Value- Added Tax, pay as you earn, income tax, unemployment insurance fund contributions and skills development levies.*

- Remuneration of resources has been benchmarked against public service rates taking into account reasonable adjustments for overhead costs of long-term consultants as per attached TOR.
- All bidders are requested to quote hourly rate inclusive of all applicable taxes for price/financial evaluation purposes.

4. Pricing Comparison

NB: Each annexure/MFIP stream highlighted above will be awarded to a bidder/s whose bid proposal has been determined to be technically/functionality (desktop and interview) responsive and has been determined to be lowest in terms of hourly rate including all applicable taxes (Financial proposal must be on a separate envelop, clearly marked) submission.

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- If the bidders are equal in terms of pricing and functionality, the recommendation will be based on the drawing of lots
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Any enquiries regarding bidding procedures may be directed to –

Department: GTAC

Contact Person: Aletta Mbuyane

Tel: (012) 315 5867

E-mail address: aletta.mbuyane@gtac.gov.za

Any enquiries regarding technical enquiries may be directed to –

Email address: psp@gtac.gov.za

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PRICING SCHEDULE

(Professional Services)

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PROVISION OF TECHNICAL ADVISORY SERVICES TO THE GOVERNMENT TECHNICAL ADVISORY CENTRE (GTAC) FOR THE OFFICE OF THE ACCOUNTANT GENERAL (OAG) TO SUPPORT IN THE IMPLEMENTATION OF THE MUNICIPAL FINANCE IMPROVEMENT PROGRAMME (MFIP) PHASE IIIx: 1X KNOWLEDGE AND INFORMATION MANAGEMENT ADVISOR.

- Services must be quoted in accordance with the table below in line with the attached TOR. The total estimated hours as per paragraph 5.1.3 of the terms of reference will amount to a maximum of **1 840** hours per financial year (1 April to 31 March).

Knowledge and Information Management Advisor

Name of Resource	Hourly rate (exclusive of all applicable taxes)	Hourly rate (inclusive of all applicable taxes)
1.	R	R

***all applicable taxes" includes Value- Added Tax, pay as you earn, income tax, unemployment insurance fund contributions and skills development levies.*

- Remuneration of resources has been benchmarked against public service rates taking into account reasonable adjustments for overhead costs of long-term consultants as per attached TOR.
- All bidders are requested to quote hourly rate inclusive of all applicable taxes for price/financial evaluation purposes.

4. Pricing Comparison

NB: Each annexure/MFIP stream highlighted above will be awarded to a bidder/s whose bid proposal has been determined to be technically/functionality (desktop and interview) responsive and has been determined to be lowest in terms of hourly rate including all applicable taxes (Financial proposal must be on a separate envelop, clearly marked) submission.

The price will be evaluated based on the proposed rates where the recommendation will be based on the competitive price.

- If the bidders are equal in terms of pricing, the recommendation will be based on the highest points of the technical evaluation

- If the bidders are equal in terms of pricing and functionality, the recommendation will be based on the drawing of lots
- GTAC reserves the right to negotiate on price with the recommended bidder

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PRICING SCHEDULE

(Professional Services)

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PROVISION OF TECHNICAL ADVISORY SERVICES TO THE GOVERNMENT TECHNICAL ADVISORY CENTRE (GTAC) FOR THE OFFICE OF THE ACCOUNTANT GENERAL (OAG) TO SUPPORT IN THE IMPLEMENTATION OF THE MUNICIPAL FINANCE IMPROVEMENT PROGRAMME (MFIP) PHASE IIIx: SUPPLY CHAIN MANAGEMENT SPECIALISTS

1. Services must be quoted in accordance with the table below in line with the attached TOR. The total estimated hours as per paragraph 5.1.3 of the terms of reference will amount to a maximum of **1 840** hours per financial year (1 April to 31 March).

Supply Chain Management Specialists: different locations as specified in the TOR

Name of Resource	Hourly rate (exclusive of all applicable taxes)	Hourly rate (Inclusive of all applicable taxes)
1.	R	R
2.	R	R
3.	R	R
4.	R	R
5.	R	R
6.	R	R
7.	R	R
8.	R	R
9.	R	R

***all applicable taxes" includes Value- Added Tax, pay as you earn, income tax, unemployment insurance fund contributions and skills development levies.*

2. Remuneration of resources has been benchmarked against public service rates taking into account reasonable adjustments for overhead costs of long-term consultants as per attached TOR.
3. All bidders are requested to quote hourly rate inclusive of all applicable taxes for price/financial evaluation purposes.

4. Pricing Comparison

NB: Each annexure/MFIP stream highlighted above will be awarded to a bidder/s whose bid proposal has been determined to be technically/functionality (desktop and interview) responsive and has been determined to be lowest in terms of hourly rate including all applicable taxes (Financial proposal must be on a separate envelop, clearly marked) submission.

The price will be evaluated based on the proposed rates where the recommendation will be based on the competitive price.

- If the bidders are equal in terms of pricing, the recommendation will be based on the highest points of the technical evaluation
- If the bidders are equal in terms of pricing and functionality, the recommendation will be based on the drawing of lots
- GTAC reserves the right to negotiate on price with the recommended bidder

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- Services must be quoted in accordance with the table below in line with the attached TOR. The total estimated hours as per paragraph 5.1.3 of the terms of reference will amount to a maximum of **1 840** hours per financial year (1 April to 31 March).

1. ASSET MANAGEMENT ADVISORS

Name of Resource	Hourly rate (exclusive of all applicable taxes)	Hourly rate (inclusive of all applicable taxes)
1.	R	R
2.	R	R
3.	R	R
4.	R	R
5.	R	R
6.	R	R
7.	R	R
8.	R	R

***all applicable taxes'' includes Value- Added Tax, pay as you earn, income tax, unemployment insurance fund contributions and skills development levies.*

2. Remuneration of resources has been benchmarked against public service rates taking into account reasonable adjustments for overhead costs of long-term consultants as per attached TOR.
3. All bidders are requested to quote hourly rate inclusive of all applicable taxes for price/financial evaluation purposes.

4. Pricing Comparison

NB: Each annexure/MFIP stream highlighted above will be awarded to a bidder/s whose bid proposal has been determined to be technically/functionality (desktop and interview) responsive and has been determined to be lowest in terms of hourly rate including all applicable taxes (Financial proposal must be on a separate envelop, clearly marked) submission.

The price will be evaluated based on the proposed rates where the recommendation will be based on the competitive price.

- If the bidders are equal in terms of pricing, the recommendation will be based on the highest points of the technical evaluation
- If the bidders are equal in terms of pricing and functionality, the recommendation will be based on the drawing of lots
- GTAC reserves the right to negotiate on price with the recommended bidder

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PRICING SCHEDULE
(Professional Services)

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CLOSING TIME 15:00 ON 10 JUNE 2022

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Budget and Revenue Management Advisors
&
Revenue Management Policy Coordination

- Services must be quoted in accordance with the table below in line with the attached TOR. The total estimated hours as per paragraph 5.1.3 of the terms of reference will amount to a maximum of **1 840** hours per financial year (1 April to 31 March).

8x Budget and Revenue Management Advisors different locations as per TOR

Name of Resource	Hourly rate (exclusive of all applicable taxes)	Hourly rate (inclusive of all applicable taxes)
1.	R	R
2.	R	R
3.	R	R
4.	R	R
5.	R	R
6.	R	R
7.	R	R
8.	R	R

1x Revenue Management Policy Coordination

Name of Resource	Hourly rate (exclusive of all applicable taxes)	Hourly rate (inclusive of all applicable taxes)
1.	R	R

***all applicable taxes" includes Value- Added Tax, pay as you earn, income tax, unemployment insurance fund contributions and skills development levies.*

2. Remuneration of resources has been benchmarked against public service rates taking into account reasonable adjustments for overhead costs of long-term consultants as per attached TOR.
3. All bidders are requested to quote hourly rate inclusive of all applicable taxes for price/financial evaluation purposes.

4. **Pricing Comparison**

NB: Each annexure/MFIP stream highlighted above will be awarded to a bidder/s whose bid proposal has been determined to be technically/functionality (desktop and interview) responsive and has been determined to be lowest in terms of hourly rate including all applicable taxes (Financial proposal must be on a separate envelop, clearly marked) submission.

The price will be evaluated based on the proposed rates where the recommendation will be based on the competitive price.

- If the bidders are equal in terms of pricing, the recommendation will be based on the highest points of the technical evaluation
- If the bidders are equal in terms of pricing and functionality, the recommendation will be based on the drawing of lots
- GTAC reserves the right to negotiate on price with the recommended bidder

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PRICING SCHEDULE
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ITEM NO	DESCRIPTION	BID PRICE IN RSA CURRENCY * (ALL APPLICABLE TAXES INCLUDED)
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**PROVISION OF TECHNICAL ADVISORY SERVICES TO THE GOVERNMENT TECHNICAL ADVISORY CENTRE (GTAC) FOR THE OFFICE OF THE ACCOUNTANT GENERAL (OAG) TO SUPPORT IN THE IMPLEMENTATION OF THE MUNICIPAL FINANCE IMPROVEMENT PROGRAMME (MFIP) PHASE IIIx:
Budget and Financial Management Specialist**

1. Services must be quoted in accordance with the table below in line with the attached TOR. The total estimated hours as per paragraph 5.1.3 of the terms of reference will amount to a maximum of **1 840** hours per financial year (1 April to 31 March).

1x Budget and Financial Management

Name of Resource	Hourly rate (exclusive of all applicable taxes)	Hourly rate (inclusive of all applicable taxes)
1.	R	R

***all applicable taxes" includes Value- Added Tax, pay as you earn, income tax, unemployment insurance fund contributions and skills development levies.*

- Remuneration of resources has been benchmarked against public service rates taking into account reasonable adjustments for overhead costs of long-term consultants as per attached TOR.
- All bidders are requested to quote hourly rate inclusive of all applicable taxes for price/financial evaluation purposes.

4. Pricing Comparison

NB: Each annexure/MFIP stream highlighted above will be awarded to a bidder/s whose bid proposal has been determined to be technically/functionality (desktop and interview) responsive and has been determined to be lowest in terms of hourly rate including all applicable taxes (Financial proposal must be on a separate envelop, clearly marked) submission.

The price will be evaluated based on the proposed rates where the recommendation will be based on the competitive price.

- If the bidders are equal in terms of pricing, the recommendation will be based on the highest points of the technical evaluation

- If the bidders are equal in terms of pricing and functionality, the recommendation will be based on the drawing of lots
- GTAC reserves the right to negotiate on price with the recommended bidder

Any enquiries regarding bidding procedures may be directed to –

Department: GTAC

Contact Person: Aletta Mbuyane

Tel: (012) 315 5867

E-mail address: aletta.mbuyane@gtac.gov.za

Any enquiries regarding technical enquiries may be directed to –

Email address: psp@gtac.gov.za

PLEASE REFER TO THE ATTACHED TERMS OF REFERENCE FOR MORE INFORMATION.

PRICING SCHEDULE
(Professional Services)

NAME OF BIDDER: BID NO: GTAC 015-2021-22

CLOSING TIME 15:00 ON 10 JUNE 2022

OFFER TO BE VALID FOR 180 DAYS FROM THE CLOSING DATE OF BID.

ITEM NO	DESCRIPTION	BID PRICE IN RSA CURRENCY * (ALL APPLICABLE TAXES INCLUDED)
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PROVISION OF TECHNICAL ADVISORY SERVICES TO THE GOVERNMENT TECHNICAL ADVISORY CENTRE (GTAC) FOR THE OFFICE OF THE ACCOUNTANT GENERAL (OAG) TO SUPPORT IN THE IMPLEMENTATION OF THE MUNICIPAL FINANCE IMPROVEMENT PROGRAMME (MFIP) PHASE IIIx: MSCOA ADVISORS.

- Services must be quoted in accordance with the table below in line with the attached TOR. The total estimated hours as per paragraph 5.1.3 of the terms of reference will amount to a maximum of **1 840** hours per financial year (1 April to 31 March).

1. Mscoa Provincial Advisors

Name of Resource	Hourly rate (exclusive of all applicable taxes)	Hourly rate (inclusive of all applicable taxes)
1.	R	R
2.	R	R
3.	R	R
4.	R	R
5.	R	R
6.	R	R

2. MSCOA Roving Advisor

Name of Resource	Hourly rate (exclusive of all applicable taxes)	Hourly rate (inclusive of all applicable taxes)
1.	R	R

3. MSCOA Training Coordinator

Name of Resource	Hourly rate (exclusive of all applicable taxes)	Hourly rate (inclusive of all applicable taxes)
1.	R	R

4. MSCOA System and Accounting Expert

Name of Resource	Hourly rate (exclusive of all applicable taxes)	Hourly rate (inclusive of all applicable taxes)
1.	R	R

***all applicable taxes" includes Value- Added Tax, pay as you earn, income tax, unemployment insurance fund contributions and skills development levies.*

2. Remuneration of resources has been benchmarked against public service rates taking into account reasonable adjustments for overhead costs of long-term consultants as per attached TOR.
3. All bidders are requested to quote hourly rate inclusive of all applicable taxes for price/financial evaluation purposes.

4. **Pricing Comparison**

NB: Each annexure/MFIP stream highlighted above will be awarded to a bidder/s whose bid proposal has been determined to be technically/functionality (desktop and interview) responsive and has been determined to be lowest in terms of hourly rate including all applicable taxes (Financial proposal must be on a separate envelop, clearly marked) submission.

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PRICING SCHEDULE
(Professional Services)

NAME OF BIDDER: BID NO: GTAC 015-2021-22

CLOSING TIME 15:00 ON 10 JUNE 2022

OFFER TO BE VALID FOR 180 DAYS FROM THE CLOSING DATE OF BID.

ITEM NO	DESCRIPTION	BID PRICE IN RSA CURRENCY * (ALL APPLICABLE TAXES INCLUDED)
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PROVISION OF TECHNICAL ADVISORY SERVICES TO THE GOVERNMENT TECHNICAL ADVISORY CENTRE (GTAC) FOR THE OFFICE OF THE ACCOUNTANT GENERAL (OAG) TO SUPPORT IN THE IMPLEMENTATION OF THE MUNICIPAL FINANCE IMPROVEMENT PROGRAMME (MFIP) PHASE IIIx: MFRS ADVISORS/SPECIALISTS POSITIONS.

- Services must be quoted in accordance with the table below in line with attached TOR. The total estimated hours as per paragraph 5.1.3 of the terms of reference will amount to a maximum of **1 840** hours per financial year (1 April to 31 March).

1. 4x Financial Management Specialists

Name of Resource	Hourly rate (exclusive of all applicable taxes)	Hourly rate (inclusive of all applicable taxes)
1.	R	R
2.	R	R
3.	R	R
4.	R	R

2. 2x Institutional/ Organisational Development Specialists

Name of Resource	Hourly rate (exclusive of all applicable taxes)	Hourly rate (inclusive of all applicable taxes)
1.	R	R
2.	R	R

3. 2x Engineering Specialists

Name of Resource	Hourly rate (exclusive of all applicable taxes)	Hourly rate (inclusive of all applicable taxes)
1.	R	R
2.	R	R

4. 2x Legal Services Specialists

Name of Resource	Hourly rate (exclusive of all applicable taxes)	Hourly rate (inclusive of all applicable taxes)
1.	R	R
2.	R	R

***all applicable taxes" includes Value- Added Tax, pay as you earn, income tax, unemployment insurance fund contributions and skills development levies.*

- Remuneration of resources has been benchmarked against public service rates taking into account reasonable adjustments for overhead costs of long-term consultants as per attached TOR.
- All bidders are requested to quote hourly rate inclusive of all applicable taxes for price/financial evaluation purposes.

4. **Pricing Comparison**

NB: Each annexure/MFIP stream highlighted above will be awarded to a bidder/s whose bid proposal has been determined to be technically/functionality (desktop and interview) responsive and has been determined to be lowest in terms of hourly rate including all applicable taxes (Financial proposal must be on a separate envelop, clearly marked) submission.

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PRICING SCHEDULE
(Professional Services)

NAME OF BIDDER: BID NO: GTAC 015-2021-22

CLOSING TIME 15:00 ON 10 JUNE 2022

OFFER TO BE VALID FOR 180 DAYS FROM THE CLOSING DATE OF BID.

ITEM NO	DESCRIPTION	BID PRICE IN RSA CURRENCY * (ALL APPLICABLE TAXES INCLUDED)
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PROVISION OF TECHNICAL ADVISORY SERVICES TO THE GOVERNMENT TECHNICAL ADVISORY CENTRE (GTAC) FOR THE OFFICE OF THE ACCOUNTANT GENERAL (OAG) TO SUPPORT IN THE IMPLEMENTATION OF THE MUNICIPAL FINANCE IMPROVEMENT PROGRAMME (MFIP) PHASE IIIx: MUNICIPAL ADVISORS.

- Services must be quoted in accordance with the table below in line with attached TOR. The total estimated hours as per paragraph 5.1.3 of the terms of reference will amount to a maximum of **1 840** hours per financial year (1 April to 31 March).

1. MUNICIPAL ADVISORS (DIFFERENT LOCATIONS SPECIFIED IN THE TOR)

Name of Resource	Hourly rate (exclusive of all applicable taxes)	Hourly rate (inclusive of all applicable taxes)
1.	R	R
2.	R	R
3.	R	R
4.	R	R
5.	R	R
6.	R	R
7.	R	R
8.	R	R
9.	R	R

***all applicable taxes” includes Value- Added Tax, pay as you earn, income tax, unemployment insurance fund contributions and skills development levies.*

2. Remuneration of resources has been benchmarked against public service rates taking into account reasonable adjustments for overhead costs of long-term consultants as per attached TOR.
3. All bidders are requested to quote hourly rate inclusive of all applicable taxes for price/financial evaluation purposes.

4. Pricing Comparison

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PRICING SCHEDULE

(Professional Services)

NAME OF BIDDER: BID NO: GTAC 015-2021-22

CLOSING TIME 15:00 ON 10 JUNE 2022

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ITEM NO	DESCRIPTION	BID PRICE IN RSA CURRENCY * (ALL APPLICABLE TAXES INCLUDED)
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PROVISION OF TECHNICAL ADVISORY SERVICES TO THE GOVERNMENT TECHNICAL ADVISORY CENTRE (GTAC) FOR THE OFFICE OF THE ACCOUNTANT GENERAL (OAG) TO SUPPORT IN THE IMPLEMENTATION OF THE MUNICIPAL FINANCE IMPROVEMENT PROGRAMME (MFIP) PHASE IIIx: 1X LGBA PROJECT ADMINISTRATOR.

- Services must be quoted in accordance with the table below in line with attached TOR. The total estimated hours as per paragraph 5.1.3 of the terms of reference will amount to a maximum of **1 840** hours per financial year (1 April to 31 March).

LGBA Project Administrator

Name of Resource	Hourly rate (exclusive of all applicable taxes)	Hourly rate (inclusive of all applicable taxes)
1.	R	R

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4. **Pricing Comparison**

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