

REQUEST FOR PROPOSALS

APPOINTMENT OF AN EXPERT TO DEVELOP A HUMAN RESOURCE FRAMEWORK FOR THE EFFECTIVE IMPLEMENTATION OF THE LOCAL GOVERNMENT INFRASTRUCTURE DELIVERY MANAGEMENT SYSTEM TOOLKIT

1. BACKGROUND INFORMATION

The National Treasury is the co-author of the of the Infrastructure Delivery Management System (IDMS) which was adopted by the Cabinet of the Republic of South Africa in February 2012 as the system for infrastructure delivery in the public sector. Since the adoption of the IDMS, the National Treasury has embarked on a series of co-authored activities and deliverables with an attempt at making the IDMS accessible to all spheres of government as part of the National Treasury's contribution towards the implementation of Section 154 of the Constitution of the Republic of South Africa.

In 2018 the National Treasury secured technical support funding from the Federal Republic of Switzerland to support capacity building in municipalities in South Africa. The Federal Republic of Switzerland through its State Secretariat for Economic Affairs (SECO) is funding this capacity development Programme under the Programme called: Procurement, Infrastructure and Innovative Knowledge Management (PINK). The PINK program is focusing on strengthening Procurement, Infrastructure and Knowledge Management in municipalities. PINK's primary objective is to increase cost effectiveness, social inclusivity and sustainability in service delivery in the provincial and local spheres of government.

The National Treasury in collaboration with SECO identified two (2) provinces and eight (8) municipalities to be used as piloting sites for the PINK programme. These provinces are Free State and Mpumalanga together with their respective local municipalities namely, Tswelopele, Setsoto, Moqhaka and Metsimaholo Local Municipalities in Free State Province and Nkomazi, Chief Albert Luthuli, Dr Pixley Ka Seme and Mkhondo Local Municipalities in Mpumalanga.

To implement the support, 8 projects were chosen as key projects and packaged for implementation in eight pilot municipalities. These projects, upon successful implementation by respective local municipalities, should result in a positive change in the way that the pilot municipalities are organized. This should result in improved service delivery.

These projects are outlined below and are at different stages of implementation in each of the identified pilot municipalities.

Projects and Descriptions
Project 1: Enhance specific Supply Chain Management (SCM) regulations and toolkits customized to municipal needs.
Project 2: Develop municipal SCM training & Continued Professional Development programmes and a SCM practitioners' qualification framework & register.
Project 3: Establish an SCM implementation support mechanism and provide support to pilot municipalities.
Project 4: Create an Infrastructure Delivery Management System knowledge base for Local Government to improve service delivery.
Project 5: Establish Provincial Treasury-based facilities for Infrastructure Management implementation support to municipalities.
Project 6: Create knowledge sharing platform/portal/repository customized to the needs of municipalities and ensure accessibility to the platform.
Project 7: Establish Communities of Practice and other peer learning instruments for municipal SCM and Infrastructure Management practitioners.
Project 8: Strengthen the capacity of municipal councillors in SCM and Infrastructure Management oversight

This present call for proposals is in reference to projects 4 and 5. Under these respective projects, the Local Government Infrastructure Delivery Management System (LG IDMS) Toolkit was developed and introduced to the eight pilot municipalities. Simultaneously, the Provincial Treasuries of Free State and Mpumalanga are in the process of filling Infrastructure Delivery Management positions for additional capacity in the municipality to implement and institutionalise the LG IDMS Toolkit. This process is supported by the two Technical Advisors placed at each of the Provincial Treasury Infrastructure Units to assist with building the required capacity.

2. THE PROBLEM STATEMENT

This project aims to address the inability of local governments to deliver infrastructure efficiently, effectively, and economically infrastructure efficiently, effectively, economically and equitably. More importantly, the inability of both provincial and national relevant units to provide appropriate support to municipalities. To further accelerate the described objectives of projects 4 and 5, this project was created to tackle recurring issues related to the problem of limited capacity, capability and or inappropriately staffed infrastructure units within Municipalities and relevant Treasury. It aims to utilise the knowledge and framework generated by the project to address skills gaps and competencies that exist in local government infrastructure delivery. It will also create structure in the infrastructure units.

3. PROJECT DESCRIPTION

This project seeks to translate the LG IDMS Toolkit into an implementable HR Framework by creating the required knowledge, skills, and competencies needed to build the necessary capacity within infrastructure delivering and managing units. This project seeks a service provider to develop a Human Resources (HR) Framework and a corresponding roadmap which clearly defines the process and steps to be followed in the implementation of the HR framework. This HR framework will ultimately standardise infrastructure delivery and infrastructure delivery-related job descriptions, profiles, competencies (behavioural/technical), organizational structures, salary scales, and levels for the National Treasury, Provincial Treasury, and Municipal infrastructure Units.

Initial work has been done in this area in the form of Competency Statements for Municipal Practitioners. That work will serve as the basis for the HR framework that needs to be developed. To develop the framework, the service provider is encouraged to apply its own experience and insight.. The service provider will be further informed of the initial work undertaken in this area of work at the start of the assignment. Similarly, the service provider will be informed of the work that was done for the relevant Provincial Treasury units.

This project must recognise and work through and with existing efforts in this area of work. Most importantly, the service provider needs to seek consensus from all involved stakeholders like the Department of Cooperative Governance and the Department of Public Service and Administration.

NAME OF PROJECT	
THE DEVELOPMENT OF THE HUMAN RESOURCE FRAMEWORK FOR THE EFFECTIVE IMPLEMENTATION OF THE LOCAL GOVERNMENT INFRASTRUCTURE DELIVERY MANAGEMENT SYSTEM TOOLKIT	
PROJECT NUMBER	Project Number: 4.2
PINK COMPONENT / KRA	KRA 2: Enhanced infrastructure management (budgeting, planning and asset management) at Local Government level
INTERNAL CLIENT	Chief Directorate: Provincial and Local Government Infrastructure (CD: PLGI) Directorate Local Government Infrastructure (D: LGI)
PROJECT LEAD	Nobuntu Sibuyi
PROJECT TIMELINE	June 2023 up to December 2023

In the context of these terms of reference, the *Service Provider* means a company or an individual consultant.

4. PROJECT OBJECTIVE

The objective of this project is to create an overall Human Resource Framework for effective implementation of the LG IDMS Toolkit in the pilot municipalities.

5. SCOPE OF WORK

The work required to be undertaken by the Service Provider is to be sub-divided into two phases: 1) Developing the Human Resources Framework and 2) Enhancing and Implementing the Human Resources Framework. It is expected that the period of completion of both these phases will be beyond the current remaining period of the PINK programme. Currently, only phase 1 of the scope of work is being procured for this project. Service Providers are still expected to provide technical proposals that will fully deliver the deliverables detailed in both phases below. This is in addition to

the objectives of this ToR as a whole. Other contractual means will be explored for the period and activities beyond the contractual period (June 2023-December 2023).

5.1 PHASE 1 – THE CURRENT SCOPE OF THIS TOR

5.1.1 Development of the Human Resources Framework

The Human Resource Framework must contain a detailed process map of how to effectively implement the Local Government Infrastructure Delivery Management System Toolkit. Whilst the details of the steps to be undertaken are towards the implementation of the Framework, it is essential that the service provider details what is practically possible to be achieved in six monthly milestones/work packages. The service provider is expected to provide a detailed implementation plan with Activities, Deliverables and Timeframes (timeframes should be broken down into 6 months' work packages).

The work to be performed as part of this project is guided by and or contained in amongst others, the following:

- a) The IDMS and the LG IDMS Toolkit.
- b) Existing organisational strategic documents, including but not limited to: the Capacity Building Framework of the National Treasury, Provincial Treasuries, and pilot municipalities' Human Resources Policies and related documents.
- c) Department of Cooperative Governance and Department of Public Service and Administration issued documents (circulars, regulations, policies, guidelines, etc.);
- d) Existing and relevant legislation aimed at guiding human resources development (municipal, provincial and national)

5.1.2 OUTPUTS

No.	Deliverable
1	A high-level inception report together with the proposed workplan summarising deliverables within a project timeline.
2	The Human Resource Framework for effective implementation of the LG IDMS Toolkit.
3	An illustrated time and resources (people, systems, and reporting) plan required for the actual implementation of the HR Framework in a municipality.
4	Detail close-output together with a five-page executive summary on the salient matters contained in the report.

5.2 PHASE 2 - THIS IS NOT PART OF THE CURRENT SCOPE OF THIS TOR

5.2.1 Further enhancement, consultation, and Implementation of the HR Framework

The work under this phase will be guided by the following:

- a) The HR Framework for the effective implementation of the LG IDMS Toolkit.
- b) The implementation plan as contained in the HR Framework
- c) Existing and relevant legislation aimed at guiding human resources development.

5.2.2 OUTPUTS

The Service Provider is expected to deliver the following phase 2 outputs:

No.	Deliverable
1	Further enhancement of the HR Framework and consultation with relevant stakeholders
2	Implementation of the Human Resource Framework as proposed in the implementation plan
3	Quarterly and Annual Reports
4	Close-out report

6. Technical Proposal Requirements

The following information (in addition to the other information in the technical proposal) should be provided in a detailed tabular format as part of the **Technical Proposal**:

- Overall vision for the Human Resource Framework for the implementation of the LG IDMS Toolkit.
- A descriptive understanding of both phases of work.
- Activity associated with each deliverable in both phases
- A detailed timeline for each activity under each deliverable
- A Six-Monthly achievable work planning and the associated cost.

The Service Provider is invited to submit a document which describes their ways to approach the assignment detailed above. The Service Provider can go into detail on both the approach and the methodology for a successful implementation of the methodology. The Service Provider is invited to use whatever format or structure is most suitable for the proposal. A submission detailing the proposal must also include: assumptions, risks, issues, challenges and possible mitigation measures against each of the sub headings.

7. CONTRIBUTION BY THE NATIONAL TREASURY

The relevant Provincial Treasury will facilitate access to the pilot municipalities namely: Mkhondo, Pixley Ka Seme, Chief Albert Luthuli and Nkomazi Local Municipalities in Mpumalanga province and Tswelopele, Moqhaka, Metsimaholo and Setsoto in the Free State province.

The National Treasury will provide access to the LG IDMS Toolkit, the Infrastructure Delivery Management System, the approved organizational design structures for the Infrastructure Units within the relevant Provincial Treasuries, previous work done on competency statements and any other relevant links and access as will be described and deemed relevant by the Service Provider.

8. OUTCOME OF THIS BID

The outcome of this bid will be determined based on a set criterion detailed in **Annexure B, Instruction to the Bidders** and used to inform the subsequent decision making. Service Providers are advised to be clear and precise in their submission because it is the only source of information that the evaluation committee will use to decide to enter a contract with the potential Service Provider.