TERMS OF REFERENCE (TOR)

APPOINTMENT OF A LONG-TERM TECHNICAL ASSISTANT FOR THE DEVELOPMENT AND PILOTING OF THE LOCAL GOVERNMENT IDMS TOOLKIT IN EIGHT (8) PILOT MUNICIPALITIES[1]
Phase 1
**FOR THE
PROCUREMENT INFRASTRUCUTURE AND KNOWLEDGE MANAGEMENT CAPACITY DEVELOPMENT PROGRAMME (PINK)**

1. BACKGROUND INFORMATION

The National Treasury fulfils a pivotal role in the implementation and management of the Public Finance Management Act (PFMA) No 1 of 1999 as well as the Municipal Finance Management Act (MFMA) No 56 of 2003. The essence of both these Acts is to regulate financial management in the public sector at national and provincial levels and municipal level respectively. The PFMA as well as the MFMA are intended to ensure that all revenue, assets, liabilities and expenditures are managed effectively and efficiently and that the responsible officials are equipped with appropriate and necessary knowledge to adhere in a compliant manner to the intentions stipulated in the respective Acts.

It is widely accepted that reforms in South Africa at the legislative and policy levels have provided a framework conducive for improving financial management in the national, provincial and local spheres of government.

At the same time, it is evident that huge skills gaps exist within financial management cadres of the public service to implement the applicable legislation, policies and procedures to an acceptable level. A crucial element on government's financial management reform agenda would be to strengthen the individual and organisational capacity of government entities.

Accordingly, the National Treasury developed a comprehensive Capacity Development Strategy (CDS)[2] for Public Financial Management. The strategy provides a national perspective to address financial management capacity constraints in the public sector. These challenges include scarce skills; high levels of vacancies and staff turnover; a lack of suitable education, training and development programmes; limited knowledge management; inadequate monitoring and

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[1]   Pilot Municipalities are in Free State and Mpumalanga Provinces

[2]   More information can be obtained at http://oag.treasury.gov.za/Pages/CapacityBuilding.aspx.

evaluation; ineffective performance management; non-adherence to legislation; poor audit results; and an absence of effective partnerships. Moreover, the strategy sets out four strategic objectives to address these challenges:

- Support the development of an enabling environment
- Enhance organisational capacity
- Develop and empower a corps of competent and committed high-performance employees
- Create an environment that enables and sustains mutually beneficial stakeholder relationships

1.1 The PINK CD Programme

The overall objective of the **Procurement Infrastructure and Knowledge Management Capacity Development Programme (PINK)** CD programme is 'increased cost effective, socially inclusive and sustainable service delivery at provincial and local government level'. To achieve this objective, the programme is aligned with the priorities of the National Treasury and aims to address two of the main causes of irregular, fruitless and wasteful expenditure within municipalities that impact significantly on their ability to provide basic services to all – weak procurement practices and poor infrastructure management. In addition, the programme is mindful of the low capacity within many municipalities (and some provincial treasuries (PTs)) to make sense of and fully comply with all of the legislation, policies and guidelines already covering procurement and infrastructure management.

The overall objective of the PINK Programme will be achieved through three key result areas (KRA):

- **KRA 1 – More effective supply chain management (procurement) at local government level.**
- **KRA 2 – Enhanced infrastructure management (budgeting, planning and asset management) at local government level.**
- **KRA 3 - Crosscutting Activities –** Knowledge Management and Peer Learning

While the focus of the PINK Programme will be at local government level, all KRAs include support to National Treasury and some Provincial Treasuries to strengthen them in their (constitutional and legal) role to provide support to the municipalities. **Dynamic Knowledge Transfer and Peer Learning, which will play a prominent role in obtaining the full benefits of the first two KRAs,** together with the support to be provided to National Treasury in this regard, are included as **cross-cutting activities** for both KRAs.

SUMMARY OF THE ASSIGNMENT	
NAME OF PROJECT	**APPOINTMENT OF A LONG-TERM TECHNICAL ASSISTANT FOR THE DEVELOPMENT AND PILOTING OF THE LOCAL GOVERNMENT IDMS TOOLKIT IN THE EIGHT PILOT MUNICIPALITIES**
TASK	**Enhancement and alignment, with the MFMA and the 2018/2019 IDMS and IDM Toolkit, of the 2015 Local Government IDMS Toolkit – the outcome to be the "Enhanced Local Government IDMS Toolkit 2019".**
PROJECT NUMBER	**4.4**

PINK COMPONENT / KRA	KRA 2
INTERNAL CLIENT	CD: PLGI D:LGI
PROJECT LEAD	Jacques Pienaar, Thamsanqa Mohale
PROJECT TIMELINE	2 years

2. Background of the Project

The IDMS and IDM Toolkit 2018/2019 were developed for use by National and Provincial Government Departments. A similar process was initiated through the cities support programme which developed a Cities Infrastructure Delivery and Management Toolkit (CIDMS) for metros – this toolkit was launched in November 2018.

In 2015, with assistance from (JICA), a draft Local Government (LG) IDMS Toolkit was developed for use by municipalities. This toolkit was however not aligned with the new development that was taking place pertaining to the 2018/19 IDMS Toolkit.

The purpose of this assignment is to enhance and align the 2015 LG IDMS Toolkit with the 2018/2019 IDM Toolkit and CIDMS Toolkit referred to above, and also with the provisions of the MFMA and the applicable regulations.

The output of this assignment is the "Enhanced Local Government IDMS Toolkit 2019", sometimes referred to herein as the "Local Government IDMS Toolkit 2019".

3. OBJECTIVE OF THE PROJECT

3.1 Overall objective of the assignment

The objective of this assignment is to appoint an experienced Long-Term Technical Assistant (LTTA) who is well vested in the Infrastructure Delivery Management System (IDMS) to support the Chief Directorate: Provincial and Local Government Infrastructure and more specifically the Directorate: Local Government Infrastructure with the implementation of KRA (Key Result Area) 2 of the PINK programme. This KRA focuses on improving "Infrastructure Management" in Local Government, specifically the 8 Pilot Municipalities of the PINK programme.

This LTTA will focus specifically on the enhancement and alignment of the Local Government IDMS Toolkit with the MFMA and the 2018/2019 IDMS, IDM Toolkit and CIDMS Toolkit.

It will also be expected of this LTTA to support the structured and dynamic training interventions for the Local Government IDMS Toolkit at the 8 pilot municipalities.

4. SCOPE OF WORK

4.1 General scope of work

This Long-Term Technical Assistant (LTTA) will be responsible for the development of the "Enhanced Local Government IDMS Toolkit 2019" and supportive interventions to facilitate the institutionalisation and sustainability of this methodology and system in eight (8) designated Pilot

municipalities of the PINK project. The LTTA will also be responsible for the provision of training intervention to the eight (8) pilot municipalities.

4.2 The key focus areas are:

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

- Development of an inception plan;
- Development of a Content Guideline and Framework for the Enhanced Local Government IDMS Toolkit 2019" (hereinafter, the "Local Government IDMS Toolkit 2019");
- Development of an implementation project plan for the rollout of the Local Government IDMS Toolkit 2019 to the 8 Pilot Municipalities;
- Studying and review of the 2015 Local Government IDMS Toolkit which was supported by JICA;
- Studying and review of the 2018 Cities Infrastructure Delivery and Management System;
- Studying and review of IDMS and IDM Toolkit 2018/2019 to ensure alignment with the MFMA;
- Development of the "Enhanced Local Government IDMS Toolkit 2019", aligned with the IDMS and IDM Toolkit 2018/2019;
- Consulting and testing the Enhanced Local Government IDMS Toolkit 2019 with the 8 Pilot Municipalities;
- After the consultation and testing, further enhancement of the Local Government IDMS Toolkit 2019; and
- Facilitating the capturing of the enhanced Local Government IDMS Toolkit 2019 on the IDMSBOK IT Platform.
- Development of a Closeout Report.

5. EXPECTED PROJECT OUTPUTS / DELIVERABLES

The expected outputs and deliverables for the projects as follows.
- Approved inception report;
- A content Guideline and Framework for the Local Government IDMS Toolkit 2019;
- An implementation project plan for the roll out of the Local Government IDMS Toolkit 2019 to the 8 Pilot Municipalities;
- An enhanced Local Government IDMS Toolkit 2019 that is aligned with the MFMA and the IDMS and IDM Toolkit 2018 / 2019 and CIDMS;
- A report on the consultation process of the Local Government IDMS Toolkit 2019 in the 8 Pilot Municipalities;
- A final "Enhanced Local Government IDMS Toolkit 2019" where the Pilot Municipality inputs are accommodated;
- An Enhanced Local Government IDMS Toolkit 2019, captured on the IDMSBOK interactive IT Platform;
- Records of meetings, agendas, minutes and attendance registers; and
- A close-out reports.

6. ASSUMPTIONS, RISKS, MITIGATION STRATEGIES AND OPPORTUNITIES

Based on situational analysis, the following Risks, Assumptions and Mitigation measures need to be addressed. The mitigation actions will be facilitated and addressed by the national Treasury.

Risks	Assumptions	Mitigation
• IDMS and IDM Toolkit 2018/2019 not completed and available • The IDMSBOK interactive IT platform is not functioning and available	All core IDMS Knowledge deliverables are available to support the Local Government IDMS Toolkit process	Procure IDMSBOK Technical Team as a sense of urgency to finalise outstanding work and deliverables that are important to create an enabling environment for the PINK Project
• IDMSBOK Technical Assistant Team not procured and available to support the PINK programme	IDMSBOK Technical Assistance are procured and functioning effectively	Procure IDMSBOK Technical Team as a sense of urgency to support impact of PINK programme
• Insufficient funds to develop and roll out structured training interventions	Funds available to support structure IDMS Training interventions for Local Government PINK Pilot Municipalities	Engage with PINK pertaining to funding challenges, Engage with other potential donors for donor support.
• Municipalities have agreed to be pilots, but then do not cooperate as required.	Municipalities will agree and participate in the enhancement of the Local Government IDMS Toolkit process	Consultative process in getting municipality to participate, clear articulation and well documented of what is expected from the municipalities.

7. COORDINATION WITH OTHER ACTIVITIES / OTHER PROGRAMMES

The PINK programme will work closely with MFIP III (NT funded programme), EU funded FMIP IV, GIZ GSP II and the IDMSBOK General Budget Support Programme.

National Treasury's funded programme MFIPIII, provides support to Local Government. The programme's focus is on the six game changers: Audit outcomes, Budgeting and Reporting, Asset Management, SCM, Revenue Management and mSCOA.

The EU funded FMIP IV upcoming PFM Capacity Development Programme for Improved Service Delivery will include broad-scale education, training and development (ETD) solutions for PTs and municipalities on SCM.

GIZ's Governance Support Programme (GSP) II programme only focused on selected municipalities in Mpumalanga and the Eastern Cape Provinces. GSP II seeks to conduct a comprehensive review of the SCM value chain per municipality and make recommendations for its improvement.

The infrastructure focus area of the PINK intervention will also be supported by the IDMSBOK process and intervention. The IDMSBOK is co-funded by the General Budget Support Programme and the CD: Provincial and Local Government Infrastructure.

8. PROJECT LOCATION AND REPORTING

The LTTA will be based at the National Treasury Offices situated at No 40 Church Square and will report to the Project Manager at IGR in terms of day-to-day operational requirements and performance management.

The LTTA will be required to travel to pilot municipalities to consult with them regarding the structure and compilation of the Local Government IDMS Toolkit, collate their inputs and get their response on the applicability of the Local Government IDMS Toolkit developmental process.

The LTTA will also be responsible for facilitating the capturing of the Local Government IDMS Toolkit on the IDMSBOK.

All travel related expenses will be reimbursed at cost subject to the provisions of the Pink Operating Manual.

9. QUALIFICATIONS

The LTTA should be in possession of a relevant minimum NQF 7 tertiary qualification in the built environment and/or project management and/or asset management.

10. PROFESSIONAL EXPERIENCE AND SKILLS

The LTTA must have at least 5 years of proven experience in consulting for the Public Sector in the field of infrastructure.

The LTTA should have experience, expertise and knowledge in the following areas:

- Project management;
- Asset management;
- Infrastructure delivery management within the South African public sector context;
- Monitoring and evaluation of technical processes that delivers on infrastructure;
- Knowledge of the Standard for Infrastructure Procurement Delivery Management; and
- Knowledge of the applicable legislation in the infrastructure environment e.g. PPPFA, PFMA, MFMA, Municipal Systems Act, GIAMA, CIDB Act and the OHS Act.

11. MANAGEMENT

Office Equipment and logistical arrangements

LTTA will be responsible for the provisioning of his/her computer equipment (portable computers etc.). Connectivity will be provided for whilst in the office via National Treasury's IT connection.

12. LOCATION and TIMEFRAME

The resource will be appointed based on the following conditions amongst others:

1. Full time for a period of up to 24 months (whilst the contract is for up to 24 months, the first 6 months will be considered a probation period after which it will be upon the discretion of the

contracting party "Ecorys" to continue with the contract for the remaining 18 months, therefore Ecorys is under no obligation whatsoever to contract the bidder for the remaining up to 18 months should it be considered to be unnecessary);

2. The LTTA will work from the National Treasury office located at No 40 Church Square, Pretoria;
3. The LTTA will be required to work normal working hours (8 hours a day) on a full-time basis for the duration of the programme, unless otherwise agreed by the parties;
4. LTTAs will only be expected to claim for days worked (Monday-Friday).

13. CONTRACTUAL ARRANGEMENTS

The appointed resource will be contracted by the appointed implementing agent which is Ecorys.

14. MONITORING AND REPORTING

- Monthly activity reports on progress against the approved work plan or support plan and specified key performance indicators will be compiled and submitted to the Programme Coordinator; and
- The contract is subject to Bi-annual performance reviews done through the PMU working in collaboration with the Project Manager;

The LTTA is expected to provide inputs to the following reports

Name of report	Content	Time of submission
Quarterly & annual activity reports of PINK programme	Short description of progress (technical and financial) including problems encountered; planned work for the next 6 months accompanied by an invoice and the expenditure verification report.	Written