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<b>Aligning planning horizons and frameworks: Institutionalising long-term planning in Steve Tshwete Local Municipality</b>	<b>Project number/ cost centre: 16.2178.8-001.00</b>
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## **0. List of abbreviations**

AVB	General Terms and Conditions of Contract (AVB) for supplying services and work 2018
BMZ	German Federal Ministry for Economic Cooperation and Development
CEF	Capital Expenditure Framework
DCoG	Department of Cooperative Governance
DPME	Department of Planning, Monitoring & Evaluation
DPSA	Department of Public Service & Administration
GSP	Governance Support Programme II
ICM	Intermediate City Municipality/ies
IGR	Inter-Governmental Relations
IUDF	Integrated Urban Development Framework
KPIs	Key Performance Indicators
LED	Local Economic Development
M&E	Monitoring & Evaluation
MSDF	Municipal Spatial Development Framework
NT	National Treasury
PMS	Performance Management System
STLM	Steve Tshwete Local Municipality
ToR	Terms of Reference
USAID	United States Agency for International Development

## 1. Context

The Governance Support Programme (GSP II) is a partnership programme agreed to between the Governments of South Africa and Germany. It is a technical cooperation programme co-steered at national level in a partnership between the Department of Cooperative Governance (DCoG), the Department of Public Service and Administration (DPSA), the National Treasury (NT), the Department of Planning, Monitoring and Evaluation (DMPE), the South African Local Government Association (SALGA) and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). GIZ is responsible for the implementation of the development contributions on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) and in delegated cooperation with the US Government acting through the United States Agency for International Development (USAID).

The programme provides technical, policy and process advice to support the South African government in remedying systemic shortcomings. The GSP II has the objective that public institutions and selected municipalities implement the Back2Basics principles for more transparent, accountable, effective and efficient delivery of public services on local level. The Back2Basics is a national programme implemented by the South African Government to improve service delivery to the citizens.

This ToR form part of the GSP's II implementation mandate. It aims to contribute to the strengthening of long-term planning capability and capacity in Intermediate City Municipalities (ICM) that form part of the Integrated Urban Development Framework (IUDF) learning network supported by the GSP. It specifically contributes to GSP indicators related to supporting the implementation of two measures of organizational development regarding management processes for service delivery.

Steve Tshwete Local Municipality (STLM) is an intermediate city that is experiencing rapid population growth, migration to the urban centres, dwindling revenue and increasing demands for service delivery. It is often stated that intermediate cities contribute to more balanced and dispersed development across a country. These cities tend to relieve pressure from the major metropolitan cities and can play a catalytic role for development across the municipal jurisdiction (Secondary cities in South Africa: The start of a conversation The Background Report March 2012 South African Cities Network). This has been recognised by the DCoG, through the identification of intermediate cities as key partners for the implementation of the IUDF.

The IUDF is a policy framework on how the South African urban system can be reorganised, to make cities and towns more inclusive, resource efficient and good places to live, work, shop and play in ([www.cogta.gov.za](http://www.cogta.gov.za)). The IUDF identifies Intermediate City Municipalities (ICM) as a municipality of intermediate size, predominantly urban (via density criteria) but incorporates both urban and rural components. 39 municipalities have been identified as ICMs based on an assessment of population density and economic strength.

Over the last two decades the municipality has performed at a consistent standard from a governance and service delivery perspective. The STLM has recognised the above identified challenges and is in a process to establish a long-term planning culture in the municipality to drive growth and development. STLM recognises the opportunities available to the municipality from a number of angles including the strategic location in proximity to the N4 that connects the economic hub of Gauteng Province to the city of Maputo and the port, the opportunity to grow the mining and manufacturing sectors, partnerships for investment and opportunities to explore growth in other sectors.

In May 2018, the STLM Council adopted a strategic intent to position the municipality on a longer-term strategic plan. In 2019, STLM, in partnership with the GIZ, developed a long-term planning framework and implementation plan. Long term planning is a powerful tool for envisaging the future, designing outcomes and formulating and implementing strategies to realise the outcomes. This long-term strategy is a pathway for STLM to become a globally competitive smart and green industrial city by 2040. A common Vision 2040 enables the STLM to get a strategic handle on service delivery and development.

The methodology, utilising the theory for change, for the long-term planning framework conducted a rapid diagnostic of the current situation and envisaged the desired state in 2040. The framework is built around five strategic objectives, which were identified through an intensive trend analysis and scenario building. The five strategic objectives relate to: economic positioning, spatial restructuring, infrastructure engineering, housing and services as well as governance and management. Following this was the focus on strategy development, followed by an implementation plan. The implementation plan to achieve these strategies is work in progress and it is in this area that the municipality requires support to institutionalise the actioning and implementation of the long-term planning framework.

Further to the development of a long-term planning framework and implementation plan, STLM, as an ICM has received support, through NT and DCoG, for the development of a Capital Expenditure Framework (CEF). The CEF is a long-term infrastructure plan that flows from a spatial development framework. The capital expenditure framework estimates the level of affordable capital investment by the municipality over the long term.

The support on long-term planning to date has resulted in a common understanding and appreciation for long-term planning across the municipality. The capacity requirements to institutionalise long term planning have been outlined and there is an understanding that these need to be addressed. STLM has furthermore developed an appreciation for how to go about preparing a long-term strategy. It is further recognised that the long-term strategy has major implications for how the municipality works and the required capabilities. As such a suitable service provider will be appointed to support STLM to institutionalise long-term planning and align relevant planning, budgeting and financial frameworks and time horizons.

## **2. Tasks to be performed by the contractor**

This assignment intends to position STLM to effectively deliver on the long-term planning framework by supporting the institutionalisation of it for implementation. The scope of work will focus on supporting STLM in several areas to ensure that the required systems, processes and capabilities are in place to ensure the successful implementation of the long-term strategy.

The contractor is responsible for providing the following services:

- Support to the institutionalisation of long-term planning and alignment of key frameworks and budgets including:
  - Support the design and implementation of an alignment tool/model for planning and budgeting. This tool/model should include alignment with all existing master plans (including the CEF, Municipal Spatial Development Framework (MSDF), Long Term Financial Plan).
  - Design and describe all the pillars that should support the implementation of the long-term strategy including an assessment with recommendations considering the alignment of these to the long-term strategy. This will include sector specific strategies/plans amongst others (LED, water master plan and all others).

- Support the design of a broad-based framework for climate change as a key pillar of the long-term planning framework and implementation strategy.
- Support the design and implementation of a prioritisation tool.
- Implement capacity development for all relevant staff on the above model/tools.
- Support the management of the long-term planning and implementation process including:
  - Support the establishment of a long-term planning steering committee to oversee the institutionalisation of long-term planning and implementation of the strategy (responsibility will include IGR and stakeholder engagement).
  - Support the development of a stakeholder engagement strategy on the long-term plan including facilitating engagements with key national and provincial sector departments, the private sector and broader civil society.
  - Support the establishment of an interdepartmental project task team in the municipality for the various strategies and Key Performance Indicators (KPIs), as listed in the long-term strategy to elaborate project/action plans and to align, refine and reprioritise planned activities and budgets where necessary.
  - Support the necessary preparation and actions for the establishment of a long-term planning unit as per the objectives set out in the long-term implementation plan including structure, job descriptions, skills profiles and any other key areas.
- Support the monitoring and evaluation of the long-term strategy and implementation including:
  - Support to refine the monitoring system and activities according to the long-term planning objectives, strategies and KPIs including specifying measures and targets as well as the development of KPIs if required.
  - Support the incorporation of this into the municipal performance management system including the translation into departmental performance measures and individual performance measures.
  - Support the revision and update of the M&E framework to include long-term planning.
- Develop a blueprint, that will be upscaled, and utilised by other IMCs and municipalities when institutionalising long term planning, on the process, key steps, deliverables, lessons etc.
  - Support STLM in developing a comprehensive overview of the process, key steps and resultant shifts within the municipality for presentation to the IUDF learning network (led by DCoG and supported by the GIZ GSP)

All the above activities must be underpinned and in line with the envisaged implementation approach and mechanisms as outlined by STLM in the long-term strategy 2040 (copy of the document can be supplied on request). It is expected that these support initiatives will focus on reinforcing the capacity building and reorientation of capability towards interdepartmental, collaborative long-term and inclusive planning in the municipality. It is further envisaged that through the implementation of the long-term strategy that STLM will become a leading municipality in South Africa in respect of strategic long term focussed approach in addressing local economic development, sustainable infrastructure investment and service delivery.

The contractor must be able to work according to the COVID 19 regulations in South Africa and, by implication of the current level and regulations at the time of the awarding of the contract. As such the service provider is encouraged to consider these restrictions and ensure that the project proposal submitted considers alternatives to on-site face to face access and capacity development initiatives. For example, the service provider must propose alternatives such as, online interviews and capacity building methods in order to avoid contract delays should free movement not be allowed.

### **Timeframe**

Certain milestones, as laid out in the table below, are to be achieved by certain dates during the contract term, and at particular locations:

<b>Milestone</b>	<b>Deadline/place/person responsible</b>
<p>Participate in the inception meeting &amp; develop detailed project plan with timelines and deliverables</p> <p>Inception report - 2 days</p>	By 23 December 2020
<p>Rapid assessment to inform the design of the alignment and prioritisation model/tools</p> <p>Design of the model/tools and framework</p> <p>Design and support a description of all the pillars that should support the implementation of the long-term strategy including an assessment with recommendations of the alignment of these to the long-term strategy</p> <p>Support the design of a broad-based framework for climate change as a key pillar of the long-term planning framework and implementation strategy</p> <p>Capacity development implementation on tools</p> <p>Final alignment and prioritisation tools - 40 days</p>	<p>By 19 March 2021</p> <p>1<sup>st</sup> payment of 50%</p>
<p>Design the approach, mandate and ToRs for the management of the planning and implementation process (5 days)</p> <p>Capacity development strategy (3 days)</p> <p>Coaching and mentoring including support on agenda setting for meetings, schedules, proforma agendas etc. (7 days)</p> <p>Formation of interdepartmental project teams and support the development of KPIs (if necessary) project/action plans and the alignment, refinement and reprioritisation of planned activities and budgets. Capacity development workshops and sessions are conducted (35 days)</p> <p>Structure &amp; Strategy - 50</p>	<p>12 January 2021</p> <p>12 January 2021</p> <p>By 5 March 2021</p> <p>By 7 June 2021</p>

Design the approach to support the refinement, alignment and strengthening of the M&E system to the long-term planning strategy (2 days)	1 February 2021
Support capacity development and working sessions to develop KPIs, measures and targets for the overall monitoring system (30 days)	By 30 April 2021
Support the incorporation of this into the PMS (including translation into departmental and individual performance measures) (30 days)	By 24 June 2021
Support the revision and update of the M&E framework to include long-term planning (5 days)	
Development of blueprint and IUDF learning network presentation (10 days)	By 8 July 2021
Final report on above activities (1 day)	
M&E/PMS - 78	By 25 June 2020
Total number of days for entire project – 170	28 July 2021

Period of assignment: From December 2020 until July 2021.

### 3. Concept

In the bid, the bidder is required to show how the objectives defined in Chapter 2 are to be achieved, if applicable under consideration of further specific method-related requirements (technical-methodological concept). In addition, the bidder must describe the project management system for service provision.

#### Technical-methodological concept

**Strategy:** The bidder is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1). Following this, the bidder presents and justifies the strategy with which it intends to provide the services for which it is responsible (see Chapter 2).

The bidder is required to present and explain its approach to **steering** the measures with the project partners and its contribution to the results-based monitoring system.

The bidder is required to describe the key **processes** for the services for which it is responsible and create a schedule that describes how the services according to Chapter 2 are to be provided. In particular, the bidder is required to describe the necessary work steps and, if applicable, take account of the milestones and contributions of other actors in accordance with Chapter 2.

The bidder is required to describe its contribution to knowledge management for the partner and GIZ and promote scaling-up effects (**learning and innovation**).

### **Project management of the contractor**

The bidder is required to explain its approach for coordination with the GIZ project.

- The contractor is responsible for selecting, preparing, training and steering the experts (international and national, short and long term) assigned to perform the advisory tasks.
- The contractor makes available equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.  
The contractor reports regularly to GIZ in accordance with the AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH from 2018

In derogation from GIZ AVB, the contractor makes contributions to reports to GIZ's commissioning party instead of submitting its own reports.

The bidder is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the bid; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

## **4. Personnel concept**

The bidder is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points.

### **Project Team leader**

#### Tasks of the project team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Managing the team and providing advisory input and quality assurance
- Regular reporting in accordance with deadlines

#### Qualifications of the project team leader

- Education/training (2.1.1): University qualification: Master's degree in public and development management or social sciences
- General professional experience (2.1.3): 15 years of professional experience in the realm of the public sector
- Specific professional experience (2.1.4): 10 years in the local government sphere related to strategic management, planning and monitoring
- Leadership/management experience (2.1.5): 7 years of management/leadership experience as project team leader or manager in a company

## **Long term planning & strategy (Expert 1)**

### Tasks of expert 1

- Lead the assessment, alignment, design of tools and frameworks
- Analyse, process, consult and package information
- Report writing and recommendations
- Support capacity development workshops
- Lead the knowledge feedback to the IUDF learning network

### Qualifications of expert 1

- Education/training (2.2.1): University postgraduate degree in public and development management, development planning or social sciences
- General professional experience (2.2.3): 10 years professional experience in strategic and/or long planning and management
- Leadership/management experience (2.2.5): 5 years project management

### Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

- Facilitation skills
- Team skills
- Initiative
- Communication skills
- Sociocultural competence
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

## **Long Term Planning (Expert 2)**

### Tasks of expert 2

- Support the overall institutionalisation of planning including alignment, tools, frameworks etc.
- Support the design of a broad-based framework for climate change
- Support the development of the blueprint for upscaling and replication
- Design, facilitate and steer the capacity development workshops

### Qualifications of expert 2

- Education/training (2.3.1): University postgraduate degree in public and development management, development planning or environmental management
- General professional experience (2.3.3): 7 years professional experience in strategic planning and management and/or in environmental management
- Specific professional experience (2.3.4) 6 years in content development for and designing, facilitating and steering capacity development methodologies

### Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

- Facilitation skills
- Team skills
- Initiative
- Communication skills
- Sociocultural competence
- Efficient, partner- and client-focused working methods

- Interdisciplinary thinking

### **OD & Systems (Expert 3)**

#### Tasks of expert 3

- Support the overall institutionalisation of long-term planning in STLM through structures, systems and processes
- Support to the organisational design and development of all necessary HR related systems, processes and documents
- Support the development of a stakeholder engagement strategy
- Lead the development of a blueprint that can be upscaled and replicated by other IMCs and municipalities
- Support the knowledge feedback to the IUDF learning network

#### Qualifications of expert 3

- Education/training (2.4.1): University degree in public and development management, organisational development, industrial psychology
- General professional experience (2.4.3): 6 years professional experience in organisational development
- Specific professional experience (2.4.4): 5 years undertaking organisational change processes in organisations and experience in mentoring and coaching and stakeholder management etc.

#### Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

- Facilitation skills
- Team skills
- Initiative
- Communication skills
- Sociocultural competence
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

### **Monitoring & Evaluation expert (Expert 4)**

#### Tasks of expert 4

- Lead the support for the monitoring and evaluation of the long-term strategy and implementation including the review, refinement and update of the M&E system
- Support the incorporation of the PMS
- Support the indicator and target revision and development
- Support the knowledge feedback to the IUDF learning network
- Support to the capacity development workshops

#### Qualifications of expert 4

- Education/training (2.5.1): University postgraduate degree in public and development management, M&E or social sciences
- General professional experience (2.5.3): 7 years professional experience in M&E (including some PMS)
- Specific professional experience (2.5.4): 5 years in M&E and capacity development

### Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

- Facilitation skills
- Team skills
- Initiative
- Communication skills
- Sociocultural competence
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

## **5. Costing requirements**

### **Assignment of personnel**

All team members: for 170 expert days

### **Other costs – Workshop venues, package and catering**

- The service provider must quote on and ensure that a budget is available for the hosting of 10 capacity development sessions over 2 days, resulting in a total of 20 days (maximum of 20 participants per workshop). The cost will include the hiring of a venue, the workshop package and lunch and all refreshment costs.
- STLM will contribute to the remainder of the capacity development workshop venues, package and catering costs.

### **Travel**

The bidder is required to calculate the travel by the specified experts and the experts it has proposed based on the places of performance stipulated in Chapter 2 and list the expenses separately by daily allowance, accommodation expenses, flight costs and other travel expenses.

The service provider may only claim one hundred and ninety five (95) accommodation nights if its offices are located outside STLM/Middelburg or the surrounds of the municipality and a maximum of fifteen thousand three hundred (15 300) kilometres local road travel at the rate of R 3.60 per kilometre. A per diem will be paid.

## **6. Inputs of GIZ or other actors**

GIZ and STLM are expected to make the following available:

- Meeting logistics
- Workshops logistics including venues and catering

## **7. Requirements on the format of the bid**

The structure of the bid must correspond to the structure of the ToRs. In particular, the detailed structure of the concept (Chapter 3) is to be organised in accordance with the positively

weighted criteria in the assessment grid (not with zero). It must be legible (font size 11 or larger) and clearly formulated. The bid is drawn up in English.

The complete bid shall not exceed 10 pages (excluding CVs).

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages. The CVs must clearly show the position and job the proposed person held in the reference project and for how long. The CVs must be submitted in English.

If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment.

Please calculate your price bid based exactly on the aforementioned costing requirements. In the contract the contractor has no claim to fully exhaust the days/travel/workshops/ budgets. The number of days/travel/workshops and the budget amount shall be agreed in the contract as 'up to' amounts. The specifications for pricing are defined in the price schedule.

#### **Other requirement**

- Please submit your proposal (technical and price proposal) in separate files/folder to [ZA\\_Quotation@giz.de](mailto:ZA_Quotation@giz.de) no later than 23<sup>rd</sup> November 2020, 23h00 all documents must be in PDF.
- Please do not mention any price for this measure on your cover letter/Technical proposal.
- Please submit your tax clearance certificate with the bidding documents.
- Please submit your price proposal in ZAR currency
- Our General Terms of Conditions (attached) shall not be changed/amended should you be the winner of this tender. These General Terms and Conditions will form part of the contract should you be awarded this contract. By submitting your proposal we will conclude that you have read and accepted these terms and conditions.
- Participating more than once in same tender is not allowed and it will lead to your proposal as well as that of the company where you appear more than once being disqualified. The responsibility rests with the companies to ensure that their partners/experts are not bidding/participating more than once in same tender.
- **Bidders are not allowed to communicate directly with any other person regarding this bid other than the procurement official/s. Failure to comply with this requirement may lead to your bid being disqualified.**

**There will be no administrative costs charged. These should be included in the Fees**

**Per diem cannot be claimed in full if breakfast and other meals are provided e.g. at workshops or meetings. This should be indicated if provided**

**Km's are reimbursed at R3.60 per kilometre.**