



Terms of Reference

Name of the Project: EXPRESSION OF INTEREST (EOI) FOR RESOURCE MOBILISATION - THE CONCEPTUALIZATION AND IMPLEMENTATION OF INVESTMENT ATTRACTION INITIATIVES FOR THE ALFRED NZO DEVELOPMENT AGENCY

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1. BACKGROUND AND OVERVIEW OF THE PROJECT

Alfred Nzo Development Agency (ANDA) is a municipal entity of the Alfred Nzo District Municipality (ANDM) which was established through a Council resolution in terms of Section 76 (b) (i) of the Municipal Systems Act 32 of 2000 (MSA), which provides for mechanism by which a municipality may provide a municipal service in its area. Alfred Nzo Development Agency is an Economic Development Agency owned by the Alfred Nzo District Municipality. Local economic development agencies (LEDA) have been established as special-purpose organisations to promote local economic development.

The Municipal Entity was further registered as a State-Owned Company with the Registrar of Companies (CIPC) in terms of the Companies Act 71 of 2008, and in line with Section 86 (B) (1) (a) of the MSA in the year of 2008. ANDA is regulated in terms of the Municipal Finance Management Act (MFMA) 56 of 2003.

2. ANDA MANDATE

The mandate of ANDA as approved by the ANDM Council is as follows:

- To act as the operational arm of the Municipality for the purposes of implementing economic, social and environmental policies and projects within ANDM;
- To develop the innovation and entrepreneurial potential and activity which supports and drives economic growth within ANDM;
- To leverage public support and private resources for development around opportunities which offer economic and development potential;
- To acquire, own and manage land and buildings necessary to enable it to achieve its stated aims and objectives;
- To negotiate, enter into and administer contracts in furtherance of its objectives;
- To commission, undertake or manage and monitor any programme that may be necessary to further the objectives of the Agency;



- To act as receiver, manager and/or coordinator/facilitator of technical assistance or development funding programmes provided to the Municipality by non-governmental or governmental institutions and private sector institutions;
- To acquire and exercise rights and duties, necessary for the furtherance of its objectives, and generally to perform such further functions as may be delegated or assigned to it by the Municipal Council from time to time.

Towards the successful implementation of the ANDA mandate, ANDA understands that the ANDM strategic agenda for economic development had been conceptualised and defined through the District Development Plan (DDP) Vision 2030 for Alfred Nzo, the Integrated Development Plan (IDP) (2017-2022), the Local Regional Economic Development (LRED) Strategy. In line with these strategic documents ANDA has developed a Multi-Year Business Plan (2019/20 – 2021/22). Key strategic areas for development and as such of focus for this intervention have been identified as follows:

- Infrastructure Development
- Property Development
- Generation of Sustainable Renewable Energy
- Development Agriculture, Agro-processing and Agri-Industry
- Forestry Development
- The Ocean Economy Development
- Promotion of Tourism and Heritage Development
- Development of the Manufacturing and Mining Industry
- Enterprise Development
- Commerce and Industry

3. INTRODUCTION

Alfred Nzo Development Agency (ANDA) is faced with a complex funding environment with limited funding opportunities, characterised by the national economic downturn and related financial crisis, resulting in a shift in investor's

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priorities. Partnership opportunities from private sector have hardly been explored by the Agency previously.

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In order to implement its programme in an organic manner and be sufficiently reactive to community needs, ANDA needs dedicated sources of funding to support its work in a programmatic manner.

Goal 1 of ANDA Multi-Year Business Plan (2017-2022) which addresses the need to achieve “sustainable economic growth” and Goal 3: which is “ Effective Public Participation, Good Governance and partnerships” promotes resource mobilization for sustainability and stakeholder management for partnerships. These goals have been identified as one of the strategic goals for the Entity which are not only relevant for this action and the development of ANDM in line with the IDP of the parent Municipality.

To this end, ANDA seeks to appoint a panel of qualified consultants or service providers to mobilize funding resources, and to provide support to ANDA in the conceptualisation or the packaging of initiatives, project feasibility testing and business planning and implementation of catalytic economic development initiatives.

4. PURPOSE OF THIS REQUEST

The purpose of this document is to seek proposals from a panel of qualified consultants or service providers to mobilize funding resources, and to provide support to ANDA in the conceptualisation or the packaging of initiatives, project feasibility testing and business planning and implementation of catalytic economic development initiatives. The proposals and their objectives must be aligned to achieving the ANDA Mandate as mentioned above.

The project partners will play a key role in the mobilisation or attraction of funding investment for economic and social development of the Alfred Nzo regional economy. Furthermore, it must be noted that the scope of the project includes specialist planning and project implementation support for the project.

In their proposals, the consultants must identify respective funding institutions that

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they are working with, the focus areas they are targeting or responding to in line with the EOI and the total funding available for each area. Furthermore, the proposal must ideally define the funding structure or model per invest key focal area.

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5. OVERALL AND SPECIFIC OBJECTIVES OF THE PROGRAMME

5.1 OVERALL OBJECTIVE

The overall objective of this action is to facilitate large scale economic development through investment attraction and to significantly reduce unemployment within the Alfred Nzo regional economy.

5.2 SPECIFIC OBJECTIVES

The Specific Objectives of this action include:

- Mobilisation and attraction of financial resources including foreign direct investment for the Development Agency in order to implement a broad range of initiatives which will translate into economic development of the region
- Mobilisation of non-financial resource necessary to ensure the success of this initiative
- Identification, conceptualisation and packaging of key priority initiatives for development implementation
- Undertaking of project feasibility assessment and planning for identified initiatives
- Undertaking of implementation programme management and support
- Monitoring and evaluation support of the initiative
- Economic Impact Assessment and reporting
- To plan for and implement revenue enhancement strategies, including the provision of a revenue billing and revenue collection solution on behalf of ANDA, ANDM – ANDA Parent Municipality and Local Municipalities within the ANDM jurisdiction. This aspect of the project may include the defining and rollout of hard infrastructure and software solutions for the successful implementation of the project.
- Conceptualisation and implementation of revenue enhancement strategies in order to enhance the revenue generation capabilities of ANDA and any organisations that may partner with ANDA in this regard.
- Facilitate the conceptualisation, mobilisation of financial and non-financial resources for the implementation of capacity building or skills development projects



- To undertake the project management and or implementation of skills development or capacity building projects for ANDM communities and or identified beneficiaries/ individuals/SMMEs/Cooperatives etc.

6. SCOPE OF WORK

Prospective service providers are invited to submit innovative proposals that include programmes and campaigns that will grow and develop the Alfred Nzo brand as an investment destination. In addition to presenting unique investment promotion concepts, all proposals should have a stated envisaged socio-economic impact, demonstrated through community involvement in the events proposed. They must further provide the opportunity for significant participation by SMMEs. These should address the following:

- Mobilisation and attraction of financial resources including foreign direct investment, generation of solid investment leads for development in order to implement economic development initiatives
- Mobilisation of non-financial resource necessary to ensure the success of the project
- Identification, conceptualization, packaging and implementing approved key priority innovative initiatives that will attract investments within the Alfred Nzo region.
- Management and implementation of strategic projects
- Project feasibility assessment and planning for identified initiatives
- Programme implementation management
- Monitoring and evaluation support in the promotion of accountability
- Economic impact assessment and reporting
- Promotion of Alfred Nzo as a viable investment destination and the raising the profile of the region.
- Creation of a platform for local suppliers to network and showcase their offerings to the investment community.
- Raising of investment for infrastructure development
- Complete funding and turnkey solutions at risk



- To plan for and implement revenue enhancement strategies, including the provision of a revenue billing and revenue collection solution on behalf of ANDM – ANDM parent municipality and Local Municipalities within the ANDM jurisdiction. This aspect of the project may include the defining and rollout of hard infrastructure and software solutions for the successful implementation of the project.
- Conceptualisation and implementation of revenue enhancement strategies in order to enhance the revenue generation capabilities of ANDA and any organisations that may partner with ANDA in this regard.
- Facilitate the conceptualisation, mobilisation of financial and non-financial resources for the implementation of capacity building or skills development projects
- Undertake the project management and or implementation of skills development or capacity building projects for ANDM communities/beneficiaries/SMMEs/ Cooperatives/ Individuals and or identified beneficiaries in order to enhance the impact of broader economic development projects driven within the ANDM economy

7. SKILLS TRANSFERS

The proposal must demonstrate a clear skills transfer programme to the employees of ANDA and external beneficiaries of the project.

8. EXPECTED OUTCOMES KEY DELIVERABLES

The appointed panel of service providers will be expected to demonstrate technical ability and capacity to undertake project of this complexity including ability to deliver funded proposals for large organisation to targeted funding group nationally within a limited time frame.

The expected outcomes of this project include:



- Successful mobilisation of financial and non-financial resources
- Undertaking of project identification and prioritisation
- Project conceptualisation, planning, implementation and management undertaken



- Project monitoring, evaluation and reporting support completed
- Profile of the District raised
- Revenue generation/enhancement strategies conceptualised and implemented on behalf of ANDA, ANDM and any partnering organisation
- Successful conceptualisation, resource mobilisation and implementation of skills development projects undertaken

9. SUBMISSION

REQUIREMENTS (Content of the proposal)

Technical proposals shall be submitted in the following format.

- All relevant perceived strengths and weaknesses of the firm responding to the EOI e.g. similar previous experience, in-house skills, etc; providing information which will assist Alfred Nzo Development Agency to assess its capabilities, competitive advantages, etc. must be outlined in the proposal
- The summary of the service provider's mission statement, the vision statement, values and long- term strategies and objectives as comprehensively as possible; A list of references of previous and current appointments relevant to the required services; examples of such services capabilities and experience and more specifically the number and size of organisations where service rendered in specific sectors in government and areas of expertise.
- An organogram or list of partners, managers, specialists, together with the curriculum vitae and proof of qualification of the staff who will be available for the duration of the work; any staff changes regarding staff allocated to ANDA must be done in consultation with the Project Manager representing the organisation. The successful bidders should allocate experience specialists relevant to the required services.
- If the responding legal entity will be forming a consortium, it is a requirement that information relating to members of the consortium be also provided including their roles and responsibilities
- How the bidder proposes to provide resource Mobilisation for assistance to ANDA; and



- In so far as is possible, provide an overview of Clear Methodology to be applied and Project approach
- Signed Implementation plan with relevant time frames.



- The Service Provider must be accredited with the relevant bodies/trade/ qualification and must submit proof thereof.
- Bidder must indicate initiatives or key focal areas it proposes and has ability to mobilise funding/ investment for.
- Bidder to provide an indication of proposed funding model per focal are or initiative

10. REQUIREMENTS

10.1 COMPLIANCE REQUIREMENTS

Note to Prospective Bidders: Compulsory submissions (Failure to submit any of the following will result in disqualification)

- All bids submitted should remain valid for a period of 90 days after the bid closing date.
- Valid SARS pin number confirmation certificate to be included.
- Municipal clearance certificate certifying that no municipal rates and service charges are owed by the bidder and any of its directors to Alfred Nzo District Municipality or to any other municipality where the bidder's business operations are located, are in arrears for more than three months.
- Certified copies of BBBEE certificate issued by a Verification Agency accredited by SANAS or a Sworn Affidavit in relation to the BBBEE status of the company.
- Copies of ID Documents and all submitted certificates must be certified with a certification that is not older than 3 months.
- The bid will be evaluated according to the preferential procurement model in the Preferential Procurement Policy Framework Act. the bidders' attention is drawn to Form MBD6.1. Failure to submit will result in zero points score for BBBEE status level
- Company profile with traceable references
- Joint Venture agreement should be in JV agreement format
- Letter of good standing from the Bank for all the tender price below R10 million
- The Alfred Nzo Development Agency is not bound to accept the lowest or any bidder
- Latest Audited Financial Statements for any tender price over R10 million
- Bids received after the published closing date will not be considered and will not be opened
- Bidders are required to submit the CV of the Project Manager who will deal with the account of ANDA.



- All bidders should complete MBD 1, MBD 4, MBD 8, MBD9



- All prospective service providers of goods and services and infrastructure procurement are to be registered on Central Database in order to do business with all organs of state in the Republic of South Africa.
- It must be noted that in respect of a consortium each member of the consortium must submit the same requirements as outlined in this section

Failure to supply all required and supplementary information will result in the tender being deemed non-responsive and therefore, the tender will not be considered for award.

11. APPOINTMENT, COMMENCEMENT AND DURATION

The appointed service provider is anticipated to commence the work upon appointment for a duration of 36 of months.

12. DESCRIPTION AND EXTENT OF WORK (PROJECT MANAGEMENT)

12.1 PERFORMING ASSIGNED TASKS

Proposal are to be prepared in accordance with the industry/professional standards as well as the terms of reference. All reports will be reviewed by the relevant ANDA Management and relevant Project Technical Committee representing the Agency. All working papers, reports and documents will become the property of Alfred Nzo Development Agency.

The successful bidder shall work with Alfred Nzo Development Agency on the planning of various phases of the service activities, and must be prepared to regularly report the progress to the relevant Project Technical Committee and Project Steering Committee.

12.2 TIMING OF ASSIGNMENTS

The performance of the proposal shall be in accordance with the approved plan by the ANDA Project Technical Committee. The final responsibility of approving the scope and extent of the work resides with ANDA CEO.



12.3 QUALITY ASSURANCE REVIEWS OF THE WORK

The service provider shall ensure that all work conforms to the required quality assurance standards

12.4 MONITORING AND REPORTING MECHANISM

On a mutually agreed basis, the service provider shall meet with the ANDA Project Technical Team (PTT) for progress Report, and at the Project Steering Committee (PSC) meetings. It is expected that regular progress reports will be submitted to ANDA and presented to both the PTT and PSC on a monthly basis. The Project Manager in consultation with relevant committee members of the project, has the right to change frequency of reporting as and when necessary. Progress reporting will be undertaken in terms of documented reporting and in presentation format at PSC meetings. The frequency of PSC sittings will be monthly in order to monitor project implementation progress and find mechanisms to deal with implementation challenges identified.

13. LEGAL AND FINANCIAL CONSIDERATIONS

In pursuit and towards the formulation of the strategic partnership between the agency and any interested parties the following will be considered at the appropriate stage:

- The parties shall, upon appointment of the service provider, sign a service level agreement to govern their business relationship. This document will be considered as a legally binding to all parties to the agreement.
- Alfred Nzo Development Agency undertakes to pay out within a reasonable time period all valid claims for work done to its satisfaction upon presentation of a substantiated claim. No payment will be made on outstanding information not submitted by the service provider.



13.1 EXPENDITURE INCURRED BY THE BIDDER

The Alfred Nzo Development Agency will not be held responsible for any costs incurred by the bidder in the preparation and submission of the bid.



14. INSTRUCTION TO BIDDERS

14.1 GENERAL INSTRUCTIONS

This document constitutes an Expression of Interest (EOI), which specifies ANDA's requirements for service provider to assist with Resource Mobilization and related funding services on behalf of the Agency. The information contained herein provides a format to facilitate bidder's responses to this RFP. It is important that the format be followed closely to help maintain the decision-making time frames. Responses must be presented in the same order as the requirements appear, section by section, and numbered accordingly, with acknowledgement of all clauses.

15. TERMS OF CONTRACT

The term of the contract shall be a period of 36 months and will be regulated by the Service Level

Agreement (SLA) to be concluded with the appointed service provider. The contract may be extended

by mutual agreement and in line with the regulations of the MFMA. Thirty (30) days written notice

must be given if either party wishes to terminate the agreement prior to the contract's expiry date.

16. EVALUATION CRITERIA

The following evaluation method will be used:

- After the closing date of the advert, an appointed evaluation committee of ANDA officials will evaluate the proposals of the bidders.
- The committee will individually evaluate each of the proposals received against the appointed criteria as provided for in Preferential Procurement Regulations, 2017

All proposals submitted will be evaluated on one category:

- Functionality (technical content)

The assessment of functionality will be done in terms of the evaluation criteria and



the minimum threshold value of 70 points. A proposal will be disqualified if it fails to meet the minimum threshold value for functionality as per the advert and terms of reference for the project.



A recommendation for the awarding of the contract will be made at the meeting of the Bid Adjudication Committee.

For functionality, the following criteria will be applicable and the maximum value of points breakdown for each criterion using these scale level descriptors.

ITEM	Weight
STAGE 1 OF EVALUATION – FUNCTIONALITY	100
<ul style="list-style-type: none"> • Previous Experience 	50
<ul style="list-style-type: none"> • Capacity and Expertise 	50
<p>Only Bidders who score 70% or more on stage 1 would be evaluated further and therefore be eligible for Functionality</p>	Weight
Previous Company relevant experience	50

50 points for experience are spread as follows:	
<ul style="list-style-type: none"> • Traceable record of experience in mobilising funding for a minimum of 5 initiatives 	50
<ul style="list-style-type: none"> • Traceable record of experience in mobilising funding for a minimum of 4 initiatives 	40
<ul style="list-style-type: none"> • Traceable record of experience in mobilising funding for a minimum of 3 initiatives 	30
<ul style="list-style-type: none"> • Traceable record of experience in mobilising funding for a minimum of 2 initiatives 	20
<ul style="list-style-type: none"> • Traceable record of experience in mobilising funding for a minimum of 1 initiative 	10
<p>(Attach Reference Letter indicating each individual project that was completed successfully)</p> <p>One reference letter per project or a reference letter may cover more than one initiative if resource mobilisation was undertaken for the same institution</p>	
Capacity and expertise to undertake the project	50
The Project Team must be clearly indicated and must possess the following skills:	
<ul style="list-style-type: none"> a) Hold a Master's Degree (or its equivalent) from recognized/accredited university in Development Finance/ Finance/Business Administration/Business Leadership (NQF9) 	15
<ul style="list-style-type: none"> b) Chartered Accountant registered - South Africa Institution Chartered Accountant (SAICA) 	15
<ul style="list-style-type: none"> c) Hold a Degree Economics or Business Management (NQF 7) 	5

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d) Degree in Law (NQF 7)	5
e) Degree in Engineering (NQF7)	5
f) Degree in or Agricultural Economics (NQF7)	5
NB.	
<ul style="list-style-type: none"> • Attach CV and proof of registration where applicable in order to claim points. • Attach certified copies of certificates not older than 3 months 	