

REQUEST FOR PROPOSALS (RFP):

APPOINTMENT OF NON-PROFIT ORGANISATIONS FOR THE IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME: 2018 - 2021

The Department of Cooperative Governance (DCoG) invites qualifying non-profit organisations (NPOs) to submit proposals for the implementation and management of Community Work Programme (CWP) sites for a period of three (3) years.

Proposals must be submitted at the Department of Cooperative Governance, The Foyer, 87 Hamilton Street, c/o Johannes Ramakhoase Street, Acardia, Pretoria; and be deposited into the Tender Box. The closing date is **2 February 2018 at 11h00.**



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1. INTRODUCTION

The Department of Cooperative Governance (DCoG) invites qualifying non-profit organisations (NPOs) to submit proposals for the implementation and management of Community Work Programme (CWP) sites for a period of three (3) years.

During this period, the programme will be implemented through an integrated model, whereby DCoG pays the wages of participants directly and the NPOs manage sites, providing a direct comprehensive technical implementation and programme management support service.

DCoG will assess the capacities of interested organizations against the requirements set out in the scope of work (Section 3) and the proposal evaluation system (Section 6) and will select organizations from the proposals submitted. Appointed organisations will be required to undergo an induction process on the CWP.

2. BACKGROUND TO THE CWP

The CWP is a government-funded, community-driven programme based in the DCoG. It falls under the broad umbrella of Public Employment Programmes (PEPs) designed to cushion enrolled participants from the harsh impacts of poverty and unemployment. The CWP was conceptualized as part of the Presidency's Second Economy Strategy Project in 2007 and was implemented as a pilot from 2007 to 2009 under the auspices of the Presidency and the Department of Social Development with funding from an international development agency and support from a few non-governmental organisations who played the programme management role.

1. Following a successful pilot phase, in 2009, the CWP was made a component of Phase 2 of the Department of Public Works' Expanded Public Works Programme (EPWP) as a fully-fledged government-funded programme. Within a year of the programme being with the Department of Public Works, the Presidency reassigned it to Cooperative Governance and Traditional Affairs (CoGTA) with effect from April 2010. However, ties with EPWP remain and both programmes now fall under the Public Employment Programmes (PEP) umbrella.

The primary objective of the programme is to provide an employment safety net to poor, unemployed and under-employed people by providing them with regular and predictable work opportunities enabling them to earn a monthly stipend while contributing to the development of the communities in which they live.

¹ The RFP and all annexures referred to in this document will be available in the CoGTA website – www.cogta.za/cwp

Participation in the CWP does not disqualify beneficiaries from benefiting from other social protection initiatives (or grants) for which they qualify. In addition, CWP participants can and are encouraged to participate in other livelihood initiatives such as part-time employment or self-employment with the CWP wages complementing whatever they earn through other initiatives.

The various types of work that are undertaken at CWP sites have to be “useful”. The “useful work” must be decided on by communities themselves through representative community structures called Local Reference Committees (LRCs). Useful work is defined as work that contributes to the public good, to community development and to the creation and maintenance of community assets as well as to the provision of community services. Furthermore, to the extent possible, useful work projects have to be aligned to municipal or ward priorities as outlined in the Integrated Development Plans and Ward Development Plans where the latter exist.

The key design features of the programme include the fact that the CWP is a partnership programme. This entails fostering not only inter-governmental partnerships involving national sector departments but also collaborations with provincial departments (coordinated by Provincial CoGTAs), CWP municipalities as well as with civil society organisations and communities in which the CWP is being implemented. At the local level, the manifestation of the centrality of partnerships in the programme finds expression through LRCs which are bodies comprising of various role players primary among whom are community representatives. LRCs, which play an advisory and support role to NPOs, are critical to site effectiveness and delivery on programme imperatives. To this effect, it is crucial that they encompass the community voice.

While CWP participants are in the programme, they are also expected to receive some training, primarily to optimize useful work outputs, but also to help them acquire skills that might enhance their employability prospects outside the CWP or equip them with skills and experience to start their own income-generating initiatives. Presently, most CWP partnerships support the training of CWP participants.

2.1 The Purpose of the Community Work Programme

The CWP is a social protection programme, and its primary purpose is to create access to a minimum level of regular and predictable work for the poor, unemployed and underemployed by providing a small income and work experience. The programme specially targets areas of high unemployment where sustainable alternatives are likely to remain limited for the foreseeable future. Consequently, the poorest wards in a municipality are prioritized for the programme roll out. In this process, the CWP’s purpose is also to achieve the following:

- 2.1.1 The provision of an employment safety net in the form of work opportunities in recognition of the fact that sustainable employment solutions will take time, and will reach the most marginalized last;
- 2.1.2 The development of public assets and services in poor communities;
- 2.1.3 Effective community development approaches, including community participation; and
- 2.1.4 Enhanced economic ‘agency’ of people in socio-economically marginalised areas through the provision of work opportunities and work experience thus enhancing dignity and promoting social and economic inclusion.

2.2 Key features of the Community Work Programme

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- 2.2.1 The **CWP is designed as an employment safety net, not an employment solution** for participants. It provides a baseline in terms of income security and economic access and participation;
- 2.2.2 It is an **area-based programme implemented in a defined local area called “a site.”** A site is usually a municipal area that extends over several wards. Sites are established in poor areas where unemployment is high and sustainable jobs will take the longest to reach. Each site is sub-divided into a number of sub-sites constituting of wards and villages;
- 2.2.3 It is **meant to complement and not replace the existing livelihood strategies** of unemployed and underemployed people. The CWP is an ongoing programme with participants moving in and out of the programme as their needs change;
- 2.2.4 The CWP provides access to a minimum level of regular work on an on-going and predictable basis for those who need it the most at the local level. Currently, it offers **100 days of work a year**, managed as either two (2) days a week or eight (8) days of work per month.
- 2.2.5 **The CWP uses community participation processes to identify ‘useful work’** through Local Reference Committees (LRCs). ‘Useful work’ is defined as an activity that contributes to the public good. The work undertaken is generally multi-sectoral (undertaken across departmental mandates and spheres) and responds to priorities set at local level through community participation processes. Generally, each site identifies a set of anchor programmes that are ongoing and provide core work;

Examples of useful work undertaken by CWP sites include, but are not limited to, the following:

- 2.2.5.1 Maintenance of feeder roads;
- 2.2.5.2 Donga repair;
- 2.2.5.3 Spring protection;
- 2.2.5.4 Building water tanks;
- 2.2.5.5 Fixing classrooms, with authorization and cooperation from DBE;
- 2.2.5.6 Developing and maintaining productive food gardens (household and community);
- 2.2.5.7 Planting trees;
- 2.2.5.8 Environmental clean-ups;
- 2.2.5.9 Home- and community-based care work;
- 2.2.5.10 Caring for orphans and vulnerable children;
- 2.2.5.11 Providing labour to maintain food security for vulnerable households;
- 2.2.5.12 Running sports activities or homework classes at schools;
- 2.2.5.13 Organising community sports events;
- 2.2.5.14 Holding community arts and culture activities (for example, organising drama groups, researching the community’s social history);
- 2.2.5.15 Initiating community policing and patrols, and responding to social challenges such as reducing violence against women (converted to ‘work’ by providing street guards in rape hotspots, and cutting the long grass adjacent to pathways, for example);
- 2.2.5.16 Supporting local governance, planning and research as well as participation in the implementation of relevant national campaigns such as the Food and Nutrition Security Strategy; and
- 2.2.5.17 **Innovative initiatives which address community development needs.**

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- 2.2.6 The CWP prioritises labour-intensive activities (with a target ratio of 70:30 wages to non-wage costs at site level). Non-wage costs are all the costs of running a site excluding the cost of wages and primarily consist of tools and materials, protective clothing, training, technical support, capacity building at community level and project management fees. This ratio requires partnerships with other players in order to co-resource/co-fund activities with high material inputs;
- 2.2.7 The CWP is designed to operate at scale - to build up to and maintain participation levels of 1,000 participants or more per site if operating at full scale although lower participant levels may be permitted in appropriate circumstances;
- 2.2.8 CWP sites are managed by NPOs who are appointed to establish a site, which entails the facilitation of the formation of a Local Reference Committee and the identification of useful work through a consultative community engagement process, the recruitment and registration of participants, as well as the planning and management of useful and labour-intensive work activities while providing day-to-day financial, logistical and project management services;
- 2.2.9 A CWP site requires formal support, collaboration and partnership with the Municipality, other relevant local government structures and the Provincial Department responsible for Local Government or Cooperative Governance;
- 2.2.10 The CWP empowers communities, through LRCs to identify and undertake the work in accordance with their needs; and
- 2.2.11 The payment of wages is through a cashless system which entails participants' wages being deposited directly into their individual bank accounts thus minimizing the risk of handling cash. The DCoG is responsible for the payment of participants. NPOs are responsible for the recruitment, appointment, collection, recording and safekeeping of accurate and complete participant data and supporting documents and providing these to DCoG to facilitate participant payments.

2.3. Site budget model

CWP sites are costed on a standard model, based on the following elements, which will be further elaborated on at the compulsory briefing session:

- 2.3.1 DCoG will set a target average participation level to be achieved at a given site. Current actual average participation and target participation levels can be seen on the list of existing sites is reflected in **Annexure 1**.¹
- 2.3.2 CWP sites target an annual average labour intensity of 70%. The total cost of wages therefore represents 70% of the total site budget. The cost per workday is based on the wage rate paid in CWP, which is currently R92 for regular participants. Supervisors are paid R120 a day, with 1 supervisor per 24 participants funded. These wage rates are based on the minimum wage for EPWP, which is set annually effective from 1 November, in terms of a Ministerial Determination. Budgets are adjusted accordingly.
- 2.3.3 The balance of costs (30% of the total site cost) covers 'non-wage costs'. Non-wage costs are all the costs of running a site excluding the cost of wages and primarily consist of tools and materials, protective clothing, technical support, and project management fees. This portion of the total site budget is the portion allocated to CWP NPOs for the purpose of implementing a CWP site.

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- 2.3.4 NPOs are expected to manage multiple sites per province. A Transfer Agreement covering the respective province and allocated sites will be entered into between DCOG and each NPO.
- 2.3.5 For new sites, an inception budget is allocated and drawn down against progress to fund a three month set-up period, to enable site establishment. This inception budget (average R300, 000) covers the following costs:
- 2.3.5.1 Community and stakeholder consultation processes; and
 - 2.3.5.2 Office and stores establishment, including the acquisition of computers, photo copier machines, desks, chairs, filing cabinets, software and other costs associated with setting up a functional site office.

3. SCOPE OF WORK OF NPOs

The programme will be implemented through an integrated model in which, in addition to its overall programme support and contract management roles, DCoG will also retain responsibility for the direct payment of CWP wages, against wage schedules provided by NPOs and will facilitate access to accredited training for CWP participants where appropriate.

NPOs will be responsible for the following (with these roles specified in detail below):

- Site inception establishment and/or maintenance (section 3.1)
- Programme implementation (section 3.2)
- Reporting and administrative requirements (section 3.3)
- Management of assets and inventory (section 3.4)

The NPOs role will be undertaken on a full service basis for the budget components identified under paragraph 2.3.3 above. This means, inter alia, that the procurement of goods and services required for implementation will be the responsibility of the NPOs, who will be expected to equip and brand CWP sites appropriately for the work to be performed, with such tools and materials forming part of their own asset registers for audit purposes for the duration of the contract.

NPOs are expected to manage multiple sites within a Province. The prospective applicants are allowed to apply for any number of provinces, ranked in order of preference. It is envisaged that the number of NPOs will differ depending on the size and vastness of each Province. However, the Director-General as the Accounting Officer reserves the right to make a final determination on the number of NPOs appointed per province.

3.1 Site inception

The NPO is responsible for the continued management of existing sites and the establishment of new sites.

3.1.1 *Site inception: new sites*

The site inception process lasts up to three months. The following functions are performed in the site inception phase, and will be executed with support from DCoG and the Provincial Departments responsible for Local Government, pre- approval must be obtained from the accounting officer of DCOG, prior to the inception of new sites:

3.1.1.1 Consult with local stakeholders (in collaboration with the Provincial Department of Local Government), including local and district municipalities, as well as non-state actors, to brief them about the CWP and secure their support and involvement.

3.1.1.2 Establish a Local Reference Committee for each site. The LRC should comprise representatives from local government, traditional leaders, ward councilors from

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participating wards, ward committee representatives from local civil society organizations, faith based organisations, educational institutions and other relevant organisations. The NPO is responsible for convening quarterly LRC meetings.

3.1.1.3 Undertake community consultation processes:

- a. Initiate mechanisms through which the CWP will consult the community on needs and priorities, relate to ward committee processes, and align with Integrated Development Planning processes;
- b. Facilitate a community mapping and information gathering exercise to identify community needs and opportunities as a basis for prioritizing 'useful work' to be undertaken by the programme and to identify potential implementation partnerships in the local context.
- c. On the basis of the consultations undertaken, prepare and finalise the Site Business Plan by the end of March for each financial year throughout the contract period covering the following components:
 - i. An overview of the social and economic context of the site.
 - ii. A summary of key themes in the IDP
 - iii. An overview of community consultation processes undertaken
 - iv. A work plan for the implementation of at least five different forms of 'useful work' identified in the consultation process.
 - v. A procurement plan relevant to the work plan
 - vi. A training plan that takes into account the CWP Training Framework and the Training SOP.
 - vii. A technical support plan
- d. Develop a budget for the implementation of the Site Business Plan by the end of March for each financial year throughout the contract period.
- e. Site level infrastructure and systems are in place, including:
 - i. Establishment of a site office
 - ii. Appointment of site manager, administrator and stores manager
 - iii. Development of administrative systems required
- f. The NPO will recruit participants on the basis of fair and transparent criteria defined in the Norms and Standards, taking into account EPWP targeting criteria, with the terms of employment under which participants are employed compliant with the Ministerial Determination on conditions of work in the Expanded Public Works Programme, as well as other statutory requirements. The determination is contained in **Annexure 2**.
- g. Register participants, which includes securing the following information and documentation :
 - i. Certified copies of South African authorised identity documents,
 - ii. Duly completed Registration Forms,
 - iii. Duly signed Participant Contracts,
 - iv. Bank-stamped and dated Participants' Bank Details (If necessary, NPOs may have to facilitate the opening of bank accounts)
- h. In addition, NPOs will be expected to undertake the following processes as part of the participant enrolment process:
 - i. Registering of participants for UIF and COID and doing the relevant administration.
 - ii. Providing them with a summary of their "Rights and Obligations" as participants.
 - iii. Equipping them with appropriate uniforms and safety gear.
- i. Subject to the approval of the Site Business Plan by the LRC and DCoG, operationalize the site by commencing work and implementing the Business Plan.

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3.1.2 Site maintenance: existing sites

In the case of existing sites at which newly-appointed NPOs are assuming the functions of previous NPOs, the NPOs will do the following, in line with the handover manual:

- a. Undertake a handover process with the NPO previously managing the site and undertake an assessment of the state of the site.
- b. Aim for continuity of site functioning, so that work is not interrupted.
- c. In parallel, undertake the same consultation and planning processes outlined above, with a view to ensuring an appropriately endorsed Business Plan and all required systems and processes required for site implementation are fully functional within 3 months of the contract being signed.

3.2 Programme Implementation.

The NPO will be accountable to DCoG Programme Management for ensuring that the CWP site is managed in accordance with CWP Norms and Standards as outlined in **Annexure 3**. A Prospective and eligible NPO is expected, at a minimum level, to perform the following functions:

- a) Facilitate the meeting of LRCs at least once a quarter and monitor the implementation of the programme.
- b) Maintain optimal levels of ongoing participation based on agreed contractual targets, with the NPO NPO recruiting and registering additional participants when vacancies arise on the terms set out under 'Site Inception' above.
- c) Ensure that regular and predictable work opportunities are provided to participants who are engaged in useful work, subject to an approved Site Business Plan (which can be updated and adapted as part of quarterly Performance Review processes).
- d) Manage the CWP sites effectively to deliver quality work and outputs to benefit the community.
- e) Ensure that CWP participants are timeously provided with tools and materials, Personal Protective Equipment (PPE), that are necessary to perform their trade through a credible procurement system that would guarantee achievement of quality work outcomes.
- f) Ensure that information is updated onto the CWP MIS and EPWP Reporting System (EPWPRS) on an ongoing and timely basis.
- g) Coordinate training and ensure that technical input is provided in the design and implementation of the work activity, also empowering participants and strengthening their livelihoods and/or opportunities for employment or self-employment.
- h) Initiate local-level stakeholder engagements and participation processes to strengthen partnerships outcomes.
- i) Conduct exit interviews when participants leave the project, to support impact evaluation on the role of CWP in supporting transitions to other livelihood and/or labour market activities.
- j) Follow-up on and address queries and complaints that arise from sites and be proactive in investigating all reports or allegations of corruption or fraud relating to CWP, by reporting these to the National Programme Manager or his/her designates as part of the monthly reports.
- k) Undertake a physical participant verification exercise during the last quarter (January – March) of each financial year in preparation for the re-registration for the following year.

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3.3 Reporting and administrative requirements

Progress on the project should be reported to DCoG through the DCoG National Programme Manager/Deputy Director-General or his/her designate, who is the designated official of DCoG, responsible for the management of the contract. At a minimum level the reporting functions include the following:

- a) The NPO shall provide key performance and financial reports to DCoG on a monthly, quarterly and annual basis. Copies of reports shall be provided to:
 - i. the Provincial CoGTAs/Provincial Departments of Local Government; and
 - ii. the municipalities where the site is located.
- b) NPOs will maintain all supporting documents and records required and keep these available for audit purposes.
- c) In terms of wage administration, NPOs will perform the following:
 - i. Maintain a monthly Payment Register on all active participants for the month as per signed attendance registers, inclusive of the amounts.
 - ii. Validate and verify participants' attendance registers that are duly signed, accurate and complete prior to data upload onto the CWP MIS and EPWPRS.
 - iii. Submit validated, verified and signed-off as approved, participants' attendance registers to DCoG (copies) and file and maintain originals.
 - iv. Rectify data discrepancies between CWP MIS and EPWPRS and original source documents.
- d) NPOs are responsible for the registration of participants on the CWP MIS and EPWPRS and monthly reporting of required performance and other information on these systems including uploading of required supporting documentation.
- e) NPOs are expected to participate at non-site meetings as set out below:
 - i. Monthly management meetings at a provincial level
 - ii. Quarterly LRC meetings
 - iii. Quarterly Regional Performance Review meetings
 - iv. Quarterly Provincial Steering Committee Meetings
 - v. Bi-annual Performance Assessment Meetings
 - vi. Up to five additional meetings called by DCoG per annum

3.4 Management of Assets and Inventory

At a minimum level, the management of assets and inventory undertaken by the NPOs includes the following:

- a) The tools, materials, protective clothing and any other site assets procured by the NPO for the execution of the CWP shall be maintained and used by the NPO for CWP purposes. In the event of sites being discontinued the NPO will transfer such assets for further use at existing and/or new CWP sites.
- b) NPOs must have a procurement policy that is transparent, cost effective, fair, equitable and an effective procurement and provisioning system that will ensure value for money while implementing CWP (In line with section 217 of the constitution of the Republic of South Africa, 1996)
- c) Procurement Plans will be developed on an annual basis, approved as part of the Business Plans, with the opportunity to update or amend as part of quarterly Performance Review reports.

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- d) NPOs will directly procure assets, inventory and consumables guided by their own established Supply Chain Management policy and procedures in line with good corporate governance principles;
- e) NPOs will develop internal control measures to ensure sound management of assets, inventory and consumables, available for audit purposes and DCOG confirmation and review.

3.5 Programme Performance Indicator Matrix

NPOs will be accountable to DCoG for ensuring that CWP sites are managed in accordance with the requirements of this Request for Proposals and as amplified in *Annexure 3*. Within this over-arching framework, NPO performance and the outcomes and outputs achieved will be assessed in relation to the indicators as specified below, which will provide the framework for performance management. In addition to the means of verification specified, DCoG reserves the right to undertake site visits (or to delegate responsibility in this regard) as part of compliance monitoring.

3.5.1 Site Inception and/or maintenance

a) New Sites

Description	Outcome	Output	Indicators/Means of Verification
Consult with local stakeholders	Relevant state and non-state actors understand and support the programme	Roles of local actors are defined.	<ul style="list-style-type: none"> Resolution passed by local council or mayoral committee approving inception of CWP. Identification of local actors able to participate in LRC Minutes / Reports of consultative engagements
A Local Reference Committee for each site is established.	State and non-state actors are involved in local oversight of the programme and enable the IAs interface with the community.	The LRC is convened.	<ul style="list-style-type: none"> Minutes of LRC meetings Composition of the LRC includes state and non-state actors.
Community consultation processes are undertaken.	The CWP responds to local needs in the assets and services it delivers in ways that support and align with existing development processes, e.g., the IDP	A community mapping and consultation process is undertaken.	<ul style="list-style-type: none"> A record of the process and its outcomes is reflected in the Business Plan.

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Description	Outcome	Output	Indicators/Means of Verification
The site operates on the basis of an approved Site Business Plan.	The site has a clear, approved framework within which implementation can proceed and against which performance can be reviewed.	<p>The Business Plan includes the following elements:</p> <ul style="list-style-type: none"> • An overview of the social and economic context of the site • Identification of community priorities from the consultation processes • A summary of key themes in the IDP • A work plan for the implementation of at least 5 different forms of useful work, informed by the community consultation and the IDP needs. • Based on the work plan: <ul style="list-style-type: none"> ○ A procurement plan ○ A training plan ○ A technical support plan. 	<ul style="list-style-type: none"> • A Business Plan that includes all required elements, is tabled to the LRC and DCoG within two months of new contracts and by 31 March every year thereafter.
The site operates on the basis of an approved Budget.	The site is appropriately resourced in relation to its Business Plan and financial accountability is maintained.	The proposed budget	<ul style="list-style-type: none"> • A budget that meets the required standards is submitted to DCoG. • Financial reports submitted by the 7th of every month
Site-level infrastructure and systems are in place	The site is ready for operations	A site level office is established NPO staff are appointed Administrative systems are in place.	<ul style="list-style-type: none"> • LRC verification reflected in minutes • CVs and contracts of staff • Quality of reporting in the implementation phase.
Participants are recruited	The CWP provides work opportunities to those willing and able to work and in greatest need at the local level.	A clear and transparent recruitment and selection prioritization policy is agreed with the LRC, to achieve this outcome. Participant numbers and demographics reflect approved targets. Compliance with all registration requirements reflected under 'site inception' above.	<ul style="list-style-type: none"> • Approved by LRC, reflected in LRC minutes • Level of targets met including in relation to participant demographics, as reflected on CWP MIS and EPWPRS • Where applicable, relevant documents are uploaded on CWP MIS and EPWPRS • Complete participant files and attendance registers at site level. •

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Description	Outcome	Output	Indicators/Means of Verification
Participants are registered.	All compliance requirements in relation to enrolment in CWP are met	All processes and documentation listed as part of the registration process under Roles and Functions above are completed.	<ul style="list-style-type: none"> All relevant documents are uploaded to the CWP MIS and EPWPRS and copies are appropriately filed in site offices while originals are filed in NPO provincial offices.

b) Existing sites

Description	Outcome	Output	Indicators
Undertake handover process from the previous IA managing the site	A smooth transition from one contracting period to the next	Continuity of site functioning: Participants continue to work Business plan completed LRC functioning	<ul style="list-style-type: none"> Monthly wage claims in the transition period. Register of assets transferred

3.5.2 Programme Implementation

Description	Outcome	Output	Indicators
LRCs function at each site to facilitate and monitor implementation of the programme.	Relevant state and non-state actors provide oversight and a community interface for the programme.	LRC TORs are signed at each site. The NPO convenes LRC meetings at least once quarterly. The LRC supports consultative community processes.	<ul style="list-style-type: none"> Proportion of sites at which LRC TORs are signed. Number and regularity of LRC meetings. Attendance registers reflect both state and non-state participations. LRC meeting minutes.

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Description	Outcome	Output	Indicators
NPO has adequate programme management systems	<p>The programme is effectively and efficiently implemented and managed.</p> <p>CWP objectives are achieved.</p>	<p>Sufficient management and administrative capacity is in place at each CWP site and in NPO provincial and management offices</p> <p>Human resources possess requisite skills, qualifications and attitudes</p>	<ul style="list-style-type: none"> • NPO organogram reflects provisioning for project / programme management, financial management, general and Information Technology systems administration as well as internal audit. • CVs of NPO personnel assigned to the CWP reflect an appropriate mix of qualifications and experience in critical areas. • Programme management procedures and tools are in place. • Minutes of management meetings at site, provincial and national levels are available and reflect proper programme implementation, monitoring and management by NPO • Performance targets are met. • There is evidence of compliance with statutory obligations.
Optimal levels of ongoing participation based on contracted targets are maintained,	CWP resources contribute optimally to employment creation	The NPO recruits and registers additional participants when vacancies arise on the terms set out under 'Site Inception' above.	<ul style="list-style-type: none"> • Monthly reporting against targets.
On the basis of the approved Site Business Plan, regular and predictable work opportunities are provided to participants.	Participants engage in regular and predictable work opportunities and earn a regular and predictable income.	<p>Participation rates and demographics reflect approved targets.</p> <p>Wage administration and reporting by the NPO enables timeous payment of wages by DCoG.</p> <p>Employment terms are compliant with the Ministerial Determination on Conditions of Work in the EPWP.</p>	<ul style="list-style-type: none"> • Compliant reporting on CWP MIS and EPWPRS • NPO executes the first level of authorization of payment of wages as per approved procedures and based on original signed off timesheets / attendance registers by the 20th of each month. • Verification of participant registration documentation • Number of completed and accurate participant profiles per site reconciles with the number of participants registered on CWP MIS and EPWPRS

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Description	Outcome	Output	Indicators
On the basis of the approved Site Business Plan participants are engaged in useful work	The assets and services delivered contribute to the public good at local level, respond to community priorities and are aligned with IDPs.	Site Business Plans are developed and submitted for approval by 31 March annually.	<ul style="list-style-type: none"> • The approved Business Plan • Monthly, quarterly and annual performance reports, including an Outputs Report. • LRC feedback in minutes of meetings. • Evidence / Records of NPO managements' site compliance and performance quality assurance activities • On-site verification as part of DCoG oversight.
Work is managed effectively to deliver quality outputs	CWP resources are used optimally Participants gain experience of effective and efficient work practices Communities benefit from quality assets and services.	Structures for the effective supervision of work are implemented Procurement of tools and materials is timeous	<ul style="list-style-type: none"> • Organograms as part of performance reports. • Asset register on site • Record of procurement available for inspection. • Tools and materials allocation sheets for workgroups. • Evidence / Records of NPO managements' site compliance and performance quality assurance activities • DCoG verification visits/oversight.
Appropriate technical support are provided	Technical support contribute to: <ul style="list-style-type: none"> • quality assets and services • improved capacity and skills of participants, which improves their livelihoods and/or opportunities for employment/self-employment. 	Technical Support plan based on skills audit undertaken on registration Data base of skills per site developed	<ul style="list-style-type: none"> • TS Plans approved as part of Business Plan implemented according to SOPs

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Description	Outcome	Output	Indicators
Stakeholder engagement and partnership development	Enhanced programme deliverables	<p>Effective Public and Private partnerships are initiated by NPOs to benefit the programme.</p> <p>Established partnerships declared to DCOG, inclusive of the respective resources accrued.</p> <p>.A database of partnerships reflecting existing and new partnerships is updated quarterly.</p>	<ul style="list-style-type: none"> • Number of Public and or Private partnerships established and/or maintained annually • Number of Memoranda of Understanding/Agreement signed and implemented • Number of partnerships maintained reported as part of performance reports. •
Where possible, exit interviews are conducted as and when CWP participants leave the programme to assess the reason for discontinuation	Supports impact evaluation of transitions into the labour market/other livelihood activities.	Standard procedures for exit are in place. Participants supported to claim UIF.	<ul style="list-style-type: none"> • Proportion of exit forms completed relative to the number of participants who exit the programme • Number of employer forms completed for UIF claims purposes.
Support the fight against corruption	Opportunities for corruption are limited and resources targeted at the poor reach the poor.	Identification and reporting of corrupt activity as well as action taken to DCoG.	<ul style="list-style-type: none"> • Possibilities related to corrupt activity are flagged or identified in monthly reports. • Audit outcomes show corruption-free operations and appropriate follow-up action where corrupt activity is detected.

3.5.3 Reporting, administration and document management

Description	Outcome	Output	Indicators
Fulfil reporting requirements to DCoG as Contract Manager.	DCoG able to assert accountability of NPOs	See Section 3.3 for all reporting requirements.	Reports delivered to the required quality within set timeframes.

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Description	Outcome	Output	Indicators
Maintain adequate (accurate and relevant) document management for all CWP Sites.	Comprehensive integrated and accurate document management system	Effective administrative processes for CWP document (original copies) management at NPO office level within a 5 year storage timeframe (e.g. proper and accurate filing at site office, submission of copies to DCoG on request)	<ul style="list-style-type: none"> • Spot check audits of critical documents show full compliance. • The number of requested documents readily available within two days.
Wage administration.	<ul style="list-style-type: none"> • Timeous payment of participants • CWP payment data quality and integrity management processes improved. • Reduction in the number of rejections 	The duties outlined under Roles and Functions above.	<ul style="list-style-type: none"> • Number of level 1 validation and verification of attendance registers prior to data upload onto CWP MIS and EPWPRS • Number of duly signed attendance registers submitted to DCoG within the stipulated time frames • Number of data discrepancies between CWP MIS and EPWPRS and original source documents rectified.
Participate in required reporting structures	Accountability of NPOs and stakeholder involvement in oversight	NPOs attend the following: Quarterly LRC meeting (NPO as convenor) Quarterly Provincial Steering Committee meetings Bi-Annual DCoG Performance Review meetings Bi-annual capacity building or other workshops convened by DCoG.	<ul style="list-style-type: none"> • Attendance registers.

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3.5.4 Procurement, Assets and Inventory Management

Description	Outcome	Output	Indicators
NPOs will implement cost effective, fair, equitable procurement and provisioning system that will ensure value for money while implementing CWP.	Procurement of goods and services in line with approved NPO Corporate SCM Guidelines	Procurement plans approved on annual basis and updated quarterly for all CWP sites. Necessary tools and material available for useful work.	<ul style="list-style-type: none"> • Corporate SCM system and guidelines available. • Evidence of compliance with SCM procedures available on request. • Invoices and delivery notes for procurement of assets, inventory and consumable items available. • Statement of income and expenditure on previous month transfer funds
Ensure sound management of assets, inventory and consumables.	Sound management of assets, inventory and consumables for effective implementation of the programme.	Safeguarded assets, inventory and consumable for all CWP sites. Records updated regularly to indicate any additions and movement of assets, inventory and consumables.	Stores and asset management systems in place. Including complete and accurate: <ul style="list-style-type: none"> • Asset Register; • Inventory Register; • Consumable Register; • Damaged / Redundant register; • Losses Register; • Investigation report and • Progress report (disciplinary actions);
Keep a record of procurement documents relating to all assets, inventory and consumables on files (quotations, invoices, signed and dated delivery notes)	Sound management of procurement records (assets, inventory and consumables) for each site.	Easy retrieval of source documents for all procurement done for each site for the purpose of future reference and or audit.	A file of delivery notes and invoices.

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4. MINIMUM REQUIREMENTS FOR SUBMISSION OF PROPOSALS FOR APPOINTMENT AS AN NPO RESPONSIBLE FOR THE IMPLEMENTATION AND MANAGEMENT OF THE COMMUNITY WORK PROGRAMME (*Prequalification*).

4.1 Qualifying criteria for all applicants

DCoG seeks applications only from organizations which satisfy the following minimum criteria and provide the supporting documents and information specified in this request for proposals:

- 4.1.1 The applicant must be a duly-registered Non-Profit Organization (NPO), Trust or Non-Profit Company (confirmation/proof of registration from the Department of Social Development, or Department of Justice, or Department of Trade and Industry) for a period of at least two years.
- 4.1.2 The applicant must submit the following information:
 - (a) A valid bank account (confirmation from the bank).
 - (b) Proof of registration with UIF and COID including a letter of good standing from the Department of Labour.
 - (c) Audited financial statements for the two recent financial years and a confirmation letter from the audit firm (i.e. the 2015/16 FY and 2016/17 FY)
 - (d) Proof of having managed a turnover in excess of R5 million per annum.
 - (e) Proof of having managed similar programmes in the last five years in provinces applied for including profiles of those programmes
 - (f) An approved asset and procurement policy

4.2 Additional conditions for an applicant who would like to apply as a Consortium / Joint Venture

It is recognized that applicants may wish to form consortia or joint ventures to respond to this request for proposals. A proposal in response to this request for proposals by a consortium or joint venture shall comply with the following requirements:-

- 4.2.1 One of the members shall be nominated by the others as authorized to be the lead applicant and this authorization shall be included in the agreement entered into between the consortium members.
- 4.2.2 The lead applicant in the Consortium or Joint Venture must satisfy all of the requirements contained in 4.1 above and submit all the relevant documents necessary to meet the minimum requirements of the applications.
- 4.2.3 Other members of a consortium or a joint venture must comply with the requirements in line with NPO Funding Policy prescripts for the respective NPO categories
- 4.2.4 The consortium / joint venture submission must be signed-off by each institution/organization so as to be legally binding on all consortium members.
- 4.2.5 The lead applicant shall be the only authorized party to make legal statements, communicate with the DCoG, and receive instructions for and on behalf of any and all the members of the consortium.
- 4.2.6 The lead applicant shall be held responsible for the delivery of services and for meeting conditions outlined in this request for proposals.
- 4.2.7 A copy of the agreement entered into and signed by all members of the consortium or joint venture shall be submitted with the consortium proposal indicating the respective responsibilities of each party.

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4.2.8 Indicate how the joint venture/ consortium will be managed in the event of a dispute arising during the implementation period of the programme (Provide a contingency plan of managing any possible conflicts).

5. FORM OF PROPOSAL

5.1 Proposal Documentation

5.1.1 Proposal

Proposals will be evaluated and awarded per province, and interested applicants are expected to submit one proposal and list provinces in order of preference as per the table below. No NPO will be permitted to provide services in more than one province. However, the DCOG Director-General as Accounting Officer reserves the right to determine the final number of NPOs appointed per province.

Potential NPOs will be appointed to Provinces in terms of the highest points scored for those provinces.

List the Provinces for which you are applying in order of preference.

Rank order	Name of Province
1	
2	
3	
4	
5	
6	
7	
8	
9	

5.2 Evaluation of Functionality

In order to enable the assessment and evaluation of your proposal, draw up a work plan, guided by a generic business plan format/template, attached as **Annexure 4**, for the site that uses the resources of the CWP to address community challenges through 'useful work.' The proposal must reflect the following aspects:

5.2.1 Work planning capabilities

Assume you have completed the inception phase of the site described above. A set of local needs have been identified as part of this process. These include the following:

- Problems of hunger/food security in the community
- A wide range of needs for home-based care in the community.
- A need to support youth development.

Choose **any one** of the above and complete a work plan in no more than 6 pages. A plan should include the following elements:

- (a) Outline your **strategy** for using work in the CWP to address the social challenge identified. In what ways can the CWP contribute to meeting this challenge?

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- (b) In relation to the strategy you have outlined, what **processes** would you undertake to make it possible to proceed with this work and what practical steps would be involved in **planning and implementing** this area of work to ensure quality outcomes?

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5.2.2 In order to assess capacity of the organization, please (1) provide an organogram and (2) complete the matrix below, with the information drawn from the relevant CVs. This can be done in landscape format. Please include the following three (3) posts within the organization and three (3) core project team members:

Post (Provide title)	Name	Qualifications	Specialist Knowledge	Years of experience in current and other equivalent posts (Name the employer for each post and number of years for each)	Total years of experience
Managing Director, Executive Director or CEO					
CFO or finance manager					
Programme manager to be assigned to CWP					
Other					

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5.2.3 Service provider’s proven relevant experience in managing large scale development projects.

5.2.3.1 Complete the matrix below.

Select your most relevant contracts up to a maximum of ten in the last 6 years.

	Name of contractor/ donor	Start and end dates of contract	Value of contract	Purpose of contract	No of Beneficiaries/ participants	Sectoral spread of associated activities*
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
			Provide total		Provide total	

Include reference letters.

*For example, agriculture/food gardens, housing development, early childhood development, youth development, literacy, etc.

5.2.3.2 Financial management

Based on the financial statements submitted for the last two financial years, provide the following:

- Your operating surplus/deficit
- Your annual turnover
- The ratio of your operating surplus/deficit to your annual turnover expressed as a percentage.

5.2.3.3 Community development experience.

Please submit a summary of your community development experience, explaining how this experience is relevant to the CWP.

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6. EVALUATION SYSTEM

6.1 Scorecard for Functionality

The following criteria and weights will be applied when proposals or applications are assessed in terms of functionality:

Functionality Criteria	Sub-Criteria	Scale	Points allocation	Highest Possible Score
Approach and methodology which indicate applicants' understanding of the RFP	Detailed and executable work plan demonstrating understanding of development strategy, and work planning requirements.	The work plan will be assessed for depth of understanding of a: (a) Development strategy =3 (b) Processes and Planning involved in running activities at a CWP site =3	6 x 5	30
Capacity of the service provider / NPO to deliver on the project. Proven knowledge, skills, and experience in project management. Capacity of the NPO based on the organogram and the proposed team will be scored	The company organogram including staff numbers and indicating the structure of the company, and specialized skills and knowledge (attach Personnel profile). The key personnel who will be allocated to the project (including detailed CV's of the CEO/ED; the CFO /financial manager; and Programme manager/Project leader) CV's will be assessed in relation to relevant skills and experience.	Number of years experience and specialized knowledge in financial management Number of years experience and specialized knowledge in project management Number of years experience and specialized knowledge in human resource management Number of years experience and specialized knowledge in executive management and leadership Number of years experience and specialized knowledge in information management systems Number of years experience and specialized knowledge experience in knowledge/ document management	6 x 5	30

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Functionality Criteria	Sub-Criteria	Scale	Points allocation	Highest Possible Score
Proven experience of sound financial management (Backed by audit financial statements)	Evaluation of the ratio of operating surplus to turnover in the last two financial years.	Financial Statements	4 x 5	20
	Credible asset Management Policy and SOP	Asset Management Policy		
	Approved procurement policy and SOP	Procurement Policy		
	Sound internal control mechanism and SOPs	Internal Control Mechanism (Please provide relevant documentation)		
NPO's proven relevant experience in managing large scale development projects. Applicants will be scored in relation to different dimensions of experience as per matrix provided (previous contracts and sectors). Emerging NPOs	Demonstrate the company experience in execution of the similar projects (refer to Matrix in section 5.2.3.1)	Execution of large scale programme/project of a similar nature	3 x 5	25
	Community development experience. Job Creation programmes	Experience in managing community development related programmes/projects		
	At least one emerging NPO per province applied for	Demonstrable planned partnership with an emerging NPO in implementing the CWP	2 x 5	
Domicile and operational area of NPO : Head Office or Permanent office within the proposed province (NPO who do not have an office within the proposed province will not be awarded any points): Annexure 5			1 X 5	5

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Functionality Criteria	Sub-Criteria	Scale	Points allocation	Highest Possible Score
TOTAL POINTS				110

Proposals will be rated in respect of each criterion on a scale of 1-5 i.e. 1=Poor, 2= Acceptable, 3 = Good, 4 = Very Good and 5 = Excellent. The maximum possible score that can be achieved for functionality is 110.

The average score is calculated for each proposal by adding the individual scores awarded by the members of the Evaluation Committee and dividing the total by the number of members. **Proposals that do not achieve a minimum score of 70% (out of 100) for functionality will not be evaluated further.**

The Department will verify the capacity of all shortlisted NPOs prior to their appointment. The department reserves the right not to appoint the NPO if the verification results are not satisfactory.

7. SPECIAL CONDITIONS OF CONTRACT

7.1 Appointment of NPO

Each NPO will be appointed to implement the programme in only one province. However, the Department of Cooperative Governance reserves the right to appoint more than one service provider per province and no service provider will be appointed in more than two provinces. The appointment of the NPO is subject to signing of a Transfer Agreement before execution of any work relating to this contract. It is envisaged that NPO appointments will be for a period of three years, effective from 1 April 2018 until 31 March 2021.

7.2 Amendments and variation

The duly signed Transfer Agreement shall constitute the formal agreement between the DCoG and the successful NPO. No amendment of this agreement, variation, waiver, relaxation or suspension of any of the provisions thereof shall have any force or effect, unless reduced to writing.

7.3 Termination and Settlement of Disputes

The period of thirty days (30 days) referred to in the General Conditions of Contract paragraph 27.2 applies.

If the NPO, within the scope of its responsibilities, is found to have engaged in fraudulent activities or caused the Department to incur irregular expenditure, the agreement may be cancelled forthwith. Repercussions for the conduct of the NPO referred to above may include blacklisting of the NPO thus preventing them from doing business with government for a period of 10 years.

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7.4 Regular Progress Assessments

Assessments of the performance (financial and non-financial) of the NPO will be conducted bi-annually. If there is dissatisfaction with the performance, written notice outlining the deficiencies will be provided to the respective NPO who will have specified timeframes (defined by DCOG) to rectify the deficiency, failing which the contract may be terminated or another sanction effected.

7.5 Communication

All communication must be done via the DCoG Community Work Programme Manager (Deputy Director-General) who is the designated contact official responsible for the management of the contract.

7.6 Local footprint

Interested NPOs must be able to demonstrate that they have capacity to render the required services in the provinces they are applying for.

8. BRIEFING SESSION

There is **NO** briefing session for this Request For Proposals (RFP).

9. SUBMISSION AND CLOSING DATE

Proposals must be submitted at the Department of Cooperative Governance, The Foyer, 87 Hamilton Street, c/o Johannes Ramakhoase Street, Acardia, Pretoria; and be deposited into the Tender Box. The closing date is **2 February 2018 at 11h00**.

10. ENQUIRIES

10.1 Request for Proposals

All inquiries relating to this document should be directed to:

Mr. George Seitisho
National Programme Manager
Community Work Programme
Department of Cooperative Governance
Private Bag X 804
PRETORIA
0001

E-mail: Georges@cogta.gov.za

¹ The RFP and all annexures referred to in this document will be available in the CoGTA website – www.cogta.za/cwp

10.2 Application documents

Mr. Sandiso Mabija

Senior Manager: Procurement Services
Department of Cooperative Governance
Private Bag X 804

PRETORIA

0001

Email: Sandisom@cogta.gov.za

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