REQUEST FOR PROPOSALS TO APPOINT A PANEL OF SERVICE PROVIDERS TO SUPPORT MUNICIPALITIES AND MUNICIPAL ENTITIES TO IMPROVE THEIR MUNICIPAL REVENUE REVENUE VALUE CHAIN SUPPORT PROGRAMME (MRMSP) FOR PERIOD OF 36 MONTHS– PROJECT B

BID NO: SALGA/07/2026(B) MUNICIPAL REVENUE MANAGEMENT AND ENHANCEMENT SUPPORT PROGRAMME (MRMSP)

Closing date and time: 11 September 2026 at 11:00 am

Bid Validity Period: 120 days

TEL: (012) 369 8000
WEBSITE: www.salga.org.za

PLEASE NOTE THAT SALGA LAUNCHED A FULLY AUTOMATED SUPPLY CHAIN MANAGEMENT PLATFORM. TOREGISTER AS A SUPPLIER ON THE PORTAL AND SUBMIT THE RESPONSE TO THIS TENDER.
PLEASE CLICK THE LINK BELOW:

https://scmportal.salga.org.za/

1. INTRODUCTION

The South African Local Government Association (SALGA) was established by the Organised Local Government Act (Act 52 of 1997) to assist in the comprehensive transformation of local government in South Africa. Its main objectives are to:

1.1. Represent, promote and protect the interests of local government.
1.2. Transform local government to enable it to fulfil its developmental role.
1.3. Enhance the role and status of its members as provincial representatives and consultative bodies of local government.
1.4. Enhance the role and status of municipalities.
1.5. Be recognised by national and provincial governments to be the representative and consultative body in respect of all matters concerning local government and to make representations to both provincial and national governments in respect of any matter relating to local government.
1.6. Ensure the full participation of women in organised local government; and
1.7. Be the National Employers' Association representing all municipal members and, by agreement, associate members.

2. SALGA MANDATE

Developmental local government is an essential part of the government's machinery. In line with its constitutional mandate, SALGA is tasked with transforming the local government sector into one that possesses the necessary capacity to significantly contribute to poverty alleviation, economic development, and all socio-economic opportunities that the state is committed to providing for its citizens. SALGA also acts as the representative voice of all 257 municipalities across the country.

Since its establishment, SALGA has endeavoured to focus on its mandate of supporting local government transformation in a complex environment characterised by a highly diverse and diffuse membership base of municipalities. According to its amended Constitution, SALGA is a unitary body comprising a national association and nine provincial offices. Its mandate is founded on six primary pillars:

2.1. Representation, Advocacy and Lobbying refer to representing the interests of members in legislatures and other policymaking and oversight structures. It also refersto engaging with various stakeholders and participating in public debates, among other initiatives, in the interest of Local Government.

2.2. Employer Body refers to being an effective employer representative for members. Employer representation is conducted through collective bargaining (in terms of the Labour Relations Act) in various structures, including but not limited to those established in the South African Local Government Bargaining Council.

2.3. Capacity Building refers to facilitating capacity-building initiatives, among others, by representing member interests in the Local Government Sector Education and Training Authority (LGSETA). SALGA strives to promote a coherent, well-coordinated capacity-building programme for municipal councillors and officials.

2.4. Support and Advice refer to the provision of tools and services that enable municipalities to understand and interpret trends, policies and legislation affecting Local Government and to implement the said policies and plans.

2.5. Strategic Profiling of local government refers to enhancing the profile and image of local government as an essential and credible agent for delivering services. Profiling focuses on South Africa, the African continent and the rest of the world.

2.6. Knowledge and Information Sharing refer to building and sharing a comprehensive hub of Local Government knowledge and intelligence that will enable informed deliveryof other SALGA mandates. The knowledge hub is also a valuable resource for anyone seeking information about Local Government.

3. CONTEXTUAL BACKGROUND

3.1. Audit and Financial Performance (AGSA Data) - Municipal audit outcomes remain a significant governance and financial management concern, with the Auditor-General's 2023/24 consolidated results reflecting limited improvement and continued weaknesses across the sector. The reported outcomes include 41 clean audits, 99 unqualified opinions, 90 qualified opinions, 6 adverse opinions, 11 disclaimers and 10 outstanding audits, demonstrating that a substantial number of municipalities continue to experience challenges in achieving credible financial reporting and effective governance. Persistent audit findings are often associated with weaknesses in internal controls, financial record management, asset and revenue management, compliance with legislation, supply chain management, consequence management and the implementation of audit action plans. Improving audit outcomes requires municipalities to move beyond year-end audit preparation towards continuous audit readiness, supported by effective oversight structures, credible financial information, strengthened internal controls, timely implementation and monitoring of audit action plans, and clear accountability for recurring findings.

Key Findings: The Auditor-General of South Africa (AGSA) flagged systemic issues weak financial health of municipalities and increase material irregularities, including the deteriorating financial health of municipalities and an increase in material irregularities. These challenges are reflected in weak revenue collection, escalating consumer debt, cash-flow constraints, growing creditor balances, unauthorised, irregular, fruitless and wasteful expenditure (UIFWE), and inadequate financial and internal controls. The increase in material irregularities further points to weaknesses in accountability, compliance, governance and consequence management, with financial losses and potential harm to municipal resources and service delivery. Addressing these systemic challenges requires stronger preventative controls, early identification of financial risks, effective implementation of audit action plans, strengthened oversight by councils and MPACs, and decisive consequence management to ensure that recurring financial management failures are addressed and municipal resources are protected.

3.2. Revenue Management and Enhancement Strategies

3.2.1. Revenue Leakages remain a significant threat to the financial sustainability of municipalities, with National Treasury reporting that municipalities lose approximately R25 billion annually in water and electricity revenue as a result of physical infrastructure leaks, electricity and water theft, illegal connections, inaccurate or outdated meters, and weaknesses in metering and billing systems. These losses reduce the ability of municipalities to convert services delivered into collectable revenue, while municipalities remain liable for the associated bulk water and electricity costs. Persistent distribution and commercial losses therefore contribute to declining collection performance, increasing municipal debt to Eskom and water boards, constrained cash flows, and reduced resources for infrastructure maintenance and service delivery. Addressing revenue leakages requires municipalities to strengthen metering and meter audits, infrastructure maintenance, loss monitoring, billing-data integrity, enforcement against illegal connections, and revenue-protection programmes, supported by clear loss-reduction targets and regular monitoring of water and electricity balances.

3.2.2. Low Collection Rates and Long-Outstanding Customer Debt remain major threats to municipal financial sustainability. Many municipalities continue to collect less than 70% of billed revenue, resulting in persistent cash-flow constraints and a growing gap between revenue billed and cash actually realised. Municipal consumer debt has increased to approximately R467.2 billion, while municipalities themselves owe creditors approximately R160.8 billion, demonstrating the direct relationship between poor revenue collection and municipalities' ability to meet their financial obligations. High levels of debt, ineffective credit control and debt collection, inaccurate billing, unverified indigent registers and weak enforcement further compound the problem. Strengthening municipal financial sustainability therefore requires credible billing systems, improved collection strategies, targeted recovery of long-outstanding debt, effective indigent management, enforcement of credit control policies, realistic payment arrangements and continuous monitoring of debtor ageing and collection performance.

3.2.3. Effective and credible indigent management remains a critical component of municipal revenue management and the sustainable provision of Free Basic Services (FBS). A key challenge is the credibility, accuracy and regular verification of municipal indigent registers, which may contain outdated information, exclude qualifying households or include beneficiaries whose circumstances have changed. Misalignment between municipal indigent registers, Stats SA socio-economic data and other government datasets further limits municipalities' ability to accurately identify and support qualifying households and to distinguish between customers who are genuinely unable to pay and those who are unwilling to pay. Municipalities should therefore strengthen data verification and integration, regularly cleanse and update indigent registers, improve community registration processes, and align municipal information with Stats SA and other credible government or private data sources. A credible, verified and council-approved indigent register will improve the targeting of FBS, strengthen revenue collection from customers who can afford to pay, improve the credibility of municipal debtor balances and support more effective financial and service-delivery planning.

3.3. Fiscal Policy Development

3.3.1. The current local government fiscal framework continues to place significant pressure on municipal financial sustainability. The SALGA study indicates that municipalities are expected to finance approximately 90% of their recurrent expenditure from own-source revenue, while in practice they are able to fund only about 60%, resulting in a significant structural fiscal gap. This mismatch between municipal expenditure responsibilities and realistic revenue-generating capacity is particularly concerning in municipalities with weak economic bases, high levels of poverty and indigence, low collection rates and increasing service-delivery costs. The fiscal framework therefore requires continued review to ensure that the division of revenue, intergovernmental transfers and municipal own-revenue assumptions adequately reflect the actual cost of delivering constitutionally mandated basic services and the differing revenue-raising capacities of municipalities. Without addressing this structural imbalance, municipalities will continue to experience cash-flow pressures, infrastructure underinvestment, growing creditor obligations and increasing dependence on national transfers.

3.3.2. Smaller and predominantly rural municipalities remain highly dependent on the Local Government

Equitable Share and conditional grants because of their limited economic and revenue bases, high levels of poverty and indigence, and constrained ability to generate sufficient own-source revenue. While these transfers are essential for funding basic services and infrastructure, excessive dependence on them limits municipal fiscal autonomy, flexibility and financial resilience, particularly because conditional grants are generally restricted to specified purposes and cannot freely address operational and cash-flow pressures. The situation is further compounded by low collection rates and limited opportunities to expand the municipal revenue base. Strengthening the sustainability of these municipalities therefore requires a combination of a responsive intergovernmental fiscal framework, protection and optimisation of existing revenue sources, local economic development, improved revenue collection and differentiated funding approaches that recognise the varying fiscal and revenue-raising capacities of municipalities.

3.4. Financial Modelling and Scenario Planning

3.4.1. Municipal budgeting remains largely short-term and reactive, with insufficient integration of long-term financial planning, scenario modelling and risk forecasting into municipal budget processes. This limits municipalities' ability to anticipate and respond to significant fiscal and operational shocks, including legislative and policy reforms, economic downturns, climate-related risks, changes in municipal boundaries arising from demarcation, declining revenue bases, increases in bulk electricity and water costs, and unexpected service-delivery pressures. Strengthening municipal financial sustainability requires a shift towards forward-looking and resilient budgeting, supported by multi-year financial modelling, revenue and expenditure scenarios, sensitivity analysis, credible cash-flow forecasting and contingency planning. These approaches should be integrated into the IDP, budget and long-term financial planning processes to enable municipalities to understand the financial implications of potential shocks in advance and develop appropriate mitigation strategies rather than responding only after financial pressures have materialised.

3.4.2. Studies conducted by the Financial and Fiscal Commission (FFC) and SALGA highlight the importance of strengthening risk-based financial planning to improve municipal financial resilience and sustainability. Municipal financial planning should move beyond traditional budgeting approaches by incorporating early-warning indicators, scenario and sensitivity analysis, revenue and expenditure risk assessments, cash-flow forecasting and stress testing. Such tools would enable municipalities to anticipate the financial implications of risks such as declining revenue collection, increasing consumer debt, tariff and bulk-cost increases, economic downturns, climate-related events, legislative reforms and changes arising from municipal demarcation. Integrating risk-based planning into municipal IDPs, budgets, long-term financial plans and revenue strategies would support earlier intervention, better-informed decision-making and the development of appropriate mitigation measures before financial pressures escalate into financial distress.

3.5. Infrastructure Finance (SALGA Studies)

3.5.1. Persistent underinvestment in municipal infrastructure, combined with growing service delivery backlogs and the underspending of conditional grants, continues to undermine municipal financial sustainability and the reliability of basic services. Ageing and poorly maintained water, sanitation, electricity, roads and other municipal infrastructure contribute to service interruptions, increasing distribution losses, higher maintenance costs and reduced revenue-generation capacity. At the same time, some municipalities struggle to fully utilise available conditional grant funding due to weak project planning, procurement delays, limited technical and project-management capacity, poor contract management and inadequate project readiness. Municipalities therefore require stronger infrastructure asset management, credible maintenance and capital investment plans, improved project preparation and procurement processes, and closer monitoring of conditional grant expenditure. Greater emphasis should also be placed on preventative maintenance and lifecycle costing, ensuring that infrastructure investment not only addresses existing backlogs but also protects municipal assets, reduces revenue leakages and supports sustainable service delivery over the long term.

3.5.2. Creditworthiness and Bankable Projects - Municipalities continue to experience challenges in accessing debt financing, development finance and capital markets due to weaknesses in their financial position, governance arrangements and technical capacity. Poor revenue collection, weak balance sheets, inadequate financial controls, audit outcomes and governance inefficiencies can negatively affect municipal creditworthiness and the confidence of potential lenders and investors. These challenges are compounded by limited institutional capacity for project identification, planning, feasibility assessment, financial modelling, costing, risk allocation and preparation of infrastructure projects to bankability. As a result, potentially viable infrastructure projects may fail to progress from concept to investment-ready stage, limiting municipalities' ability to diversify infrastructure funding beyond grants. Strengthening municipal creditworthiness therefore requires both improved financial and governance performance and targeted capacity building in project preparation, business case development, feasibility studies, financial modelling, public-private partnerships and investment packaging, enabling municipalities to develop credible project pipelines that can attract loans, bonds and other sources of infrastructure finance.

4. CONCLUSION

Given the scale and complexity of the challenges facing municipalities and their ability to be financially sustainable and resilient. Municipalities require support in strengthening financial governance, institutional capacity, modernising revenue systems, and leveraging innovative finance, and improving and sustaining positive unqualified with no material findings.

5. SCOPE OF WORK

5.1. Purpose of the Assignment

The purpose of this assignment is to appoint a panel of suitably qualified and experienced service providers to supplement and strengthen SALGA's internal capacity and enable the provision of measurable, practical and impactful revenue management and enhancement support to municipalities through the Municipal Revenue Management Support Programme (MRMSP).

5.2. Municipal Revenue Management Support Programme (MRMSP)

The Municipal Revenue Management Support Programme (MRMSP) is a collaborative and multidisciplinary municipal support programme focusing on strengthening the effectiveness, innovation, sustainability and resilience of the municipal revenue value chain. The programme seeks to support municipalities to improve revenue generation, protection and collection while strengthening institutional capacity, systems, processes and controls.

5.3. Objectives of the Programme

The key objectives of the MRMSP are to:

5.3.1. Revenue Generation, Protection and Collection - Facilitate and provide targeted, hands-on support to municipalities to improve revenue generation, revenue protection and collection, including the identification and implementation of appropriate revenue enhancement interventions.

5.3.2. Capacity Building and Skills Transfer -Provide accredited and/or non-accredited capacity building, technical training, knowledge transfer and skills development to municipal councillors, officials and any relevant SALGA personnel in municipal revenue management and enhancement.

5.4. Scope of Work

The appointed panel of service providers will be required to provide technical, advisory and hands-on implementation support across the municipal revenue value chain through the following key workstreams:

5.4.1. Revenue Loss Reduction and Prevention - Identify, quantify and support municipalities to reduce and prevent revenue leakages, including water and electricity distribution losses, illegal connections, meter-related losses, inaccurate billing, unbilled consumption, data deficiencies and other technical and non-technical revenue losses.

5.4.2. Indigent Management and Credibility of Indigent Registers - Support municipalities to develop, verify, cleanse and maintain credible, current and council-approved indigent registers, including alignment with relevant demographic and socio-economic information and improved targeting of Free Basic Services.

5.4.3. Revenue Enhancement Initiatives - Identify, assess and support the implementation of municipality-specific revenue enhancement initiatives, including optimisation of existing revenue sources, identification of alternative and complementary revenue opportunities, tariff optimisation, improved debtor management and other interventions aimed at strengthening municipal own-source revenue.

5.4.4. Revenue Systems and Processes - Review and strengthen municipal revenue systems, business processes, data integrity, internal controls, policies and standard operating procedures across the revenue value chain, including customer data, metering, billing, receipting, reconciliations, credit control, debt management and reporting.

5.4.5. Revenue Collection and Consumer Education Campaigns - Design and support targeted revenue collection, debt recovery and consumer education campaigns aimed at improving payment behaviour, strengthening the culture of payment, increasing awareness of municipal credit control and indigent policies, and improving municipal collection rates.

5.4.6. Capacity Building and Knowledge Transfer - Develop and deliver accredited and/or non-accredited training, workshops, coaching, mentoring and practical knowledge-transfer interventions for councillors, municipal officials to strengthen institutional capacity and ensure sustainability of revenue-management interventions

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5.5. Key Deliverables

The appointed service providers will, depending on the specific municipal intervention and approved scope of work, be required to deliver at least the following:

5.5.1. Municipal Revenue Diagnostic Assessment - Conduct a comprehensive assessment of the municipal revenue value chain to identify revenue leakages, weaknesses, risks, control deficiencies and revenue enhancement opportunities.

5.5.2. Municipal Revenue Improvement and Enhancement Plan - Develop a municipality-specific Revenue Improvement and Enhancement Plan setting out prioritised interventions, measurable targets, responsibilities, timelines and anticipated financial impact.

5.5.3. Revenue Loss Reduction and Prevention Plan - Develop and support implementation of interventions addressing water and electricity losses and other technical and non-technical revenue leakages, supported by appropriate baselines, targets and monitoring mechanisms.

5.5.4. Indigent Management Improvement Plan - Assess, verify and strengthen municipal indigent management processes and support the development and maintenance of credible, verified and council-approved indigent registers.

5.5.5. Revenue Enhancement Initiatives and Business Cases - Identify and develop municipality-specific revenue enhancement opportunities and business cases, including estimated revenue potential, costs, risks and implementation requirements.

5.5.6. Revenue Systems and Process Improvement - Assess and strengthen customer data, metering, billing, receipting, reconciliations, credit control, debt collection, reporting, internal controls and relevant standard operating procedures.

5.5.7. Revenue Collection and Consumer Education Programme - Develop and support implementation of targeted collection, debt recovery, customer engagement and consumer education campaigns aimed at improving municipal collection performance.

5.5.8. Capacity Building and Skills Transfer - Provide appropriate training, coaching, mentoring and practical skills transfer to councillors, officials to ensure institutionalisation and sustainability of the interventions.

5.5.9. Revenue Performance Monitoring and Dashboard - Develop appropriate monitoring tools and/or dashboards covering key revenue indicators, including billing, collection rates, debtor ageing, indigent management, water and electricity losses, revenue leakages and implementation progress.

5.5.10. Progress and Implementation Reports - Provide periodic reports demonstrating progress against agreed activities, targets and deliverables, including challenges, corrective actions and measurable improvements achieved.

5.5.11. Outcome and Close-Out Report - Prepare a comprehensive close-out report demonstrating the measurable impact of the intervention, including improvements in revenue generation and collection, reduction of revenue losses, strengthened controls, capacity transferred, lessons learned and recommendations for sustainability.

5.6. Performance and Impact Measurement

All interventions must be municipality-specific, evidence-based and measurable. Each assignment must establish appropriate baseline information, targets and performance indicators to enable SALGA to measure and demonstrate the impact of the support provided on municipal revenue generation, protection, collection and overall financial sustainability.

5.7. Panel requirements (minimum expertise):

Bidders must demonstrate access to a suitably qualified multi-disciplinary team with proven experience in the South African local government environment, capable of providing technical, financial, legal, regulatory and analytical support across the municipal revenue value chain. At a minimum, the panel must demonstrate expertise in the following areas:

5.7.1. Municipal Finance and Revenue Management - Demonstrated knowledge and practical experience in the Local Government Fiscal Framework (LGFF), MFMA and related municipal finance legislation, municipal revenue management, meter/billing-to-cash processes, credit control, debt management and collection, indigent management, revenue enhancement and revenue-loss reduction.

5.7.2. Electricity Distribution, Revenue and Regulatory Environment- Demonstrated expertise in municipal electricity distribution, electricity tariffs and tariff structures, cost of supply, metering, billing, technical and non-technical losses, revenue protection, and the applicable regulatory environment, including emerging reforms associated with the energy transition.

5.7.3. Water Services, Revenue and Regulatory Environment - Demonstrated expertise in municipal water services, tariff structures, cost recovery, metering, billing, non-revenue water, distribution losses, revenue protection, and the applicable water services regulatory and institutional framework.

5.7.4. Municipal Fiscal Policy, Legislative and Legal Analysis - Demonstrated expertise in municipal fiscal policy, municipal powers and functions, revenue-raising powers, tariffs, surcharges and charges, including the interpretation and application of relevant municipal finance and local government legislation and regulatory frameworks.

5.7.5. Quantitative Modelling and Municipal Data Analytics - Demonstrated capability in financial and revenue modelling, econometric and scenario analysis, revenue forecasting, data analytics, financial feasibility assessments and municipal performance analysis, including the ability to quantify revenue leakages, revenue potential, implementation costs and financial impacts.

5.7.6. Municipal Revenue Systems and Business Processes - Demonstrated practical experience in assessing and improving municipal revenue systems, customer and property data, metering, billing, receipting, reconciliations, debt collection, internal controls, system integration and revenue reporting processes.

5.7.7. Capacity Building and Knowledge Transfer - Demonstrated experience in providing technical training, capacity building, coaching, mentoring and practical skills transfer to municipal councillors, officials and other local government practitioners in municipal finance and revenue management.

SALGA reserves the right to allocate specific assignments or work packages to panel members based on demonstrated expertise, experience, municipal requirements and the specific context and complexity of each intervention.

6. Terms of Contract

It is anticipated that the term of the contract shall be for the duration of the assignment and shall expire upon fulfilment of the scope of work. The contractmay be extended by mutual agreement. Thirty (30) days written notice must be given if either party wishes to terminate the agreement prior to the contract's expiry date.

7. Questions during Bidding Process

Any enquiries regarding this RFP should be directed to **Mr. Lucky Nkomo**, Senior Buyer: SCM at **scm@salga.org.za**, located at the SALGA National Office – 012 369 8184. Clarification Questions will only be taken up to four days prior the closing date.

Bidders finding apparent discrepancies or omissions in the RFP should inform SALGA through the designated email address scm@salga.org.za before the closing date. Bidders may during the bidding period, be advised by Addenda, of any additions, clarifications, deletions or alterations to these specifications. All such changes should be covered by the bidder's proposal. Information used in the preparation of a proposal from other than this RFP and any written addenda (considered as the proposal documents) will not be considered as valid or official.

8. Submission of Proposal

Bid proposals shall be submitted through SALGA SCM portal. URL: https://scmportal.salga.org.za/

Service providers are encouraged to register on to the portal for their proposals to be considered
NB: Bid proposals submitted through other platforms will NOT be considered.

SALGA will not be responsible for any costs incurred by the bidders associated with the preparation of responses to the RFP.

All proposals will remain in force and will be irrevocable for hundred and twenty days after the proposal closing.

9. Contract Award

SALGA reserves the right to accept any proposal submitted or reject all proposals.

Any proposal submitted, that is not in complete compliance with the requirements of theproposal documents may be accepted or disqualified, at the option of SALGA.

Please outline in your proposal the assistance your institution is prepared to provide in orderto meet the estimated contract duration period for the full implementation of the scope of work.

10. Termination of Contract

SALGA reserves the right to terminate the agreement with 30 days written notice to the winning bidder, subject to the following:

10.1 the winning bidder fails to perform in accordance with the specified service requirements as set out in the RFP.

10.2 the winning bidder otherwise violates the provisions of the RFP to a substantial degree.

11. Liability

SALGA will not be held liable for any actions of the recommended bidder and/or its employees.

12. Important Dates

11 September 2026- Last day for questions

28 August 2026 - Proposal submissions due by 11h00

13. CONDITIONS OF BID (FAILURE TO MEET ANY OF THE REQUIREMENTS BELOW MAY RENDER YOUR BID PROPOSAL NON-RESPONSIVE)

13.1. The requirements for the content of the project proposal section below outline the information that must be included in bid offers. **Failure to provide all or part of the information may result in your bid being excluded from the evaluation process.**

13.2. The Service Provider will be required to sign confidentiality and indemnity agreements with SALGA.

13.3. SALGA may, at its own discretion, vary an instruction to include more work.

13.4. Failure to comply with any condition of this request for a proposal will invalidaterespective tender proposal.

13.5. In the event that any conflict of interest is discovered during the assignment, SALGA reserves the right to summarily cancel the agreement and demand that all the information, documents and property of SALGA be returned forthwith.

13.6. SALGA reserves the right to request new or additional information regarding each bidderand any individual or other persons associated with its project proposal.

13.7. Bidders shall not make available or disclose details pertaining to their project proposal with anyone not specifically involved, unless authorized to do so by SALGA.

13.8. Bidders shall not issue any press release, social media or other public announcement pertaining to the details of their project without the prior written approval of SALGA.

13.9. Bidders are required to declare any conflict of interest they may have in the transactionfor which the bid is submitted or any potential conflict of interest. SALGA reserves the right not to consider further any bid where such a conflict of interest exists or where suchpotential conflict of interest may arise.

13.10. The bid offers and proposals should be valid and open for acceptance by SALGA for a period of 120 days from the date of submission.

13.11. Bidders are advised that submission of a project proposal gives rise to no contractual obligations on the part of SALGA.

13.12. Disputes that may arise between SALGA and a bidder must be settled by means of mutual consultation, mediation (with or without legal representation) or, when unsuccessful, in a South African court of law.

13.13. In addition to adherence to the specific terms and conditions of proposals, provided in this document, the bidder shall be bound by the provisions of the General Conditions of Contract attached hereto, an originally signed copy of which must be submitted together with all other bid documentation.

13.14. All returnable bid documents must be completed in full and submitted together with the bidder's proposal.

13.15. SALGA will not be liable for costs incurred during the site visits or any other cost relatedto the submission of the bid.

13.16. Completion of the Standard Bidding Documents stated herein below is mandatory, failure to do so may render your bid offer invalid.

14. STANDARD BIDDING FORMS

14.1. Preference Points Claim Form

Form SBD 6.1 - Bidders must complete this document in full, special attention must be given to section 12 and 13. They must be completed on the original and signed in full on the SuppyFlow portal.

14.2. Bidder’s Disclosure

Form SBD 4 - Bidders must complete this document in full. They must be completed on the original and signed in full on the SuppyFlow portal.

14.3. Bid Invitation

Form SBD 1 - Bidders must complete this document in full They must be completed on the original and signed in full on the SuppyFlow portal.

14.4. Pricing Schedule

Bidders will not be evaluated on price and BBEEE as this is a panel of service provider request

15. EVALUATION

For the purpose of comparison and to ensure a meaningful evaluation, bidders must submit detailed information in substantiation of compliance with the evaluation criteria mentioned below. The bidder/s will be evaluated in two phases as stated below:

Phase 1	Pre-Compliance Check
Phase 2	Technical Functionality

PHASE 1: PRE-COMPLIANCE CHECK

The prospective bidder is advised to be registered on Central Supplier Database (CSD) before submitting bids.

NB: Failure to adhere to the requirements above will not automatically disqualify your bid/s and will proceed to Phase 2.

PHASE 2: TECHNICAL FUNCTIONALITY

Description	Criteria For Functionality	Breakdown of Points	Weight
Support municipalities and municipal entities to improve their municipal revenue management support programme (MRMSP)	Provide a detailed description of your understanding of the SALGA requirements in the executive summary of your proposal	0 points = Lack of understanding of key deliverables 10 points = Understanding of key deliverables and submission of documentation 20 Points = Comprehensive understanding of key deliverables	20
Approach and Methodology	Comprehensiveness and clarity of the proposal, approach, and methodology, including a detailed project plan to deliver the scope of work on the proposed solution, highlighting its capabilities and features aligned with SALGA requirements. Project plan must highlight deliverables, timeframes/milestones, resources, etc.)	0 points = no submission of project plan, approach and deliverables 5 points = Project plan and preliminary approach is not suitable for the scope of work 10 points =Submission of incomplete project plan, management plan, deliverables and methodology approach in line with scope of work. Lacking in detail. 20 points = Submission of satisfactory project plan, management plan, deliverables and methodology approach in line with scope of work 30 points =Submission of a good project plan, management plan, deliverables and methodology approach in line with scope of work 40 points = Submission of outstanding project plan, deliverables & management plan (that outlines the details of all the elements of framework and roadmap development to completion) in line with scope of work	40

Company Experience	Provide an excellent and proven track record in delivering similar or comparable projects, substantiated by contactable references. References will need to be for similar or related work, or they will not be considered.	Scores will be allocated as follows: Number of reference letters submitted: 0 points = No Evidence: No documented achievements or verifiable outcomes. 3 points = 1 letter of past work with minimal impact or relevance to the role. 5 points = 2 letters, limited Evidence: Few examples of past work with minimal impact or relevance to the role. 10 points = 3 letters, moderate Evidence: Solid examples of past work with measurable results and some relevance. 15 points = 4 letters which is strong Evidence: Multiple examples of impactful work with clear outcomes directly related to the role. 20 points = 5 letters or more-Exceptional Evidence: Numerous examples of outstanding achievements with significant, quantifiable impact directly aligned with the role.	20
Experience of key personnel	Certified copy of certificate of registration with a recognised professional body as well as CV of key personnel reflecting number of years of relevant experience in Local Government related to the project/s being responded to.	0 points = No knowledge and experience in support of municipalities and municipal entities to improve their municipal revenue management support programme 3 points = Less than 2 years' team average experience in support of municipalities and municipal entities to improve their municipal revenue management support programme 5 points = Less than 5 years' team average experience in support of municipalities and municipal	20

		entities to improve their municipal revenue management support programme 10 points = 5 - 10 years' team average in support of municipalities and municipal entities to improve their municipal revenue management support programme 15 points = 10-15 years' team average in support of municipalities and municipal entities to improve their municipal revenue management support programme 20 points = More than 15 years' team average in support of municipalities and municipal entities to improve their municipal revenue management support programme	
Minimum Threshold			70
Total for functionality			100

NB: Bidders who score 70 (average) points and above will be recommended as a list of panel of experts.

16. GENERAL CONDITIONS

The following should be noted by interested parties:

a. Intellectual property and ownership of all materials and products developed in the execution of the contract will be vested in SALGA.
b. Materials and products may not be made available to any unauthorized person or institution or sold for profit without prior written consent from SALGA.
c. On completion or termination of the agreement, all materials and products must be handed over to SALGA.
d. No information concerning the tender or award of the tender may be made availableby the bidder to other parties without prior consultation and written approval from SALGA.
e. SALGA may, at its own discretion, vary this instruction to include more scope/work orto exclude work/service areas. In the case of the latter, the bidder shall not be entitledto claim for any work not required and may engage SALGA on the pricing of the additional work/ service proposed.
f. All copyright and intellectual property rights that may result as a consequence of the work to be performed shall reside with SALGA and the service provider shall be required to sign an agreement of confidentiality.
g. SALGA may dictate the framework in which documents (policies, plans, report etc.) shall be submitted; however, the service provider should be able to submit a proposalon the lay-out of his/her choice for consideration by SALGA.
h. SALGAs (general conditions of bid, contract and order) shall be applicable to this bid.
i. SALGA reserves the right not to award the bid to any bidder at its own discretion.

REVIWED BY BID SPECIFICATION COMMITTEE