Terms of reference (ToR) for the procurement of services below the EU threshold

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

CONFIDENTIAL

ORGANIZATIONAL DEVELOPMENT OF MGCA	**Project number/ cost centre: G-011971-001** **Tender number 10064809**

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0. List of abbreviations

AA	Federal Foreign Office
AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
BMWK	Federal Ministry for Economic Affairs and Climate Action (BMWK)
BMUV	Federal Ministry for Environment Nature Conservation, Nuclear Safety and Consumer Protection
FK	Expert
FKT	Expert days
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
JUST SA	Just Transition to a Decarbonised Economy for South Africa
MGCA	Mpumalanga Green Cluster Agency
KZFK	Short-term expert
SA	South Africa
ToRs	Terms of reference

1. Context

Brief information on the project

For South Africa to comply with its commitments under the Paris Climate-Agreement, the energy sector and economy needs to be decarbonized. As such, South Africa must phase out coal and transition to a clean energy system. This project JUST SA project contributes to removing current obstacles for a clean and just energy transition, thereby helping to achieve significant GHG mitigation in the medium- to long-term. The focus here is on fair structural change for the people affected, opening up prospects and supporting economic transformation, which also creates new jobs. South Africa's just energy transition is politically, institutionally and practically complex.

South Africa has advanced the development of its climate policy and just energy transition over the last years. Despite this progress on the policy side, implementation remains at a low level. Implementation, especially at the sub-national level, is hampered by low implementation capacity and capability, unfunded mandates, low vertical integration of climate action and constrained fiscal funding.

JUST SA supports the implementation of pathways towards a Just Transition to a low-carbon economy and climate resilient society taking a multi-level approach. At national level, the project contributes to the implementation of key policy documents and facilitates dialogue for and information sharing to multiple stakeholders, ensuring an inclusive and results-oriented process. At provincial level, the project assists stakeholders in Mpumalanga in initiating alternative development pathways for a diversified regional economy and capacitates targeted SMMEs to unlock their growth potential and receive access to finance. At local level, activities towards a just transition are set up in selected local municipalities and affected communities and marginalized groups empowered with inclusive bottom-up approaches to community development. Furthermore, solutions to sustainably rehabilitate coal mining land and water are sought through research, policy implementation and community engagement.

To achieve considerable progress in the structural change to a decarbonized economy in South Africa (Impact), the envisioned Outcome of the project is that the implementation of alternative development pathways towards a Just Transition has been initiated. This requires on the one hand, clear ideas and a broad acceptance of alternative, low-emission economic development models, and on the other hand tested approaches and business models that can be taken up at a broader scale.

Project Components and Objective:

- Output I: Relevant stakeholders are empowered to implement pathways to achieve a Just Transition, aligned with key policy documents.
- Output II: Concrete alternative development pathways for Mpumalanga are initiated.
- Output III: Activities towards a Just Transition are set up in selected district and local municipalities in Mpumalanga.
- Output IV: Approaches to sustainably restore coal mining land and water are committed to by relevant stakeholders.

Main actors and their roles

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is an international cooperation enterprise for sustainable development with worldwide operations. Its corporate objective is to improve people's living conditions on a sustainable basis.

The International Climate Initiative (IKI) is the key instrument of the German government, represented by the Federal Ministry for Environment, Climate Action, Nature Conservation and Nuclear Safety (BMUKN), for the international financing of climate change mitigation and biodiversity. Under the IKI, the German government is closely cooperating with the South African (SA) government, a core partner country. The GIZ Just Transition to a Decarbonised Economy for South Africa (JUST SA) project is funded by the IKI through the BMUKN.

The JUST SA project is carried out by a diverse group of organisations working together as a consortium, each partner representing a specific dimension of the Just Transition perspective. Apart from GIZ and GIZ's contributions to Output 1, 2 and 3, the consortium consists of TIPS contributing to Output 1 and 2 within their role as a well-established research and capacity building and knowledge sharing organization in South Africa's Just Transition; NBI as the lead for the cooperation with the private sector and enhancing informed contributions by the Private Sector to a Just Transition in South Africa is contributing to Output 1 and 3; and WWF SA as a reputable environmental non-profit organisation and an expert in water security is responsible for Output 4.

The political partner institution is the Department of Forestry, Fisheries and the Environment (DFFE). DFFE has the mandate for all climate matters and work carried out to enable a Just Transition. At the same time, the project is cooperating with additional partners from government, the private sector and civil society, e.g. the Just Energy Transition Project Management Unit (JET PMU) in the Presidency, the Presidential Climate Commission (PCC), the Mpumalanga Provincial Government, the Mpumalanga Green Cluster Agency (MGCA), ESKOM as a state-owned enterprise as well as Indalo Inclusive.

About the Mpumalanga Green Cluster Agency:

The Mpumalanga Green Cluster Agency (hence forth known as "the Agency") is a not-for-profit organisation registered in South Africa. The agency uses the triple helix cluster model with representation from Government, Industry and Academia as part of its design set up to identify and remove barriers to an economically viable green economy, enable the region and its citizens to prosper. Under the leadership of the Mpumalanga Department of Economic Development and Tourism work has begun to design strategic interventions for the green economy in the province to attract investment and create jobs.

The Mpumalanga Green Cluster Agency's mission is to stimulate a vibrant green economy for communities in the Mpumalanga province, underpinned by a collaboration between government, business and academia. The vision is a vibrant, green and sustainable economy in the Mpumalanga province, that leverages the province's rich natural resources and heritage to create a legacy for South Africa low carbon economic growth. Collaboration through clustering on a local scale to build competitiveness on a global scale will support the growth of the green economy in Mpumalanga and determine the green cluster in Mpumalanga's success.

The agency has made significant progress since its establishment in 2022, in particular to systematically engage with businesses in the province to identify and highlight opportunities and barriers for green economy projects in Mpumalanga. The agency has had several hundred engagements with the private sector to understand barriers and opportunities, and it has launched several capacity building programs and technical support interventions in Mpumalanga. The agency is in the process of establishing itself as a regional expert facilitator of green economic development, by removing barriers to investment, enabling market growth and creating employment opportunities.

The Mpumalanga Green Cluster Agency aims to facilitate concrete alternative development pathways for the province of Mpumalanga, and to this, collaborates closely with the JUST SA project in the Mpumalanga province.

General objective:

Under this contract, the contractor will work to support the Mpumalanga Green Cluster Agency with their organizational capacity development. By doing so, the contractor will work towards positioning MGCA as the lead agency coordinating Mpumalanga's transition to a green and just economy through cluster development, stakeholder alignment, investment mobilisation, and knowledge leadership.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

- **Organizational Development:**

  Given that MGCA's corporate strategy will be finalised by the time this assignment begins, the contractor's task will focus on operationalising the strategy and building institutional systems for implementation. Specifically, the contractor shall:
  - Design and oversee the implementation of an internal operations manual aligned to the corporate strategy.
  - Develop and implement **planning, monitoring, evaluation** and reporting systems and tools (example fit for purpose ERP tool) to track progress against the strategy.
  - Draft **standard operating procedures (SOPs)** across priority organizational areas including project planning, budget management, procurement, reporting, stakeholder engagement, communication plan, and performance management for human resources.
  - Facilitate quarterly internal **review and learning sessions** to evaluate performance and adjust implementation.
  - Support **internal knowledge transfer** to ensure long-term institutional sustainability.

- **Cluster Pipeline Development:**

  The contract will provide support to MGCA to contribute to an **investment-oriented project pipeline** for Mpumalanga's green economy and just transition. The support will focus on **project identification, development and readiness**, with the objective of preparing high-quality projects for submission to the **JET PMU matchmaking platform or other opportunities to source funding**.
  This support will explicitly exclude enterprise-level development (covered under the SMME Loop) and instead concentrate on **larger-scale and programmatic projects**, improving MGCA's internal capacity to deliver this function independently.

  Key areas of support include:
  - **Systematic identification and mapping of at least 12 priority project opportunities** across green economy and just transition value chains, including but not limited to renewable energy, circular economy, repurposing of mine rehabilitated land, water and wastewater treatment, green manufacturing, sustainable transport, sustainable technologies, sustainable solutions and nature-based solutions.

- **General capacity development for the MGCA** on smaller project concept assessment and first advisory
- **Stakeholder-driven project generation**, engaging municipalities, provincial departments, DFIs, private sector actors, civil society (CSOs, CBOs), research and academic institutions, original equipment manufacturers, MSMEs and Business Chambers, and implementing partners to surface viable project concepts aligned with provincial priorities and JET objectives.
- **Development of 8 structured project concept notes**, aligned with JET PMU requirements / private sector financing requirements, covering problem statements, proposed interventions, indicative costs, implementation arrangements, timelines, risks and anticipated socio-economic and climate impacts.
- **Design and application of a project readiness and prioritisation framework**, assessing technical maturity, institutional readiness, financial viability, market off-takers, supply chain resilience, regulatory status, implementation risk and alignment with just transition principles.
- **Preparation of a multi-year, dynamic project pipeline matrix and database**, clearly indicating project stage, estimated capital and technical assistance needs, potential funding sources, lead and supporting institutions, and expected development and employment impacts (linked with JTCC functions and JET PMU mandate).
- **Technical support for alignment with the JET PMU matchmaking platform**, including packaging of projects, quality assurance of submissions and support in responding to follow-up queries from potential funders or partners.
- **Integration of cross-cutting considerations**, including climate resilience, social inclusion, job creation and institutional capacity requirements, to enhance project attractiveness and implement ability.
- **Capacity strengthening of MGCA through structured skills transfer**, templates and guidance notes, enabling MGCA to gradually take on pipeline coordination functions beyond the support period.

- **<u>Stakeholder Engagement/ roundtable discussions:</u>**

Following the stakeholder mapping, the contractor will be required to conduct a series of stakeholder engagements. The objective of these roundtable discussions is to share knowledge, discuss challenges and explore collaboration / funding opportunities.

The tasks will include:

1. Stakeholder Mapping:

The contractor will be required to conduct a **comprehensive stakeholder mapping** to clearly identify the different stakeholder entities which is inclusive of government, private sector, academia, civil society, DFIs, off-takers, and communities. Detailed activities and deliverables that will be done under this area of support are:

- Identify the **potential roles** of relevant stakeholders to MGCA focus areas and programmes.
- Identify **the linkages and synergies** among stakeholder within the context of MGCA's work.
- Identify any apparent **issues** of the stakeholders **to participate** in the focus areas / programmes effectively.
- Clarify the **stakeholders' interests/goals/objectives** and categorize them based on their interests.
- Identify **challenges** that hinder effective performance of the identified stakeholders/groups.

- Map where the different stakeholders' activities are **located geographically**.
- Map **government departments**, including district and local level along with their plans and how their contributions and needs can be incorporated into the programmes of MGCA.
- Map how the private sector would engage in the programmes through **public-private collaborations.** These are flexible cooperative arrangements where public and private entities jointly leverage their respective strengths without the rigid long-term contracts or risk transfers typical of formal public-private partnerships (PPPs).
- **Document** the challenges to stakeholder engagement.

2. **Strengthening MGCA's Stakeholder Engagement Capacity**
   - Develop a **provincial stakeholder engagement framework** for MGCA, including clear objectives, prioritisation criteria, engagement formats, roles and responsibilities, and follow-up mechanisms.
   - Support MGCA in defining and operationalising its **core stakeholder segments** (e.g. provincial and local government, DFIs, private sector, development partners, academia and civil society) linked to its strategic mandate.
   - Design **standardised tools and templates** for stakeholder engagement, including roundtable agendas, facilitation guides, participation criteria, documentation formats (including communication newsletters) and action-tracking logs.
   - Conceptualise and source a stakeholder management tool or system to make the stakeholder engagement efficient and effective
   - Provide **on-the-job support and skills transfer** to MGCA staff to strengthen facilitation, coordination, follow-up and relationship management capabilities.

3. **Design and Delivery of Sectoral and Thematic Roundtables**
   - Co-design and support the implementation of **structured sectoral and thematic roundtable discussions** aligned with MGCA's priority areas (e.g. renewable energy, circular economy, water & mine rehabilitated land).
   - Support MGCA in convening at least **annual roundtables per priority theme**, ensuring balanced participation from public, private, academia, civil society, and DFIs stakeholders.
   - Facilitate discussions focused on:
     - Identification of shared challenges and opportunities;
     - Alignment of initiatives and avoidance of duplication;
     - Generation of project ideas and partnerships feeding into the provincial project pipeline;
     - Exploration of funding and co-investment opportunities.
   - Support MGCA in transitioning the **facilitation and hosting role** of the roundtables to its internal team over time.

4. **Stakeholder Relationship Management and Tracking**
   - Establish and maintain a **dynamic stakeholder and partnership registry**, capturing engagement history, areas of interest, commitments made and next steps.
   - Support MGCA in formalising key relationships through **MOUs or collaboration agreements**, where appropriate.
   - Design and apply **simple impact and contribution tracking tools** to monitor stakeholder inputs (e.g. project concepts generated, co-funding mobilised, technical support provided, policy alignment achieved).
   - Support systematic **post-engagement follow-up**, ensuring that actions agreed during roundtables translate into concrete outcomes.

5. **Communication Strategy and Implementation Plan**
   To help MGCA deliver on an effective and efficient stakeholder engagement, a comprehensive and concise communication strategy and implementation plan are needed. The contractor will:
   - Support the development of a comprehensive strategy
   - Support the development of an implementation plan
   - Design and implement effective channel communications including;
     - Podcast capability to host and deliver conversations on Just Transition, Just Energy Transition, Climate Change, Green Economy
     - YouTube channel, that hosts the current and past podcasts and integrate the channel with other MGCA social media platforms
     - A tool that enables the MGCA to collect news, events and topics on Just Transition, Just Energy Transition, Climate Change, Green Economy and coordinate the distribution of this information to MP constituents

- **<u>Knowledge Generation and Policy Advocacy:</u>**

To position MGCA as a regional thought leader and evidence-driven institution, the contractor will:

- Conduct 4-5 thematic research studies aligned to MGCA's sector priorities (e.g., Energy Transition, Water Stewardship, Sustainable Agriculture, Circular Economy, Enterprise Development).
- Support development of a knowledge dissemination plan, including internal knowledge management systems, external sharing platforms, and peer learning formats.
- Prepare policy briefs and position papers based on MGCA activities to inform local, district, provincial and national policy processes.
- Develop an advocacy toolkit with standard messaging, data visualisation templates, and a mapping of policy engagement opportunities.
- Support to strengthen MGCA's capacity to coordinate and consolidate existing sectoral research, positioning it as a one-stop knowledge hub in the province for the green economy in the medium to long term.

- **<u>HR Strategy:</u>**

  In alignment with MGCA's growth trajectory and strategic ambitions, the contractor shall:

  - Conduct an institutional human resource needs assessment based on the corporate strategy and planned programmes, building on existing processes to incorporate missing elements.
  - Develop a 3-year HR development strategy including: organisational chart, staffing plan, recruitment strategy, retention and training plan.
  - Draft job descriptions for all new positions aligned to strategic objectives.
  - Propose a performance management framework linked to strategy indicators.
  - Design a capacity development and leadership programme for MGCA core staff.
  - Design and implement a performance management system to measure and track key performance indicators

- **<u>Fundraising Strategy:</u>**

  The contractor will be tasked with developing a comprehensive fundraising strategy for the MGCA, based on the corporate strategy This fundraising strategy is closely linked to the communications and outreach strategy (detailed above). This area of support would

include assessing the Agency's fundraising needs and making recommendations for improving fundraising, building the Agency's fundraising capacity, event support and conducting donor outreach.

The main objective is to raise funds to support MGCA functionality. Focus will be given to these tasks:

- The development of a comprehensive fundraising plan for the MGCA that clearly outlines the following key components:
  - Clear marketing objectives with specific and achievable objectives that will guide the overall fundraising strategy.
  - An identification of the investors and financing opportunities in line with the Agency's objectives and priorities.
  - Conduct a thorough examination of industry and market trends to better inform the strategy.
  - The plan must include performance measurement and analysis so as to be able to evaluate the success of the marketing plan.
- Developing national and international grant proposals. The contractor will be responsible for the drawing up of grant proposals as a means of raising funds for the Agency.
  - Key Deliverable: support MGCA in submitting at least 10 grant proposals with a total request amount of R25 million.

- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
- The contractor reports regularly to GIZ in accordance with the current AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

In addition to the reports required by GIZ in accordance with the AVB, the contractor submits the following reports:

- Inception report
- Stakeholder mapping
- Standard operating procedures
- Project concept notes
- Project business plans
- Market intelligence or opportunity briefs
- HR strategy
- Performance management tool
- Communication strategy and implementation plan
- Fundraising strategy and plan
- Attendance registers for trainings and workshops.

Certain milestones, as laid out in the table below, are to be achieved during the contract term:

Milestones/process steps/partial services	**Deadline/place/person responsible**
Operational Capacity Development	
Internal operations manual aligned to corporate strategy completed and adopted	1 months after start of contract
PMER (Planning, Monitoring, Evaluation & Reporting) system designed and implemented	2 months after start of contract

Standard Operating Procedures (SOPs) for core operational areas finalized	3 months after start of contract
First quarterly internal review and learning session conducted	4 months after start of contract
Recurring quarterly internal reviews conducted (x6)	Months 6, 9, 12, 15, 18, 21 after start of contract
Results of internal review conducted at the end of 2027, measured with scoring tool as per indicator II.1	End of contract.
Internal knowledge transfer and sustainability mechanisms formalized	6 months after start of contract
Cluster Pipeline Development	
Mapping and profiling of high-potential projects completed	5 months after start of contract
Project concept notes for identified clusters developed (min. 5)	7 months after start of contract
Readiness scoring system for projects in place	8 months after start of contract
Project pipeline matrix with development stage, funding, impact mapped	9 months after start of contract
Stakeholder Mapping	
Stakeholder landscape mapped and categorized by interest & function	4 months after start of contract
Geographical mapping of stakeholders including public/private sectors	5 months after start of contract
Stakeholder challenges and participation issues documented	5 months after start of contract
Government departments' contributions and plans mapped	6 months after start of contract
Private sector public-private collaborations engagement map finalized	6 months after start of contract
Final comprehensive stakeholder mapping report submitted	7 months after start of contract
Stakeholder Engagement & Triple Helix Governance	
Engagement framework and roundtable formats developed	8 months after start of contract
First roundtable discussion conducted	9 months after start of contract
Stakeholder registry of MOUs/partnerships initiated	10 months after start of contract
Impact measurement tools for stakeholder engagement in use	12 months after start of contract
Second and third roundtable discussions conducted	Months 15, 21 after start of contract
Communications	
Comprehensive communication strategy and implementation plan developed (incl. online presence, social media)	6 months after start of contract

Development of tool for collecting and distributing news on just transition topics	7 months after start of contract
Monthly newsletter launched	7 months after start of contract
Knowledge Generation & Policy Advocacy	
4–5 thematic research studies completed	Months 8, 14, 20 after start of contract
Knowledge dissemination and Knowledge Management system finalized	10 months after start of contract
First set of policy briefs and position papers published	12 months after start of contract
Advocacy toolkit with messaging, visualizations and policy mapping completed	14 months after start of contract
HR Strategy	
Institutional HR needs assessment conducted	1 months after start of contract
3-Year HR development strategy with staffing and recruitment plans finalized	2 months after start of contract
Draft job descriptions for all new positions completed	3 months after start of contract
Performance management framework aligned to strategy completed	3 months after start of contract
Capacity and leadership development programme for staff designed	4 months after start of contract
Fundraising Strategy	
Fundraising needs assessment and market analysis conducted	5 months after start of contract
Comprehensive fundraising plan with performance indicators developed	7 months after start of contract
Stakeholder mapping of donors/investors completed	8 months after start of contract
First 5 grant proposals submitted (target R12,5 million)	12 months after start of contract
Second set of 5 proposals submitted (target R12,5 million)	20 months after start of contract
Total of 10 grant proposals submitted with R25 million target	By Month 20

Period of assignment: from **01.12.2026** until **30.06.2028**

3. Concept

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

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them.

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and its contribution to the **results-based monitoring system** (1.3.2).

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

Project management of the contractor (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail.

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

The tenderer is required to describe its backstopping concept. The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the tender in accordance with Section 3.1 of the GIZ AVB:

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between the tenderer and GIZ
- Assuming personnel responsibility for the contractor’s experts
- Process-oriented steering for implementation of the commission
- Securing the administrative conclusion of the project

4. Personnel concept

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

Team leader

Tasks of the team leader

- Overall responsibility for all advisory packages of the contractor (quality assurance, coherence and timely delivery across all workstreams).
- Coordinating and ensuring communication with GIZ, MGCA, provincial departments, DFIs and other stakeholders involved in the project.
- Personnel management, including planning and steering assignments of short-term experts within the available budget.
- Regular reporting in accordance with GIZ requirements and deadlines.
- Overall quality control of all reports, strategies, concept notes and systems developed under the assignment.
- Strategic oversight of the development of the internal operations manual, SOPs and PMER system.
- Strategic supervision of cluster pipeline development, including project identification, readiness framework design and concept note quality assurance.
- Ensuring alignment of project pipeline outputs with the JET PMU matchmaking platform requirements.
- Oversight of stakeholder engagement framework and roundtable processes to ensure integration into the provincial project pipeline.
- Supervising development of HR strategy, fundraising strategy and knowledge management system.
- Ensuring cross-cutting themes such as gender responsiveness, social inclusion and just transition principles are integrated into all deliverables.
- Ensuring monitoring, evaluation and results-based reporting systems are operational and linked to contract milestones.
- Responsibility for checking the use of funds and financial planning in consultation with the officer responsible for the commission at GIZ.
- Ensuring monthly progress reports are shared with GIZ and MGCA's Programme Manager and Executive Director.

Qualifications of the team leader

- Education/training (2.1.1): University degree (Master's) in Economics, Public Policy, Business Administration, Organizational Development, Development Finance, Environmental Economics, Strategic Management.
- Language (2.1.2): C2-level language proficiency in English.
- General professional experience (2.1.3): 8 years of professional experience in institutional development, green economy programming, infrastructure or investment project development, organisational systems strengthening or sustainable finance.
- Specific professional experience (2.1.4): 8 years of experience in leading complex multi-component advisory projects involving organisational development and investment or project pipeline structuring.
- Leadership/management experience (2.1.5): 7 years of management/leadership experience as project team leader or manager in multi-stakeholder or development cooperation projects.
- Regional experience (2.1.6): 5 years of experience in projects in Sub-Saharan Africa, of which 3 years in South Africa.
- Development cooperation (DC) experience (2.1.7): 2 years of experience in DC projects

Soft skills of team members

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

- Team skills
- Initiative
- Communication skills
- Socio-cultural skills
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

Key expert 1 - Cluster Pipeline & Investment Readiness Expert

Tasks of the Cluster Pipeline & Investment Readiness Expert

- Lead systematic identification and profiling of at least 12 priority green economy and just transition projects.
- Develop structured project concept notes aligned with JET PMU standards.
- Design and operationalise project readiness and prioritisation framework.
- Develop multi-year dynamic project pipeline matrix and database.
- Integrate financial modelling assumptions and indicative costing into project concepts.
- Support packaging and submission of projects to the JET PMU matchmaking platform.
- Integrate socio-economic, employment and climate impact metrics into project concepts.
- Provide structured skills transfer to MGCA staff on pipeline coordination functions.

Qualifications of Cluster Pipeline & Investment Readiness Expert

- Education/training (2.2.1): University degree (Master's) in Finance, Engineering, Environmental Economics, Energy Systems, Infrastructure Planning.
- Language (2.2.2): C2 -level language proficiency in English.
- General professional experience (2.2.3): 8 years of professional experience in infrastructure or green economy project preparation and investment readiness.
- Specific professional experience (2.2.4): 5 years of professional experience in project pipeline development, business plans development, feasibility-level structuring and engagement with DFIs or climate finance actors.
- Leadership/management experience (2.2.5): 3 years coordinating technical teams or managing project preparation assignments.
- Regional experience (2.2.6): 4 years' experience working in South Africa.
- Development Cooperation (DC) experience (2.2.7): 2 years of experience in DC projects.

Key Expert 2 - Organisational Systems & HR Strategy Expert

Taks of the Organisational Systems & HR Strategy Expert

- Design internal operations manual aligned with corporate strategy.
- Develop and implement SOPs across core operational areas.
- Design and operationalise PMER system.
- Conduct institutional HR needs assessment.
- Develop 3-year HR development strategy including staffing and recruitment plan.

- Draft job descriptions aligned to strategy.
- Develop performance management framework linked to strategic indicators.
- Design capacity development and leadership programme.
- Facilitate quarterly review and learning sessions.

Qualifications of the Organisational Systems & HR Strategy Expert

- Education/training (2.3.1): University degree (Master's) in Organisational Development, Public Administration, HR Management, Management Sciences.
- Language (2.3.2): C2-level language proficiency in English.
- General professional experience (2.3.3): 8 years of professional experience in institutional reform or organisational systems strengthening.
- Specific professional experience (2.3.4): 4 years of professional experience designing PMER systems and HR performance frameworks for public or quasi-public institutions.
- Leadership/management experience (2.3.5): N/A.
- Regional experience (2.3.6): 4 years' experience working in South Africa.
- Development cooperation (DC) experience (2.3.7): N/A.

Key Expert 3 - Stakeholder Engagement & Governance Specialist

Taks of the Stakeholder Engagement & Governance Specialist

- Conduct comprehensive stakeholder mapping including PPP analysis.
- Develop provincial stakeholder engagement framework.
- Design engagement tools and templates.
- Facilitate sectoral and thematic roundtables.
- Establish stakeholder registry and partnership tracking system.
- Support formalisation of MOUs and collaboration agreements.
- Develop engagement impact tracking tools.
- Ensure integration of roundtable outputs into pipeline development.

Qualifications of the Stakeholder Engagement & Governance Specialist

- Education/training (2.4.1): University degree (Master's) in Public Policy, Governance, Political Economy, Social Sciences
- Language (2.4.2): C2-level language proficiency in English.
- General professional experience (2.4.3): 7 years of professional experience in multi-stakeholder facilitation and governance systems.
- Specific professional experience (2.4.4): 4 years of professional experience facilitating high-level roundtables and PPP coordination platforms.
- Leadership/management experience (2.4.5): N/A
- Regional experience (2.4.6): 4 years' experience working in South Africa.
- Development cooperation (DC) experience (2.4.7): N/A.

Key Expert 4 - Fundraising & Institutional Resource Mobilisation Expert

Taks of the Fundraising & Institutional Resource Mobilisation Expert

- Conduct fundraising needs assessment and donor market analysis.
- Creation of a fundraising tracker showing key information, e.g. closing dates
- Develop comprehensive fundraising strategy with KPIs.
- Identify national and international funding opportunities aligned to pipeline.
- Develop and submit minimum 10 grant proposals (R25 million target).
- Develop donor relationship management and tracking systems.
- Build internal grant-writing and reporting capacity within MGCA.
- Align fundraising efforts with communications and stakeholder engagement outputs.

Qualifications of the Fundraising & Institutional Resource Mobilisation Expert

- Education/training (2.5.1): University degree (Master's) in Development Finance, Economics, International Relations, Public Policy.
- Language (2.5.2): C2-level language proficiency in English.
- General professional experience (2.5.3): 7 years of professional experience securing multi-million Rand funding from bilateral, multilateral or climate-related sources.
- Specific professional experience (2.5.4): 3 years coordinating donor portfolios or proposal teams.
- Leadership/management experience (2.5.5): N/A
- Regional experience (2.5.6): 4 years' experience working in South Africa.
- Development cooperation (DC) experience (2.5.7): N/A.

Key Expert 5 - Communications & Knowledge Management Specialist

Taks of the Communications & Knowledge Management Specialist

- Develop knowledge dissemination and knowledge management system.
- Draft policy briefs, position papers and thematic publications.
- Develop advocacy toolkit including messaging and visualisation templates.
- Support dissemination of research studies.
- Align communications with fundraising and pipeline outputs.
- Document roundtables and stakeholder processes.
- Monitor and evaluate communication impact.

Qualifications of the Communications & Knowledge Management Specialist

- Education/training (2.6.1): University degree (Bachelor's) in Communications, Journalism, Public Policy, Environmental Policy.
- Language (2.6.2): C2-level language proficiency in English.
- General professional experience (2.6.3): 6 years of professional experience in strategic communications or knowledge management.
- Specific professional experience (2.6.4): 3 years of professional experience in policy-oriented publications in green economy, climate or development context.
- Regional experience (2.6.5): 4 years' experience working in South Africa.

Short-term expert pool with minimum 2, maximum 3 members

For the technical assessment, an average of the qualifications of all specified members of the expert pool is calculated. Please send a CV for each pool member (see below Chapter 7 Requirements on the format of the bid) for the assessment.

Tasks of the short-term expert pool

- Provide specialised technical inputs to project concept development (renewable energy, circular economy, water, repurposing mine rehabilitated land, sustainable transport, nature-based solutions, smart-sustainable agriculture).
- Support feasibility-level costing and socio-economic impact analysis.
- Contribute to thematic research studies.
- Provide specialised legal or PPP structuring inputs where required.
- Support development of readiness scoring and monitoring tools.

Qualifications of the short-term expert pool

- Education/training (2.7.1): University degree (Bachelor's) in Engineering, Environmental Sciences, Economics, Finance, Infrastructure Planning.
- Language (2.7.2): C1-level language proficiency in English.
- General professional experience (2.7.3): 5 years of professional experience in green economy sectors or infrastructure development.
- Specific professional experience (2.7.4): 3 years of professional experience in project preparation or technical advisory assignments.
- Regional experience (2.7.5): 3 years of regional experience in South Africa.

The tenderer must provide a clear overview of all proposed short-term experts and their individual qualifications.

5. Costing requirements

Assignment of personnel and travel expenses

Per diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable from the German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2026 (GERMAN ONLY)).

Accommodation allowances are reimbursed as detailed in the specification of inputs below.

With special justification, additional Accommodation costs up to a reasonable amount can be reimbursed against evidence.

All business travel must be agreed in advance by the officer responsible for the project

Sustainability aspects for travel

GIZ has undertaken an obligation to reduce greenhouse gas emissions (CO_2 emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means

of transport, airlines and flight routes with a higher CO_2 efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO_2 emissions caused by air travel must be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The Development and Climate Alliance (German only) has published a list of standards (German only). GIZ recommends using the standards specified there.

Specification of inputs

Fee days	**Number of experts**	**Number of days per expert**	**Total**	**Comments**
Designation of TL	1	60	60	
Designation of key expert 1	1	50	50	
Designation of key expert 2	1	40	40	
Designation of key expert 3	1	40	40	
Designation of key expert 4	1	50	50	
Designation of key expert 5	1	30	30	
Designation of short-term expert pool	3	25	75	
Travel expenses	**Quantity**	**Number per expert**	**Total**	**Comments**
Per-diem allowance in country of assignment	9	20	180	
Overnight allowance in country of assignment	9	10	90	
Transport	**Quantity**	**Number per expert**	**Total**	**Comments**
International flights	N/A	N/A		Travel to the place of service delivery

Domestic flights	N/A	N/A		Flights within the country of assignment during service delivery
CO_2 compensation for air travel	N/A	N/A		A fixed budget of EUR is earmarked for settling carbon offsets against evidence.
Travel expenses (train, car)	1	1	ZAR 130.000 (against evidence)	Travel within the country of assignment to MGCA.
Other travel expenses	N/A	N/A		e.g. visa costs
Fixed travel budget	N/A	N/A	lumpsum (Against evidence)	Please plan for a fixed travel budget. You can find further information on the travel expense budget in the 'Price schedule' document. Please use the 'Explanations' column in the price schedule to break down the individual items. Settlement is possible only until the budget is depleted.
Other costs	**Number**	**Price**	**Total**	**Comments**
Flexible remuneration	1	350.000	350.000	A budget of South African Rand 350.000 is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.

6. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English (language).

The complete tender must not exceed 10 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed

person held in the reference project and for how long. The CVs can also be submitted in English (language).

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits.