

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

Develop an Artificial Intelligence Maturity Assessment framework to measure and monitor the AI readiness of South Africa	Project number/ cost centre: 18.2251.9-078
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0. List of abbreviations

AI	Artificial Intelligence
AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract (AVB) for supplying services and work 2022
BMZ	Federal Ministry for Economic Cooperation and Development
C4IR	Centre for Fourth Industrial Revolution
DCDT	Dept. Of Communications and Digital Technology
DSI	Dept. Of Science and Innovation
FK	Expert
FKT	Expert days
KZFK	Short-term expert
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GDPR	EU General Data Protection Regulation
MAF	Maturity Assessment Framework
PC4IR	Presidential Commission on Fourth Industrial Revolution
SAICA	South African Institute of Chartered Accountants
TORs	Terms of reference
4IR	4 th Industrial Revolution

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1. Context

FAIR Forward

Artificial Intelligence (AI) is a key technology driving the global digital revolution. It offers a range of new opportunities to break down existing barriers to human development and social inclusion and help to achieve the Sustainable Development Goals (SDGs).

On behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), the Deutsche Gesellschaft für Internationale Zusammenarbeit (“GIZ”) implements the project “FAIR Forward – Artificial Intelligence for All” which strives to create a more open, inclusive and sustainable approach to AI on the international level, and more specifically, to develop artificial intelligence ecosystems locally across its seven partner countries (Rwanda, Uganda, Kenya, South Africa, Ghana, India and Indonesia).

FAIR Forward – Artificial Intelligence for All pursues three main goals:

1. Strengthen local technical know-how on AI – Capacity development in Africa and Asia. FAIR Forward supports digital learning and training for the development and use of AI and fosters cooperation with German and European research institutions and businesses.
2. Remove entry barriers to AI – Access to training data and AI technologies for local innovation. FAIR Forward facilitates the provision of open, non-discriminatory and inclusive training data and open-source AI applications. Open access to African and Asian language data is a key priority to enable the development of AI-based voice interaction in local languages to empower marginalized groups.
3. Develop policy frameworks ready for AI – Ethical AI, data protection and privacy. FAIR Forward advocates for value-based AI that is rooted in human rights, international norms such as accountability, transparency of decision-making and privacy, and draws on European experiences such as the EU General Data Protection Regulation (GDPR). Therefore, the project supports the development of effective political and regulatory frameworks in Africa and Asia.

Through action area 3, FAIR Forward has been collaborating with local ecosystem partners in developing the building blocks for AI in South Africa. Through the collaboration with the C4IR and FAIR Forward, with SAICA as a consulting partner, the intention is to conduct a “maturity assessment” of the AI ecosystem in South Africa, i.e. assess and analyse the level of AI creation, adoption and deployment in key sectors in South Africa.

C4IR South Africa

The C4IR Global Network was created to respond to the rapid adoption of Fourth Industrial Revolution (4IR) technology innovations, which enormously pressurise creation of regulatory frameworks globally. C4IR South Africa is a stakeholder hub working with business partners to develop internal tools and governance frameworks for their innovations; influence regulatory policy; and work with government and entities to develop policy frameworks and governance protocols to create an environment that opens the doors to new economic opportunities and accelerates the development and adoption of disruptive technologies.

Informed by national development priorities, including the PC4IR report recommendations, C4IR South Africa has directed itself to work on AI policy recommendations, leading efforts to create an attractive technology governance environment for innovators and investors, and

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stimulating research and innovation activity to accelerate the responsible and inclusive adoption of AI and data-driven technologies.

Through its work, the C4IR South Africa aims to facilitate the development of responsible policies and practices that will help South Africa to realize the full potential of the Fourth Industrial Revolution. It therefore serves as a:

- **Space for Global Cooperation in Science and Technology:** It draws on capabilities, insights and best practices in the C4IR Network to inform its projects to build national capacity in technology governance.
- **“Do-tank”:** Partner governments and companies will co-design and pilot these protocols and frameworks for rapid iteration and scale. The Centre is not a think-tank, but rather a “do-tank”.
- **Champion for ethics and values in technology:** All developed at the Centre will prioritise human-centricity, fair governance and inclusive innovation.

AI Maturity Assessment Framework

The AI Maturity Assessment Framework (“MAF”) will help decision making stakeholders in South Africa to determine:

- (1) South Africa’s current position on AI readiness and maturity in different areas (e.g., data landscape, AI skills, AI infrastructure, etc.); and
- (2) Indicators to be established and interventions to be deployed, to create a functional, ethical and globally competitive AI ecosystem.

The outcome of the MAF would further inform both policy interventions and investment decisions for the government as well as the private sector. It will also establish a baseline of the current AI maturity level and provide guidance on how to effectively build a thriving, human-centric AI ecosystem, one that is safeguarded from harm, but also spurs innovation.

The MAF will consider best practices globally and locally, and existing frameworks and indices, but be adapted for the South African context – it would illustrate an AI benchmark to measure use of data and AI resources in South Africa in comparison to the other countries in the region. The framework will also be supported by a dynamic dashboard tailored for this initiative, that would visualize the progress being made over time, through monitoring of the indicators.

The AI MAF project is a partnership between FAIR Forward and the C4IR South Africa, in partnership with SAICA. The project seeks to be as inclusive, and human centred as practically possible, with intended input from civil society, academia, private sector, government and industry partners, through multi-stakeholder workshops held in the country.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

Development of the AI Maturity Assessment Framework and producing the first Annual Assessment Report, in close collaboration with C4IR South Africa and FAIR Forward and any nominee, expert, researcher or assign they may allocate or invite, to collaborate in whole or part, on this project.

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In the course of providing the above services and completing the project, the contractor:

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

The following table will provide an overview of the work packages included in this contract. It highlights the expected deliverables, which are detailed further below:

Work package	Key Deliverables
Work package 1: Research & literature review, indicator development	<ul style="list-style-type: none"> • Key indicators and data pipelines • Methodology for measuring indicators • Methodology for scoring indicators
Work package 2: Multi-stakeholder workshop	<ul style="list-style-type: none"> • 2 multistakeholder workshops • Short report with key takeaways and adjustments to the MAF
Work package 3: Data collection, testing the framework, policy insights	<ul style="list-style-type: none"> • First assessment cycle report • Promotion strategy: blog posts, social media posts • Report on the MAF project
Work package 4: Presentation of final report & dashboard development	<ul style="list-style-type: none"> • Web-based Dashboard • Short training for government officials • Closing event to present results and Dashboards
Work package 5: Monitoring	<ul style="list-style-type: none"> • Final report • On-site event surveys • Permission to collect follow-up surveys

Work package 1: Research & Literature Review, Indicator Development

- a. Conduct research on existing and upcoming readiness and maturity frameworks in the areas of AI, data and digital ecosystems with a focus on but not exclusively to global South countries (e.g. Government AI Readiness Index by Oxford Insights, Data Maturity Assessment India, AI Readiness Index by International Development Research Centre, national AI Policy of Rwanda, Mauritius, Egypt, etc.).

Conduct research on monitoring tools for national AI policies or readiness frameworks at the international level and innovative practices for monitoring and evaluation of such. Information on gender and diversity indicators or the lack of them in existing AI maturity frameworks should be included.

- b. Assess and advise on which elements, indices and dimensions from these existing frameworks (industry sector neutral) shall be adapted to the South African context, providing reason for inclusion and exclusion of each element. For this task the contractor should consider but not be limited by the following variables: economic and industry needs, government priorities and citizen demand, e.g. regulation and governance, infrastructure, human capacity, research, innovation capacity, etc.

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- c. Propose key indicators for each dimension of the framework which, when used to measure a societal or industry sector, e.g. healthcare, will provide a clear indication of AI readiness or AI development in that sector in South Africa. Indicators proposed should be measurable, i.e. with clear existing and sustainable data sources (e.g. national statistics, generated reports from trusted sources, e.g. Banking Association South Africa).
- d. Suggest a data pipeline that can be easily sustained if a data source specified or suggested for an indicator in 3c above does not already exist but proves to be a measurement metric.
- e. Develop a methodology to quantify and measure each proposed indicator – ensuring the sustainability of the data sources for future monitoring. Indicators shall be either quantifiable or binary (measurable or yes/no indicator in terms of achievement).
- f. Propose target values for each indicator and/or sub-indicator, based on outcome of research – these should be aligned with but not exclusively based on international and global South trends. Target values shall be defined in coordination with C4IR South Africa and FAIR Forward.
- g. Define methodology to calculate scores for each dimension or element of the framework based on weighed sum of respective indicators under the respective dimension or sectors that it belongs to (e.g., infrastructure, citizen access, etc.)

Work package 2: multi-stakeholder workshop

- h. Organise and conduct 2 (two) physical “validation workshops”, in Johannesburg and Cape Town (or KZN), as well as undertake or participate in any activities needed to digitally promote the workshop and solicit participation therein. For avoidance of doubt, this means that the validation workshop will be multi-stakeholder events, which will illustrate the work done up until this point as well as solicit input on the indicators defined, data sources and data pipelines, methodology for quantification and target values needed to benchmark success. The purpose of workshop is to solicit robust engagement and debate; as well as spur partnerships with key stakeholders that will support the data source inputs and ensure that the framework is designed in human-centred manner. The participants of the workshop will be determined in close collaboration with FAIR Forward and C4IR South Africa, and they shall represent diverse professional and sectoral backgrounds, gender, interests and affiliations.
- i. Adjust the assessment framework to include key takeaways from workshops. Changes and feedback must be recorded and presented in the form of a short briefing / report which will be shared with key partners (e.g. DCDT, DSI) of ideally between 3 – 5 pages. When suggested amendments to the MAF are agreed upon between the contractor, C4IR South Africa, FAIR Forward and any other involved collaborators, the updates shall be incorporated into an amended MAF.

Work package 3: Data collection, testing the framework, extract insights for policy recommendations

- j. In coordination with FAIR Forward and C4IR, define a process for assessing the collected data, including methodology, timelines, governance and responsibilities.
- k. Collect data and record the data collection process, including any barriers faced and unintended consequences arising (both positive and negative).

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- l. In coordination with GIZ and C4IR South Africa, apply the scores for each indicator of the framework based on developed methodology. Adjust indicators where data is not obtained or define a path how the data can be obtained in the following round of assessment.
- m. Validate the assessment in coordination with FAIR Forward, C4IR South Africa and any nominated partners who are involved. This can be achieved through a short interactive online session with the partners (or any other means that can achieve robust input, testing and challenge).
- n. Use the findings from the initial assessment process to refine both the assessment model and the overall framework, as needed and appropriate.
- o. Produce a report for the first assessment cycle and create a promotion strategy around this document, which should include but not be limited to the following activities:
 - Draft a blog post about the report that fits different social media platforms, e.g. LinkedIn, Twitter and create social media posts to gain awareness of activity.
 - Undertake or participate in any activities needed to digitally promote this report. This will be the first 'annual report' of the MAF, which should focus only on the assessment and outcome thereof. The content, style and output should include, but not be limited to:
 - Key insights and highlights of assessment (ideally infographic) as a summary.
 - Explanation of different sectors / dimensions included and their definition (extracted from 3b above).
 - Explanation of the indicators included and why they were selected (extracted from 3b and 3c above).
 - Details of findings for each segment or dimension of the MAF
 - Overall weighting and current standing of the country based on our MAF
 - High-level comparative analysis of our standing vis-à-vis other countries where AI readiness is measured or measurable (including comparison of latest Oxford Readiness Report on where South Africa is placed there)
 - Recommendations on how to increase scores on indicators before next assessment cycle (e.g. to achieve industry, economic or government benchmark)
 - Professional, easy to read and visually appealing design of content, including diagrams, graphs, infographics in a relatable contemporary design method.
- p. Draft a comprehensive report of the MAF project (also having regard to 3x below), detailing the process of MAF development from concept to first annual report, as well as undertake or participate in any activities needed to digitally promote the report. The report content shall include, but not be limited to:
 - Definitions
 - Highlight the partners involved in this project and their roles
 - Comparative analysis of current existing models and frameworks
 - Define key dimensions (and sub-dimensions where necessary) and input metrics/indicators of the framework
 - Methodology for measuring and scoring of indicators (including pros and cons of using certain indicators) as highlighted in 3 b – d above

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- Weighing and calculation of scores for each indicator
- Consultative multi-stakeholder process and revision of indicators / metrics
- Proposed AI readiness and maturity model/toolkit
- Assessment process including barriers and hurdles faced to data collection and/or establishing data pipelines, and proposals on how to overcome barriers or suggest suitable alternatives (e.g. ethical synthetic data)
- Key insights and takeaways of the first annual report (no need to repeat content, simply include infographic, as mentioned in 3o and link to the report)
- Specific policy and governance section on the insights and takeaways of the lacunas in the current AI ecosystem and interventions needed to bridge the gaps or bring South Africa up to a comparable standard. Proposals to be made on whether the introduction of policy, self-regulation, industry change, etc. should be introduced, either one or the other, or a combination of different interventions for different aspects.
- Professional and visually appealing design of content, including diagrams, graphs, infographics in a relatable design that could be read and understood by any person (from policymaker to researcher, AI practitioner to journalist).

Work package 4: Creation of monitoring dashboard* and presentation of final report

*(occur simultaneously to the development of work packages 1- 3)

- q. Develop a web-based, interactive dashboard to monitor progress in achieving the target indicators of the MAF and for data visualisation. The dashboard should be built on a platform or with software that does not have restrictive use rights or exorbitant or unreasonable access or licence fees; and should have features / components as:
 - The data input of the dashboard must be linked to the data pipelines/ data sources
 - Must be a user-centric design, with friendly and interactive user interface
 - Visually appealing, with the ability to view and/or populate diagrams and graphs
- r. Create a development and sustainability report which describes how the dashboard should be updated for future ongoing maintenance and use. The report should also detail the data cleaning process that led to the presented results and how to ensure consistency of this aspect in the future.
- s. Undertake a short training program and a written, easy to use handover report to the mandated persons at C4IR South Africa who would be responsible for managing and updating this dashboard tool in future.
- t. Collate the highlights of the entire project process and present these, along with the findings of the report specified in 3p above in an online webinar / workshop (see also 3x below). The contractor accepts that there may be a request for such findings to be presented in person at one or more of the ministries of South African government, including DCDD and DSI and shall allocate time for such engagement, if requested.
- u. Design and facilitate an online multi-stakeholder workshop (Closing event) to present report and key findings and dashboard.

Work package 5 : Monitoring*

*(Ongoing work package, implemented continuously for the duration of the contract)

- v. Contribute to FAIR Forward's and C4IR South Africa's monitoring or results, through data analysis and collection, which includes:

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- Gender disaggregated data on the stakeholders that participate in on-site events
- Stakeholders' inputs on workshops
- Workshops and on-site surveys
- Permission to collect follow-up surveys

To ensure correct and appropriate collection of data, and in line with local data protection legislation, the contractor will obtain, in writing, feedback on when and how data collection will happen. The contractor (bidder) will also, in implementing the data collection process for monitoring purposes, provide feedback on and engage with FAIR Forward and C4IR South Africa on:

- An innovative method on how to collect the intended data (ideally using technology or digital sources)
 - Create templates for implementing the data collection, e.g. surveys and opinions
 - How to obtain permission to engage stakeholders for follow-up surveys, e.g. four (4) months after the finalization of the activity to assess use of dashboard, etc.
- w. For evaluating activities like workshops: Adjust a template provided by FAIR Forward.
- x. Conduct a retrospective session with FAIR Forward, C4IR South Africa and to illustrate and explain:
- The challenges and opportunities you experienced in executing this project. These challenges, barriers and opportunities could include, for example, partners that should have been involved (but were not) or whose involvement would make execution of this project more efficient and scalable (and vice versa).
 - (Where possible), your recommendations on how these challenges could be solved.
 - Include the challenges faced and recommendations discussed in the final project report.
 - This activity should precede 3p above (i.e. presentation of final report).

Work estimation: 1 up to 1,5 expert days

(retrospective session should be lightweight and be calculated with roughly 0,5 expert days)

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

Milestone	Proposed Deadline
External literature review and framework dimensions to be included (3 a - b)	2 weeks after start of contract
Indicators, methodology and data sources defined and presented (3 c – g)	4 weeks after start of contract
Validation workshop (3h)	6 weeks after start of contract
Amended MAF & Data Collection (3 i – n)	8 weeks after start of contract
Link data pipeline with dashboard (3q)	22 weeks after start of contract
Dashboard handover (3 r – s)	24 weeks after start of contract
First annual MAF report (3o)	26 weeks after start of contract
Final report incl. policy interventions (3p, 3t, 3x))	28 weeks after start of contract
Presentation of project report / online webinar	32 weeks after start of contract

Period of assignment: from **15.01.2024** until **31.10.2024**.

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**.

The tenderer (contractor) **may propose suggestions on a high-level dashboard**, which would be optimal but is **not necessary**.

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 months) 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 3.3.1 of the GIZ AVB:

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between the tenderer and GIZ

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- Assuming personnel responsibility for the contractor's experts
- Process-oriented steering for implementation of the commission
- Securing the administrative conclusion of the project

Further requirements (1.7)

The bidder is required (1.7) to describe its approach how they will include a gender-sensitive lens when implementing the activity (also compare the specific gender-related items under "2 Tasks to be performed by the service provider").

Please note:

The gender and inclusivity balance of the tendering team (i.e. of persons from different / diverse socio-economic, professional and personal backgrounds) will be evaluated. The ability of the service provider to be able to fully implement a gender-sensitive lens is predicated on this. This means that, regardless of the proposed approach for including a gender-sensitive lens, full points for criterion 1.7 may only be given to project teams where at **least 50%** of the team identify as women, the composition of the team is diverse, and all persons will be meaningfully contributing to the project outcomes.

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.

The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment. Diversity (of race, gender and professional background) in the team composition is strongly encouraged.

Please note that the bidder can propose one expert to cover several roles (e.g. data analyst + data and digital economy specialist) if the expert fulfils the qualifications for both roles.

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
- Regular reporting in accordance with deadlines

Qualifications of the team leader

- Education/training (2.1.1): university degree (ideally Master) in law, public policy, political science, economics, engineering or related field
- Language (2.1.2): A1-level language proficiency in English
- General professional experience (2.1.3): 15 years of professional experience in the ICT sector

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- Specific professional experience (2.1.4): 7 years in developing and / or analysing policies, directives and /or regulation in the digital sector, with a specific focus on policies related to data, artificial intelligence and/or digital skills
- Leadership/management experience (2.1.5): 5 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 5 years of experience in projects in with African or relatable global South countries / developing nations. (region), of which 3 years in projects in specifically South Africa (country)
- Development cooperation (DC) experience (2.1.7): 2 years of experience in DC projects (preferred but not mandator)
- Other (2.1.8): 3-5 years of experience working with diverse audiences in difference countries, proven ability to facilitate inclusion and representation in activities and sub-activities, to enable project outcomes

Key expert 1: Data Analyst / Economist / Researcher

Tasks of key expert 1

- Develop methodology and scoring model for indicators
- Support and advise on data collection
- Support the development of the dashboard
- Calculate values and scores for assessment

- Develop and design the dashboard with a user-centric, easy to navigate design and UI flow
- Support development of written user manuals and conduct training with stakeholders in charge of sustaining the Dashboard

Qualifications of key expert 1

- Education/training (2.2.1): Master's degree in economics, data science, statistics, or related field
- Language (2.2.2): A1 -level language proficiency in English
- General professional experience (2.2.3): 8 years of experience in data analytics and / or statistics
- Specific professional experience (2.2.4): 3 years of experience with developing indices and/or maturity assessment frameworks, and experience in creating data visualisation tools, such as dashboards:
 - 3 years of full stack web development with strong skills in writing complex SQL Queries
 - 5 years of experience designing and building data visualization dashboards with an understanding of the appropriate chart types to use to highlight patterns in the data.
 - 3 years of experience quantifying, tabulating and analysing large, complex volumes of data to transform the data into actionable insights.
- Leadership/management experience (2.2.5): - N/A
- Regional experience (2.2.6): - N/A
- Development Cooperation (DC) experience (2.2.7): 3 – 5 years of development cooperation, and/or international development and/or relatable experience on policy development, policy advisory or related projects.
- Other (2.2.8): 3 years of experience in data visualization

Key expert 2: Data & Digital Economy Specialist

Tasks of key expert 2

- Provide advice on existing data sources and data availability
- Conduct data collection
- Provide advice on the specific requirements of the South African context
- Engage with local stakeholders in South Africa

Qualifications of expert 2

- Education/training (2.3.1): University degree in data science, statistics, economics, or related field
- Language (2.3.2): Good business language skills in English.
- General professional experience (2.3.3): 10 years of experience in the digital ecosystem in South Africa
- Specific professional experience (2.3.4): 3 years of experience in projects on data and/or digital economy
- Leadership/management experience (2.3.5): - N/A
- Regional experience (2.3.6): 10 years of experience in South Africa and/or appropriate similar developing economy markets
- Development Cooperation (DC) experience (2.3.7): - N/A
- Other (2.3.8): - N/A

Key expert 3: Communication Strategist & Web Designer

Tasks of key expert 3

- Develop and design dashboard with a user-centric, easy to navigate design and UI flow
- Develop dashboard user manuals and conduct training
- Work with key stakeholders to on inputs into the MAF and takeaway insights from participants at workshops
- Translate insights, takeaways and feedback into meaningful and relatable content for public consumption.
- Design, reports and the MAF in a method that is easy to understand, relatable to public
- Undertake development of social media content for promotion and engagement of the validation workshops, the report, launches and any other activity linked to this project that requires communication, promotion and social engagement.
- Facilitate and moderate the physical and online multi-stakeholder workshops that are help, in connection with project;
- Contribute to insights and takeaways from audience (in person or online), to better develop the wider reports, and framework.

Qualifications of expert 3

- Education/training (2.4.1): Bachelors (or higher) degree in web development, computer science, design, digital communication or equivalent professional experience in a related field.
- Language (2.4.2): Excellent language skills in English, additional local language an advantage
- General professional experience (2.4.3): 5 years of experience in information technology with focus on design and digital communications
- Specific Professional Experience (2.4.4): 3 years of experience with UI/UX design and digital communications and interfacing, including practical use and knowledge of PowerBI, Tableau and/or other data visualization tools

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- Leadership/management experience (2.4.5): - N/A
- Regional experience (2.4.6): - N/A
- Development Cooperation (DC) experience (2.4.7): - N/A
- Other (2.4.8): 2 years' experience with digital content management.

Soft skills of team members

Additionally to specialist qualifications, the following skills are required of team members:

- Team collaboration skills
- Initiative and Proactivity in project management and delivery
- Communication and Rapporteur competencies
- Socio-cultural skills
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

5. Costing requirements

Assignment of personnel and travel expenses

Per-diem and overnight accommodation 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 at <https://www.bundesfinanzministerium.de>).

Accommodation costs which exceed this up to a reasonable amount and the cost of flights and other main forms of transport can be reimbursed against evidence. All business travel must be agreed in advance by the officer responsible for the project.

Travel

The contractor must calculate the travel by the specified experts and its proposed experts, based on the places of performance stipulated in Chapter 3 and list the expenses separately by daily food allowance, accommodation expenses, flight costs and other travel expenses.

For all combined travel costs as stipulated in the price sheet, the costs will be reimbursed against documentary evidence and according to **GIZ Travel Regulations**. The travel budget includes flights, domestic travel expenses, overnight accommodation, airport transfer / car hire etc. for all experts/ trainers / team leader and other personnel.

The bidder is required to include a budget for the following trip:

- Cape Town or Durban [2 nights: 1 day to prep in advance, 1 day of actual workshop]

In case where travel and/or other unforeseeable restrictions (force majeure) prevent physical workshops when such is planned, the event shall be organized as a virtual event. Where an event is conducted virtually then travel costs cannot be claimed. Accordingly, written approval is required from GIZ before any bookings are made by the service provider.

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Sustainability aspects for travel

GIZ would like to reduce greenhouse gas emissions (CO₂ 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 CO₂ efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

If they cannot be avoided, CO₂ emissions caused by air travel should be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

There are 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	40	40	
Designation of Key expert 1	1	60	60	
Designation of Key expert 2	1	50	50	
Designation of Key expert 3	1	35	35	
Travel expenses	Quantity	Price	Total	Comments
Per-diem allowance in country of assignment	3			2 days per expert
Overnight allowance in country of assignment.	3			2 nights per expert [up to*]
Transport	Quantity	Price	Total	Comments
Domestic flights	3			Flights within the country of assignment during service delivery [return flight per expert]
Travel expenses (train, car) • Car hire	2			Travel within the country of assignment, transfer to/from airport etc.
Other costs	Number	Price	Total	Comments
Flexible remuneration	1		76.000	A max budget of ZAR 76.000 is provided for aspect. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.
Workshops	2			The budget contains the following costs overheads.
Other costs	10			The budget contains the following costs:

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				<ul style="list-style-type: none"> ○ data collection or related activity iro producing first annual report based on MAF ○ Animation or design costs where needed for a visually appealing and user-centric report for the Annual MAF + well as project report.
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Workshops and training

The contractor implements the following activity: **Validation Workshop**

- 1 x in-person workshops with participants and relevant stakeholders, to be held in Johannesburg.
- 1 x in-person workshops with participants and relevant stakeholders, to be held in either Cape Town or Durban.

Please note that the costs for this workshop will be covered by a GIZ partner, accordingly, the workshop budget is limited in this TORs. The contractor has no claim to fully exhaust the days/workshops/ budgets in this or any related contract for this activity. The number of days/workshops and the budget amount shall be agreed in the contract as 'up to' amounts.

Please describe in your concept how you implement GIZ's minimum standards for sustainable event management (see annexes to the terms of reference).

Flexible remuneration

Contractor must include this budget item in their proposal for the additional costs that may be associated with or arising from implementing this project, including but not limited to:

- technical and admin support for the workshop; and for linkages of the data sources / data pipeline to the dashboard.
- travel and research in relation to establishment of data sources or data pipelines, including any onsite visits that may need to be taken (if necessary)
- short term expert for the facilitation of the Validation Workshop, if undertaken by a third party and not one of the team personnel.

Costs calculated must **align with the maximum budget** specified. Costs will only be reimbursed **against evidence by invoices/vouchers/proof of performance** and where prior discussions **and written approvals** are provided by GIZ before incurrence of such costs.

Other costs

- Animation or design costs where needed or necessary to provide a visually appealing and user-centric report for the Annual MAF as well as project report.

Costs not accounted for in the bid, but which are necessary to perform the services needed to achieve the project outcomes, as identified by the contractor, must be proposed to GIZ in writing. Only where the contractor receives of written approval from GIZ, through a formal

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communication channel (e.g. email), may the contractor incur said costs and present for reimbursement.

6. Inputs of GIZ or other actors

GIZ and/or other actors are expected to make the following available:

- Logistics for workshops: venue, catering and related costs for in-person / physical validation workshop
- Introductions to relevant stakeholders, parties and actors

7. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToRs.

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. The specifications for pricing are defined in the price schedule.

Other Requirements

- Please submit your proposal (technical and price proposal) in separate files/folder to ZA_Quotation@giz.de no later than **24.11.2023** all documents must be in PDF.
- Please do not mention any price for this measure on your cover letter/Technical proposal.
- Please submit your tax clearance certificate with the bidding documents.
- Please submit your price proposal in ZAR.
- Our General Terms of Conditions (attached) shall not be changed/amended should you be the winner of this tender. These General Terms and Conditions will form part of the contract should you be awarded this contract. By submitting your proposal, we will conclude that you have read and accepted these terms and conditions.
- Participating more than once in same tender is not allowed and it will lead to your proposal as well as that of the company where you appear more than once being

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disqualified. The responsibility rests with the companies to ensure that their partners/experts are not bidding/participating more than once in same tender.

- **Bidders are not allowed to communicate directly with any other person regarding this bid other than the procurement official/s. Failure to comply with this requirement may lead to your bid being disqualified.**
- Bidders must strictly avoid conflicts with other assignments or their own interests.
- Bidders found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Bidders, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this EOI and tender process, if they:
 - a) are or have been associated in the past, with a firm or any of its affiliates which have been engaged by GIZ or the Interim Supply Chain Management Council to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the services in this selection process;
 - b) were involved in the preparation and/or design of the programme/project related to the services requested under this EOI and tender;
 - c) are serving or have been serving in the past three months in the structures of the Interim Supply Chain Management; or
 - d) are found to be in conflict for any other reason, as may be established by, or at the discretion of GIZ.

Scientific data

In the event of any uncertainty in the interpretation of a potential conflict of interest, Bidders must disclose to GIZ, and seek GIZ's confirmation on whether or not such a conflict exists.

- Similarly, the Bidders must disclose in their proposal their knowledge of the following:
 - a) if the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel are family members of GIZ staff involved in the procurement functions and/or the Interim SCM Council or any Implementing partner receiving services under this EOI or tender; and
 - b) all other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices.
- **Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.**
- **Questions & Answers will be placed on the link provided.**
- **Bids sent via Dropbox and WeTransfer will not be accepted.**

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8. Annexes

- Minimum standards for sustainable event management at GIZ [Access Link](#)
- Report of the Presidential Commission on the Fourth Industrial Revolution, *Presidency ZA* [Access Link](#)
- White paper on Science, Technology and Innovation, *Dept. of Science and Innovation* [Access Link](#)