
Organisational Development Support for the Energy Efficiency Project Support Office (EEPSU)	Project number/ cost centre: 12.9097.2-460
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List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
DMRE	Department of Mineral Resources and Energy
EEDSM	Energy Efficiency Demand Side Management
EFPBIP	Energy Efficiency in Public Buildings and Infrastructure Programme
EESU	Energy Efficiency Project Support Unit
EnPC	Energy Performance Contracting
ESCOs	Energy Service Companies
FK	Expert
FKT	Expert days
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GHG	Greenhouse Gas
IDC	Industrial Development Corporation
KZFK	Short-term expert
MFMA	Municipal Finance Management Act
M&E	Monitoring and Evaluation
M&V	Measurement and Verification
NBI	National Business Initiative
NCCRP	National Climate Change Response Policy
NEES	National Energy Efficiency Strategy
PCG	Partial Credit Guarantee
PFMA	Public Finance Management Act
SANEDI	South African National Energy Development Institute
SOEs	State-Owned Entities
ToRs	Terms of reference

1 Context

1.1 Background

South Africa's Greenhouse Gas (GHG) emissions are high, in both absolute and per capita terms; mainly due to a primarily coal-based electricity supply industry, combined with a prevalent inefficient use of energy across many sectors. Public infrastructure, such as buildings, street lighting and water/ waste-water treatment plants, owned by and/or managed by municipalities, provinces, national government, and State-Owned Entities (SOEs), contribute to the country's GHG emissions.

Despite potential financial and energy savings, and emission reductions that could be achieved through demand-side energy efficiency interventions, uptake and implementation to date has been limited. This is due to a range of factors including: capacity and resource constraints, awareness of opportunities, comprehensive and accurate data on existing energy use, and access to finance.

To address these challenges and to fast track the large-scale roll out of energy efficiency across public institutions, the Department of Mineral Resources and Energy (DMRE) have developed the Energy Efficiency in Public Buildings and Infrastructure Programme (EEPBIP) in collaboration with other key stakeholders, and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

1.2 Energy Efficiency in Public Buildings and Infrastructure Programme (EEPBIP)

The objective of the EEPBIP, which commenced in 2019, is to reduce GHG emissions in South Africa by catalysing an energy efficiency transformation within the public-sector environment. This will be achieved through the provision of appropriate technical and financial support, and a programmatic approach to identifying, developing, financing, and implementing energy efficiency interventions in a consistent and replicable manner.

The EEPBIP aims to build on existing public sector programmes, including the municipal Energy Efficiency and Demand Side Management Programme (EEDSM), in addition to the Energy Performance Certificate regulations for buildings. The latent energy efficiency investment potential of the public sector can support a rapid and sustainable growth of the local Energy Service Company (ESCO) market and stimulate energy efficiency implementation across all sectors of society.

Energy Efficiency projects developed through the EEPBIP, will be tendered by public sector entities, and implemented by Energy Service Companies (ESCO's) through an Energy Performance Contracting (EnPC) model. The intention is to establish Shared Savings Contracts, with the ESCO providing the required debt and equity and recouping their investment and returns through electricity cost savings.

The EEPBIP supports the implementation of the National Energy Efficiency Strategy (NEES) and forms part of the overarching sector-wide Energy Efficiency and Energy Demand Management Flagship, a Near-term Priority Climate Change Flagship Programme, as prescribed in the National Climate Change Response Policy (NCCRP).

The implementation of the EEPBIP is supported by international climate finance, through the Mitigation Action Facility, alongside national funding for public sector energy efficiency programmes.

The EEPBIP comprises two key measures:

- **Technical Support:** An Energy Efficiency Project Support Unit (EEPSU) is being established to provide technical assistance to public sector entities that have expressed an interest in participating in the programme. Activities will include:
 - assistance to institutions in identifying, quantifying and developing bankable energy efficiency projects
 - procurement support, including development of standardised Terms of Reference (ToRs), tender documents, and performance contracts
 - capacity building, institutional development and awareness raising
 - policy development support
 - Monitoring and Evaluation (M&E), and coordination of Measurement and Verification (M&V)

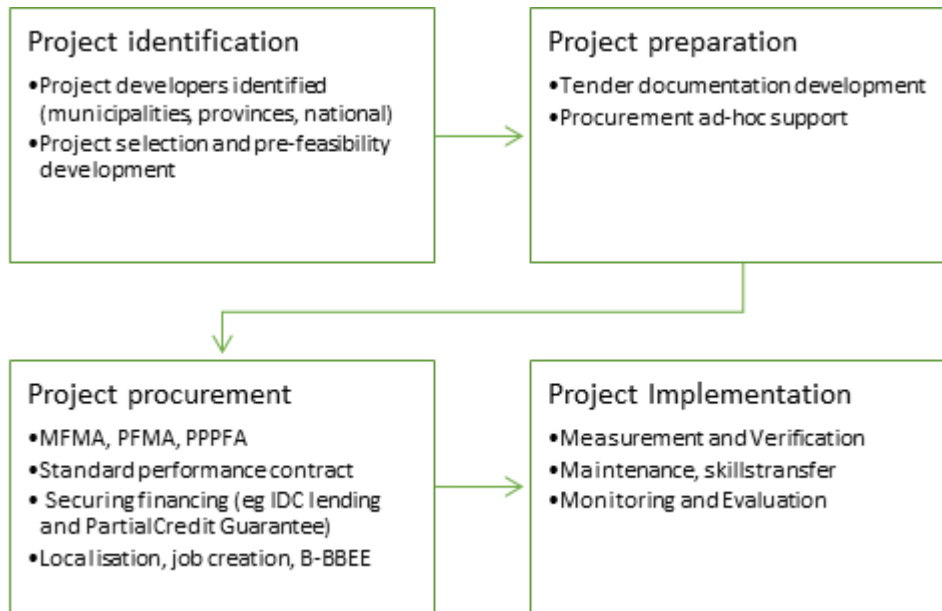
- **Access to finance:**
 - A Partial Credit Guarantee (PCG) Fund will be established within the Industrial Development Corporation of South Africa Ltd (IDC). The PCG will assist in unlocking access to credit lines for private ESCOs investing in public sector energy efficiency projects, by providing a partial guarantee to IDC against defaults on loans.

The key stakeholders directly involved in the EEPBIP are provide in Table 1 below:

Table 1: Key EEPBIP Stakeholders

Institution	Role
Department of Mineral Resources and Energy (DMRE)	<ul style="list-style-type: none"> • EEPBIP Programme Co-ordinator • EEDSM Co-ordinator • Workstream Lead for Project Preparation
The Office of the Presidency	<ul style="list-style-type: none"> • EEPBIP Programme Political Partner
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	<ul style="list-style-type: none"> • Delivery Organisation for Mitigation Action Facility Funding • Provision of technical assistance
South African National Energy Development Institute (SANEDI)	<ul style="list-style-type: none"> • Programme Partner/ EEPSU Coordinator • Workstream lead on Monitoring and Evaluation (M&E)/ Measurement and Verification (M&V) • Implementation of Project Preparation activities
National Business Initiative (NBI)	<ul style="list-style-type: none"> • Programme Partner • Workstream lead for Capacity Building and Awareness Raising
Industrial Development Corporation (IDC)	<ul style="list-style-type: none"> • Management of the Partial Credit Guarantee • Provision of loans to ESCOs

The key phases in the roll-out and implementation of energy efficiency projects in the public sector, focusing on municipalities, provincial governments, and State-Owned Entities, will comprise:



Public sector institutions, with support from the EEPsU, will identify potential projects and prepare pre-feasibility studies, outlining the scope and scale of the project. These pre-feasibility studies will form the basis of the procurement process for contracting ESCOs.

The overall aim of the EEPBIP is to develop a standard project development model that can be rolled out across multiple different public sector institutions. This will build on the experience of interventions implemented and best practice, to scale up energy efficiency interventions and realise a significant impact in terms of energy reduction, cost savings, and the transition to a low-carbon economy.

In the context of the EEPBIP, energy efficiency projects may include energy efficiency and demand side management interventions on public sector buildings, street lighting and water/waste-water treatment plants. These can also incorporate small-scale embedded generation renewable energy projects, for example solar PV and biogas power generation.

1.3 Establishment of the Energy Efficiency Project Support Unit (EEPSU)

The Energy Efficiency Project Support Office (EEPSU) is being established to provide technical assistance to public sector entities in the following key activities:

- Project preparation, which includes support on the identification, development and implementation of energy efficiency projects for public sector entities. This can include direct technical guidance on the development of bankable projects, in addition to providing access to specialised legal, technical, and financial transaction advisors.
- Capacity development and awareness raising support to entities to review institutional strengths and weaknesses, develop and create access to targeted training, develop action plans, and support increased awareness for both energy efficiency opportunities and the EEPBIP, and

- Monitoring and Evaluation (M&E) - implement a comprehensive M&E system to capture the key technical, financial and socio-economic data from projects, and guide the Measurement and Verification for project energy savings

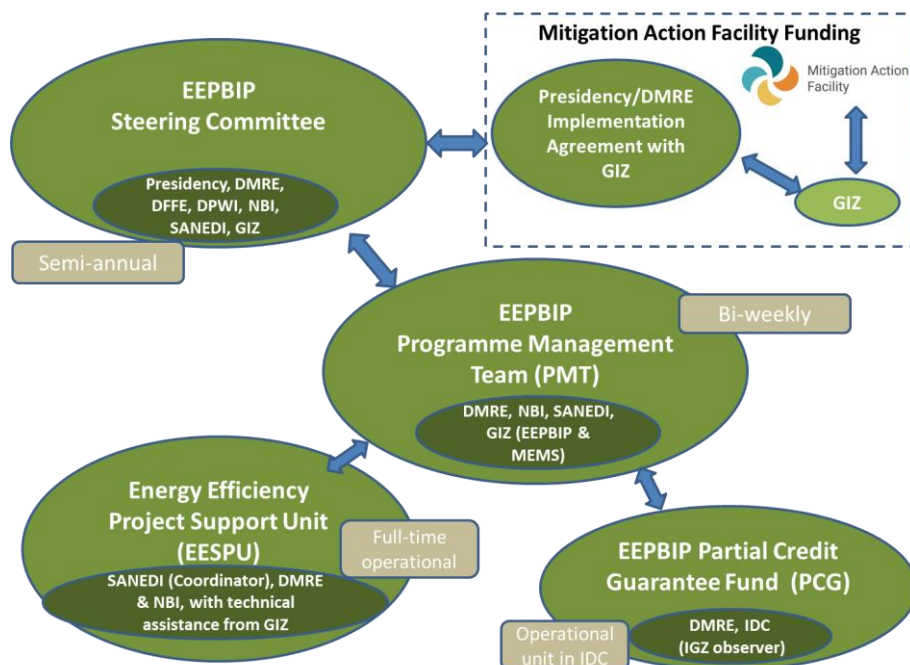
The EEPUSU will be staffed through appointees by key partners SANEDI and NBI, and funded through grant agreements with GIZ, in addition to secondees by DMRE and other partners and stakeholders.

Key EEPUSU staff will include:

- EEPUSU Coordinator/ Senior Technical Advisor Project Preparation (SANEDI)
- Senior Technical Advisor – Capacity Development (NBI)
- Technical Advisor - Project Preparation (SANEDI)
- Technical Advisor - Monitoring and Evaluation (SANEDI)
- Technical Advisor – Awareness Raising (NBI)
- Project Administrator(s) (SANEDI)

The EEPUSU will also include a number of additional part-time technical advisors and support staff from SANEDI and NBI, in addition to project interns. In addition, the DMRE will second technical staff to the EEPUSU as per requirements. GIZ will also provide technical assistance and support.

The overall programme steering and reporting structure is provided below. Overall responsibility for the EEPBIP is through the Project Steering Committee. Guidance and operational oversight is provided by the Project Management Team, led by DMRE, which meets bi-weekly. The EEPUSU is responsible for implementation of day to day activities, such as project identification, development and preparation support to public sector entities, capacity building and awareness raising, and Monitoring and Evaluation.



The EEPBIP kicked off in 2019, although delays in establishing the institutional structures have prevented the full operationalisation of activities. These were finally put in place in 2023, which

has enabled the full recruitment of EEPSU personnel. The project funding from GIZ will run until the end of 2026, although the intention is to establish a permanent institutional structure to support the implementation of public sector energy efficiency projects. In the interim period from 2019 to 2024, some project activities took place with support from DMRE and GIZ personnel, and the appointed NBI personnel.

It is expected that the full staff compliment will be in place by August 2024, therefore due to the onboarding requirements and the limited programme time remaining, it is critical that organizational operational structures are established to effectively and efficiently implement projects activities,

GIZ is inviting potential Contractors, with the required expertise and experience, to provide support on the following activities:

- Process mapping of key project activities
- Development of Standard Operational Plans
- Leadership and Team Building

2 Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

2.1 Task 1: Process Mapping of EEPSU activities

The key EEPSU activities include:

- *Support to public sector entities on the identification, development, and implementation of energy efficiency projects using a performance contracting model.* This includes technical assistance on legal, technical, financial, and socio-economic aspects of the project, including procurement and the Municipal Finance Management Act (MFMA)/ Public Finance Management Act (PFMA)
- *Capacity building and awareness raising.* This includes assessment of the institutional capacity within the organisation to identify, develop, and implement projects, support on building capacity and identification of training needs, provision of training, and raising awareness with key stakeholders.
- *Monitoring and Evaluation (M&E).* This includes the establishment and management of the programme web-based M&E system for the implementation of projects and capacity development/ awareness activities, in addition to oversight and assistance on the Measurement and Verification (M&V) of energy savings.

During the initial start-up phase of the programme, some process mapping of the activities has been carried out; however, this may not cover all aspects of the project support and implementation cycle.

The process mapping will have two aspects to it, firstly the internal aspect in terms of how projects are supported and how the different teams and activities interact, but secondly how the support process is presented to stakeholders and beneficiaries, so that they are able to clearly understand the journey of collaboration with the programme. This is critical as the programme is there to support the institution in developing projects. It can not take over or take the lead and therefore there will be many actions on the side of the beneficiary.

The Contractor will be required to review and update the process mapping through a consultative workshop with the EEPSU team and the Project Management Team. There is extensive knowledge on the EEPBIP within the Project Management Team, with a number of the members being involved in the project design and conception. This will include background information on the objectives of the EEPBIP, methodologies for implementation and communication, activities to date, and the role of the EEPSU within the Project Management Team. It is critical that this information is captured and transferred to the EEPSU.

Deliverable 1.1: Inception report to clarify expectations of deliverables and timelines for key activities

Deliverable 1.2: Updated detailed graphical process map, including summary narrative, for internal process on support to public sector entities. The process map is to be provided in graphical form in readily available software (e.g. MS Visio)

Deliverable 1.3: Updated graphical process map, with brief narrative, to be used for engagement with beneficiaries and stakeholders.

2.2 Task 2: Development of EEPSU Standard Operational Plan (SOP)

Based on the process mapping described in Task 1, the contractor will prepare a comprehensive but concise Standard Operational Plan (SOP). The SOP will outline the operational activities including:

- Organisational, management and reporting structures (taking account of personnel from multiple organisations and therefore parallel reporting for administrative and operational activities)
- Work and attendance (office) processes, including approval processes
- Planning processes
- Scope of activities, including service delivery parameters, based on process mapping
- Stakeholder and beneficiary analysis
- Annual planning structures and monitoring (interim workplan structure in place)
- Record keeping and data management
- Communication

Deliverable 2.1: The contractor shall prepare a draft SOP in consultation with the EEPSU team and the Project Management Team. The SOP shall be presented and discussed in a comprehensive interactive workshop.

Deliverable 2.2: The contractor shall submit the final SOP in word and PDF format, with a PowerPoint summary

2.3 Task 3: Team Building and Leadership Development

Although an interim EEPSU has been in operation through the Project Management Team, it is critical that this new group starts operating as an integrated team as soon as possible.

The process of team building will assist in turning a group of people who may have not worked with each other before, into an effective team by strengthening bonds between team members, improving communication, and achieving common goals. This will also support the creating of a conducive working culture by boosting morale.

The key Team Building and Leadership Development activities include the following:

- Design and implementation of a leadership development programme for the EEPSU personnel to be implemented during the contract period. The specific activities will be defined during the initial inception consultation and may include for example: communication, stakeholder engagement, meeting facilitation, gender and diversity, etc).
- Organising and facilitating a two-day retreat inclusive of both work and activity planning and team building (EEPSU and PMT). (GIZ will arrange the venue and associated logistics)
- Organising and facilitating a one-day feedback session at the end of the contract period to review the effectiveness of programme implementation, team building, and leadership development
- Preparation of a summary report, highlighting the activities carried out and the outputs

Deliverable 3.1: The contractor shall design and implement a leadership development programme for EEPSU staff.

Deliverable 3.2: The contractor shall organise and facilitate a two-day work planning and team building retreat

Deliverable 3.3: The contractor shall organise and facilitate a one-day feedback workshop on the leadership and team building activities.

Deliverable 3.4: The contractor shall submit the final report on leadership and team building in word and PDF format, with a PowerPoint summary

- 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
- Brief bi-monthly reports on the implementation status of the project (3-5 pages)

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
Inception meeting	20/09/2024 – Pretoria – Consultant
<i>Deliverable 1.1: Inception report to clarify expectations of deliverables and timelines for key activities</i>	30/09/2024 – Consultant
<i>Process Map Workshop</i>	11/10/2024 – Pretoria, Consultant
<i>Deliverable 1.2: Updated detailed graphical process map, including summary narrative, for internal process on support to public sector entities. The process map is to be provided in graphical form in readily available software (e.g. MS Visio)</i>	31/10/2024 – Consultant
<i>Deliverable 1.3: Updated graphical process map, with brief narrative, to be used for engagement with beneficiaries and stakeholders.</i>	31/10/2024 – Consultant
<i>Deliverable 2.1: The contractor shall prepare a draft SOP in consultation with the EEPSU team and the Project Management Team. The SOP shall be presented and discussed in a comprehensive interactive workshop.</i>	08/11/2024 – Consultant
<i>Deliverable 2.2: The contractor shall submit the final SOP in word and PDF format, with a PowerPoint summary</i>	15/11/2024 - Consultant
<i>Deliverable 3.1: The contractor shall design and implement a leadership development programme for EEPSU staff.</i>	22/11/2024 – Consultant

<i>Deliverable 3.2: The contractor shall organise and facilitate a two day work planning and team building retreat</i>	29/11/2024 – Consultant & GIZ
<i>Deliverable 3.3: The contractor shall organise and facilitate a one-day feedback workshop on the leadership and team building activities.</i>	28/02/2025 – Consultant
<i>Deliverable 3.4: The contractor shall submit the final report on leadership and team building in word and PDF format, with a PowerPoint summary</i>	28/03/2025 – Consultant

Period of assignment: from 15/09/2024 until 28/03/2025.

3 Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 0 (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.

3.1 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 0 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 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 0 (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.

3.2 Further requirements (1.7)

N/A

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.

4.1 Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Responsible for implementing process mapping and Standard Operational Plan components
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management, in particular planning and steering assignments and supporting short-term experts
- Regular reporting in accordance with deadlines

Qualifications of the team leader

- Education/training (2.1.1): University Honours degree in Energy, Business Management, Project Management, Organisational Leadership, Operations Management or any relevant sector.
- Language (2.1.2): C2-level language proficiency in English
- General professional experience (2.1.3): 10 years of professional experience in organisational planning, leadership development, team building, workshops and training.
- Specific professional experience (2.1.4): 5 years in working with public sector organisations in organisational development.
- Leadership/management experience (2.1.5): 5 years leadership/management experience
- Regional experience (2.1.6): 10 years of experience in projects in South Africa
- Development cooperation (DC) experience (2.1.7): N/A
- Other (2.1.8): N/A.

4.2 Key expert 1

Tasks of key expert 1

- Responsible for design and implementation of team building and leadership development activities
- Coordinating and facilitating retreat, workshop, and training
- Preparation of leadership and training report

Qualifications of key expert 1

- Education/training (2.2.1): university degree in Business Management, Organisational Leadership, Psychology or any relevant sector.
- Language (2.2.2): C2 -level language proficiency in English

- General professional experience (2.2.3): 10 years of leadership and capacity development and training
- Specific professional experience (2.2.4): 5 years in working with public sector organisations
- Leadership/management experience (2.2.5): N/A
- Regional experience (2.2.6): N/A
- Development Cooperation (DC) experience (2.2.7): Not applicable
- Other (2.2.8): N/A

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

5 Costing requirements

5.1 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.

5.2 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 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
Team Leader	1	31	55	
Key Expert 1	1	24		
Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem allowance in country of assignment <i>If an on-site assignment takes place over the weekend, per diem allowances for weekends can be reimbursed between the fee days.</i>	16			
Overnight allowance in country of assignment <i>If an on-site assignment takes place over the weekend, overnight allowances for weekends can be reimbursed between the fee days.</i>	16			
Transport	Quantity	Number per expert	Total	Comments
Domestic flights	8			Flights within the country of assignment during service delivery
CO₂ compensation for air travel <i>Link to working aid and table for determining the budget and Guidance for GIZ service providers on avoiding, reducing and offsetting GHG emissions on setting the budget.</i>				A fixed budget of EUR is earmarked for settling carbon offsets against evidence.
Travel expenses (train, car) <ul style="list-style-type: none"> • Car Hire • KM Travelled 	16	4.84		Travel within the country of assignment, transfer to/from airport etc.
Other travel expenses <i>Please describe in more detail which costs will be reimbursed</i>				e.g. visa costs

5.3 Workshops and training

The contractor implements the following workshops/study trips/training courses:

- Consultation workshops, retreats and training will be required for EEPSU. The venue and catering costs will be covered by GIZ.
- Some training sessions may be held online.

6 Inputs of GIZ or other actors

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

- Logistics for meetings and workshops, including venues.

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.

8. Other Requirements

- Please submit your proposal (technical and price proposal) in separate files/folder to ZA_Quotation@giz.de no later than **22nd July 2024** all documents must be in PDF.
- **Submission to any other email address may invalidate your bid.**
- 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 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.**
- **Bids sent via Dropbox and WeTransfer will not be accepted.**