

CONFIDENTIAL

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### I. General information

#### 1. Brief information on the project

JUST SA supports the implementation of pathways towards a Just Transition towards an environmentally sustainable, climate-change resilient, low-carbon economy and just society. At the national level, the project supports the implementation of the Just Transition Framework, ensuring an inclusive and results-oriented process. At regional level, the project assists the Mpumalanga provincial government in formulating a concrete, sustainable and just green economy transition plan for a diversified regional economy, which covers skills pathway development and finance mechanisms. At the local level, the project implements the plan, pilots and scales up in selected municipalities of Mpumalanga and private sector action is incentivised. Furthermore, mine rehabilitation is addressed with a focus on mine water treatment through research, policy implementation and community engagement. Lessons learnt are fed back into the dialogue process.

The approach ensures that economic growth is balanced with social and environmental considerations, leading to a sustainable and green economy for all. JUST SA makes an impactful contribution to the region of Mpumalanga, aiming for South Africa to become a role model for the world to follow.

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

**General objective:**

As an institution, the agency is still in the phase of organisational development and requires support in developing key documents that will further inform the build-up and success of the agency. The general objective of this service contract is therefore the development of a corporate strategy including a business plan for to the Mpumalanga Green Cluster Agency.

The main objective of this assignment is to improve the organisational development and long-term financial sustainability (e.g. capital deployment) of the Mpumalanga Green Cluster Agency through comprehensive business development services. Furthermore, this objective will be achieved by analysing and improving the current organisational development within MGCA, conducting an in-depth study of the agency, developing a sustainable action plan and monitoring processes that will address short and medium term challenges as well as contribute significantly to the long-term (self) efficiency of the agency. The strategy will improve the organisations operational efficiency and reliability, thus allowing the organisation to expand and grow sustainably.

2. Context

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, led by the Federal Ministry for Economic Affairs and Climate Action (BMWK) with cooperation of the Federal Ministry for Environment Nature Conservation, Nuclear Safety and Consumer Protection (BMUV), as well as the Federal Foreign Office (AA), 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 Just Transition to a Decarbonised Economy for South Africa (JUST SA) project is funded by the IKI through the BMWK.

3. GIZ shall hire the contractor for the anticipated contract term, from 20.03.2025 to 30.05.2025.

4. The contractor shall provide the following work/service:

• **Corporate Strategy Development:**

The contractor is tasked with developing a Strategic Plan that sets out MGCA priorities, programmes and project plans for a five-year period, based on guidance

and approval by the Agency's executive authority, and within the scope of its available resources. The tasks that will be included under this area of support are the following:

- Define and articulate MGCA's vision, mission, and core values based on consultations with stakeholders.
- Set specific, achievable goals that will help define a plausible and defined objective for the MGCA. Outline resource allocation.
- Perform a SWOT analysis outlining the strengths, weaknesses, opportunities and threats of MGCA.
- Carry out sector research for existing competitors and opportunities where MGCA can capitalise off what is currently missing in the market.
- Conduct structured interviews and focus groups with key stakeholders, including government bodies, private sector players, community representatives, and academic institutions.
- Document and integrate insights into strategy development.
- Preparing a comprehensive corporate strategy document. The corporate strategy needs to focus on a strategic overview of the sector and specifies the institution's vision, mission, values and the strategic outcome-oriented goals it aims to achieve over a five-year period. Additionally, the strategic plan must include specific strategic objectives, their resource implications and the risks that need to be managed to achieve them. Strategic objectives should be discussed (with the MGCA) in the context of approved programme budget structures.
- Develop a business plan with a clear financial sustainability strategy, including potential revenue streams, funding mechanisms, and cost-reduction strategies.
- Schedule **three structured stakeholder engagement sessions** (e.g., interviews or workshops) to collect input on MGCA's priorities, challenges, and opportunities.
- Conduct **two feedback sessions** with MGCA and GIZ at key milestones (after the first draft and before final submission).

Period of assignment: from 20.03.2025 to 30.05.2025.

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

<b>Milestones/process steps/partial services</b>	<b>Deadline/place/person responsible</b>
Inception report	2 weeks after inception meeting
Detailed timeline of how deliverables will be achieved within expected timeframe	2 weeks after inception meeting
Stakeholder Engagement Plan	3 weeks after inception meeting
Comprehensive SWOT analysis of MGCA	3 weeks after inception meeting
Structured Stakeholder Sessions	4-6 weeks after inception meeting
First draft submission (Strategy)	8 weeks after inception meeting
MGCA / GIZ Feedback incorporation and refined strategy	9 weeks after inception meeting
Business Plan and Financial Sustainability	10 weeks after inception meeting
Second draft submission	11 weeks after inception meeting
Final feedback and refinement	12 weeks
Final submission	3 months after inception meeting.

## **II. Tender requirements**

### **1. Qualifications of proposed staff**

The tenderer is required to propose personnel for the positions specified here and described with respect to the areas of responsibility and qualifications on the basis of relevant CVs.

The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

#### **1.1 Expert 1:**

##### **1.1.1 General qualifications**

Education: University degree in Business Administration or other relevant degree.

Professional experience: 15 years of professional experience in Economics or Business Administration.

##### **1.1.2 Experience in the region/knowledge of the country**

10 years of working experience in projects in Southern Africa.

##### **1.1.3 Language skills:**

business fluency in English C2

#### **1.2 Expert 2:**

##### **1.2.1 General qualifications**

Education: University degree in Business Administration or other relevant degree.

Professional experience: 15 years of professional experience in Economics or Business Administration.

##### **1.2.2 Experience in the region/knowledge of the country**

10 years of working experience in projects in Southern Africa.

##### **1.2.3 Language skills:**

business fluency in English C2

## **2 Quantitative requirements**

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 (download at <https://www.bundesfinanzministerium.de>).

All travel activities must be agreed in advance with the staff member responsible for the project.

### Sustainability aspects for travel

GIZ would like to reduce greenhouse gas emissions (CO<sub>2</sub> 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<sub>2</sub> efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

If they cannot be avoided, CO<sub>2</sub> emissions caused by air travel should be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

The market for carbon credits is made up of a large number of providers, each with different claims as to their climate impact. The [Development and Climate Alliance](#) has published a [list of standards](#). GIZ recommends using the standards specified there.

Fee days	Number of experts	Number of days per expert	Total	Comments
Designation of expert(s)	2	15	30	
Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem allowance in country of assignment	2	4	8	
Overnight allowance in country of assignment	2	4	8	
Travel expenses (train, car) • Car hire	2	4	8	Car hire
Flights	Quantity	Number per expert	Total	Comments
International flights				
Domestic flights	1-2	2	2	Return flights

<b>CO<sub>2</sub> compensation for air travel</b>  <a href="#"><i>Guidance for GIZ service providers on avoiding, reducing and offsetting GHG emissions</i></a>				
<b>Other costs</b>	<b>Number</b>	<b>Price</b>	<b>Total</b>	<b>Comments</b>
<b>Flexible remuneration</b>				

**Calculate your financial bid exactly in line with the quantitative requirements of the specification of inputs above.** There is no contractual right to use up the full days/travel or workshops or budgets. The number of days/travel/workshops and the budgets will be contractually agreed as **maximum amounts**.

### 3 Conceptual

The tender should indicate how the services outlined in Section I.4 (Tasks) are to be provided. Reference should be made to the following criteria:

- 3.1. The concept should clearly show how the corporate strategy development is planned efficiently.
- 3.2. The concept should describe the key processes for the services for which the service provider is responsible and create an operational plan or schedule that describes how the services are to be provided.
- 3.3. The concept should describe and outline contributions to knowledge management for MGCA to promote scaling-up effects under learning and innovation.
- 3.4. The concept is required to explain its approach for coordination with the GIZ project.

### III. Requirements on the format of the tender

The CV submitted for each expert can have a maximum of four pages. The concept (if required) should not exceed five pages. 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).