

Request for Proposals (RfP) for the Appointment of a Panel of Reputable Professional Service Providers to Compile and Present Market Intelligence Reports, Industry Briefs, Opportunity Briefs and Case Study Reports on the Green Economy in Mpumalanga Province, Republic of South Africa, for a Period of Three (03) Years, to the Mpumalanga Green Cluster Agency NPC (“MGCA”)

RfP Compilation Date: 12 December 2025

Bid Notification Date: 15 December 2025

Bid Closing Date: 14 January 2026

Bid Closing Time: 16h00

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Abbreviations and Acronyms

Abbreviations

AfCFTA : Africa Continental Free Trade Area
 AfDB : African Development Bank
 AFS : Annual Financial Statements
 AU : African Union
 BBBEE : Broad-Based Black Economic Empowerment
 BESS : Battery Energy Storage Systems
 CC : Climate Change
 CE : Circular Economy
 CIPC : Companies and Intellectual Property Commission
 CoP : Conference of Parties (also abbreviated as “COP”)
 CSD : Central Supplier Database
 CSIR : Council for Scientific and Industrial Research
 DARDLEA : Department of Agriculture, Rural Development, Land and

Environmental Affairs

DARDLEA-MP : Department of Agriculture, Rural Development, Land and

Environmental Affairs, Mpumalanga Province

DEDT : Department of Economic Development and Tourism

DEDT-MP : Department of Economic Development and Tourism, Mpumalanga

Province

DTIC : Department of Trade, Industry and Competition

DEE : Department of Energy and Electricity

EV : Energy/ Electricity Vehicle

GE : Green Economy

GIZ : Deutsche Gesellschaft für Internationale Zusammenarbeit

JET : Just Energy Transition

JET PMU : Just Energy Transition Project Management Unit

JT : Just Transition

JTCC : Just Transition and Climate Change

JV : Joint Venture

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JVA : Joint Venture Agreement
LCE : Low-Carbon Economy
MGCA : Mpumalanga Green Cluster Agency
MEGA : Mpumalanga Economic Growth Agency
MP : Mpumalanga Province
MPG : Mpumalanga Provincial Government
MSME : Micro, Small and Medium Enterprise(s)
MTPA : Mpumalanga Tourism and Parks Agency
NCPC : National Cleaner Production Centre
NEV : New Energy/ Electricity Vehicle
OHS Act : Occupational Health and Safety Act
OTP : Office of the Premier
PCC : Presidential Climate Commission
POPIA : Protection of Personal Information Act
RE : Renewable Energy
RET : Renewable Energy Technology (or Technologies)
RfP : Request for Proposals
RfQ : Request for Quotation(s)
SDG : Sustainable Development Goal(s)
SLA : Service Level Agreement
SOC : Soil Organic Carbon
SPV : Special Purpose Vehicle
ToR : Terms of Reference
UN : United Nations
UNDP : United Nations Development Programme
UNEP : United Nations Environment Programme
WB : World Bank

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Background and Rationale

1.1 Background Information

The shift towards a circular economy is a multifaceted process that requires the participation of many actors, from policy-makers and academics to scientists, innovators and the entire value chain. The Mpumalanga Green Cluster Agency (MGCA) works at the interface between business, government and academia in order to identify and remove barriers to economically viable green economy catalysing their uptake to enable the region and its citizens to prosper. The MGCA uses the triple helix cluster model with representation from Government, Industry and Academia as part of its design set up.

The establishment and operationalisation of the MGCA is supported by the Mpumalanga Provincial Government through the Department of Economic Development and Tourism. The MGCA was created as a special purpose vehicle (SPV) to drive the implementation of the province's green economy agenda, as outlined in the Mpumalanga Green Economy Development Plan. As a strategic platform, MGCA plays a pivotal role in coordinating public, private, and civil society efforts to promote sustainable economic diversification, support green innovation, and unlock inclusive growth opportunities aligned with the just transition.

The main responsibility of the MGCA is to enable the province's community to address the

threats associated with climate change and the decarbonisation programme (reduction of carbon footprint). This is in recognition that the MP is the most adversely impacted by the transition from a fossil energy resource energy system towards a low carbon or carbon free energy dynamic. The agency has been given the task of creating an enabling environment for investment and creation of sustainable employment in the green economy space.

The MGCA is a catalytic institution driving the province's transition to a green, inclusive and resilient economy. Established to connect policy with practice, MGCA supports the implementation of climate-aligned development by convening stakeholders, enabling scalable initiatives and unlocking investment in strategic sectors. The MGCA's vision is to catalyse Mpumalanga Province's green transition by unlocking investment, growing enterprises and creating sustainable jobs. Its mission is to remove barriers, attract investment and drive change through cross-sector collaboration, knowledge sharing and capacity-building.

It is for this reason that the MGCA has, among its key duties, to provide objective information on a regular basis about the state and prospects of the green economy in Mpumalanga

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Province. This information has to be used to enable decision makers, including investors, entrepreneurs and regulators to make informed decisions.

To that extent, the MGCA is tasked with the duty to ensure the production of market and industry intelligence information, including industry briefs, opportunity briefs, market intelligence reports and case study reports, on emerging and viable green economy investment opportunities. These terms of reference are for the compilation and publication of market intelligence reports, sector opportunity briefs, case study reports and industry briefs on the green economy.

1.2 Context

The MGCA's primary mandate is to provide nurturing services to enterprises within the green economy, including providing regulatory support, identifying sector or industry investment opportunities, business support services such as mentorship; coaching and other non-financial support services. This includes providing technical advisory services to upscale the capacity of MSMEs in the green economy space to enable full participation by historically disadvantaged individuals and communities. Among the key interventions on enterprise development, the MGCA seeks to support local entrepreneurs on business support services such as project origination; market identification and access, preparation and matching with capital financiers.

The MGCA is also leading the process of continually identifying and mapping green economy opportunity spatial settings, stakeholders, including JET and JT role-players. This initiative will be aligned to broader economic development objectives of the MPG, as outlined in the mandates of the DEDT-MP; MEGA and MTPA. The MGCA seeks to target high impact initiatives, including rehabilitation and repurposing of land, infrastructure and related assets associated with decommissioned power plants (e.g., Komati; Hendrina; Camden and Grootvlei power stations).

Among the priority service delivery responsibilities of the MGCA are the following:

- Compilation and publication of market intelligence reports, industry opportunity briefs and case study reports on a continual and regular basis;
- Community engagement and stakeholder management for communities where power stations will be decommissioned;

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- Project pipeline engagements that span across renewable energy, agriculture, water treatment, capacity building and skills development, integrated waste management, industrial and municipal waste valorisation, battery value chains, research and innovation, manufacturing, post-mining redevelopment and tourism;
- Stakeholder interactions and engagement have included the Just Energy Transition Project Management Unit in the Presidency (JET PMU), Multilateral development banks (AfDB, World Bank), Eskom, private sector, research institutions (e.g., CSIR), community organisations and the Presidential Climate Commission (PCC);
- The Accelerating Coal Transition Investment Plan (potential \$2.6bn funding to support coal power plant repowering, repurposing and community development) and the JET Funding Platform which are part of the JET Implementation Plan activities have been presented as key enablers for the province; and
- A substantive pipeline of viable JET projects across communities in the province, especially the coal belt region (Nkangala and Gert Sibande districts) – creating sustained livelihoods.

Over the past four years since its inception, the MGCA has, in collaboration with various industry thought leaders and stakeholders, published a number of market intelligence reports, case study reports and industry opportunity briefs to stimulate investment in the green economy. A Request for Proposals (RfP), together with the applicable Terms of Reference (ToR), for “Market Intelligence Reports, Industry Briefs, Opportunity Briefs and Case Study Reports” provides a structured outline of the assignment’s purpose, scope, methodology, and deliverables. It serves as a foundational document for both the commissioning party and the team conducting the research, ensuring clarity of expectations and outcomes.

1.3 Problem Statement/ Need

Given the fact that the green economy is still emerging in the global and local mainstream industry, there are still a lot of information gaps in relation to policy, market opportunities as well as industry growth prospects. It is therefore of vital importance that participants in the green economy work in a coordinated manner to stimulate interest and optimise the growth prospects thereof. As part of main tasks of the MGCA in promoting the green economy in Mpumalanga Province, it has to lead in knowledge management. These knowledge

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management assignments include assessing new market opportunities, competitiveness and industry pressures, identifying product innovation options, emerging technologies and assessing inherent risks and mitigation options.

The climate crisis and unsustainable resource consumption are existential threats to the planet and to the long-term productivity of businesses and industries. The green economy is a natural response to the climate crisis, from the adoption of renewable energy technologies to cleaner production practices, and introducing resource efficient policies and protocol to challenge unsustainable consumption patterns.

For Mpumalanga Province, among the priority areas for growing the local economy is to adopt green economic innovation in industrial production. This requires that the key sectors that underpin the local economy be appraised for the integration of sustainable and clean development practices. In growing existing industries with global climate resilient considerations in mind, the MGCA has to provide objective data to inform the shift from a

fossil powered energy base to a low carbon, climate resilient energy complex. In order to provide for the growth of the green economy, the MGCA is calling for the development of market intelligence reports, industry growth and mainstreaming case studies and industry opportunity briefs in the Renewable Energy, Circular Economy, Water Resource Management and Sustainable Agriculture. The main motivation for this information gathering and processing assignment is to contribute to the creation of an enabling environment for investment and sustainable employment in the green economy space. The desired market and industry intelligence information packages should also provide for the production of information sets that contribute to early stage project development, from concept to bankability.

Market and/ or industry intelligence information, if objectively gathered, processed and interpreted, may help address some of the prevailing information gaps in society, including persistent mistrust by communities of government and business. This is more pronounced in the JET programme of South Africa. Given the perceived threat to job security and socio-economic equity, it is of vital importance that objective and verifiable information from reliable sources be gathered and securely shared with stakeholders, including information on developments in the renewable energy sector, amongst other green economy streams. Equally, there is a lingering perception that the JET programme is perpetuating exclusive socio-economic development concepts that exclude local communities who are directly and most adversely impacted by the global energy transition programme. Developments and

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outcomes of the decommissioning of the Komati Power Station have also only exacerbated the situation. Critics of the JET have often pointed out that the Komati PS decommissioning, repurposing and repowering process demonstrate the adverse socio-economic impacts inherent in the universally adopted response to climate change through the reduction in the use of fossil fuels for energy generation.

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Purpose, Objectives and Outputs

2.1 Purpose

The main purpose of this bid document is to appoint a panel of professional service providers with the requisite skills and expertise to compile market intelligence reports, case study reports and/ or industry opportunity briefs on the six priority areas of the MGCA's mandate, namely sustainable agriculture, the circular economy, water resource management, renewable energy, enterprise development as well as skill development. The desired industry and market intelligence information sets must serve the primary function of providing objective, reliable and verifiable information to inform decision-makers on socio-economic development and growth opportunities, taking into consideration any policy, strategic and operational factors into account. The industry and market intelligence briefs and reports produced must identify high impact economic growth and development opportunities available in the six priority areas of the green economy in Mpumalanga Province. The said reports and briefs must furthermore be able to guide decision-makers on areas that require refinement on policy and regulatory imperatives required to stimulate the growth of the green economy and adoption of clean production technologies and practices in industry and in society at large. In summary, the desired industry and market intelligence briefs and reports must provide factual and scientifically objective information to enable the diversification of the Mpumalanga Province's traditional economic streams while also

optimising the uptake of new, emerging cleaner and green technology and practices. Some of the crucial areas that the market intelligence information analysis reports should explore include the following:

- Address the threats associated with climate change and the decarbonisation programme (reduction of carbon footprint), driven through the JET IP programme, with MP being the most adversely impacted as investment options progressively shift from coal based power generation towards renewable energy technology options.
- Track, monitor, coordinate and report on developments in the roll-out of green economy initiatives in the province, in particular those relating to the transition to a low-carbon economy (LCE).
- Create an enabling environment for investment and creation of sustainable employment in the green economy space, by constantly providing objective information sets to inform investment and regulatory decisions.

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- Facilitating inclusive stakeholder collaboration through constant and consistent sharing of objective, reliable and scientifically gathered data to inform stakeholders of developments on the national Just Transition and JET programmes.
- Continually gather and process data to generate knowledge that will inform investors, decision-makers, interested and affected communities, including information that can be used to influence policy-making.

The overarching purpose of this industry and market intelligence information gathering, processing and sharing assignment may thus be defined as aimed at informing the growth, mainstreaming and sustenance of the green economy in MP. The areas of focus, amongst others, of the desired industry briefs, sector opportunity briefs, market intelligence and sector case study publications, include critical aspects that influence entry into the MP green economy market, available and emerging technology developments, economic diversification opportunities and promoting socio-economic inclusion.

2.2 General Objectives

Given the anticipated impacts of the just energy transition (JET) and just transition initiatives of South Africa on the economy of Mpumalanga Province, there is a clear need for coordinated market intelligence and data-driven planning to inform interventions. The main objective of the industry and market intelligence data gathering, processing and interpretation initiative is to provide a resource base to manage, update and continually share strategic information with stakeholders, inclusive of local communities and international partners. The MGCA is tasked with the duty to provide a conduit for data gathering, processing and management for mainstreaming the green economy and diversifying the mainstream economy in Mpumalanga Province. Pursuant to this mandate, the MGCA's knowledge management function includes, amongst other duties, the following service delivery imperatives:

- Generating robust data on demand, supply, and trade flows in the green economy to guide policy and investments so as to strengthen local production and regional supply socio-economic value chains.
- Spearheading a coordinated intelligence framework to promote an inclusive, diversified and low carbon economy and to address industry and community needs in greening the provincial economy.

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□ Continually striving to generate and maintain objective and reliable industry and market intelligence information sets that enable better decision-making and more effective coordination of efforts.

This bid and associated Terms of Reference are intended to outline the scope and extent of work to be covered for industry and market intelligence information gathering, processing and sharing with stakeholders and partners on the status and prospects of the green economy in MP. The successful service provider will be expected to collect and analyse the extent and scope of deployment of the green economy, including market data and provide actionable insights, including the status quo, potential, opportunities, risks and challenges associated with the green economy in South Africa, with a particular focus on Mpumalanga Province (MP). The actual deliverables will be delivered in the form of industry briefs, market intelligence reports, sector opportunity briefs and case study reports, on a continual basis, and on an “as-and-when required” basis.

2.3 Specific Objectives

This industry and market intelligence information gathering, processing and dissemination assignment is expected to produce a comprehensive set of analytical reports on the green economy, its market size, growth prospects, as well as inherent opportunities and challenges. These briefs, case studies and reports are aimed at optimising knowledge-sharing with various stakeholders, thereby informing policy and strategy for the uptake of green economy investments in MP in particular, and in South Africa in general.

The overall objective of the assignment is to generate high-quality industry and market intelligence information for Mpumalanga Province’s green economy, with a particular focus on renewable energy, the circular economy, sustainable, climate resilient agriculture, water resource management as well as enterprise and skill development. The industry and market intelligence information so gathered must be utilised to inform the crafting of policy, strategies and initiatives to enhance local adoption of renewable energy production technologies, circular economy value chains, as well as climate resilient and resource efficient food production systems and inform sustainable social consumption patterns and practices.

In summary, the assignment’s specific objectives include:

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□ **Data Collection:** Gather comprehensive data on the green economy initiatives taking place, proposed or with high potential for success in Mpumalanga Province, including demand, supply, and trade value chains. This encompasses key indicators such as industry and/ or market size, demand or consumption rates and prospects for success, the share of locally produced compared to imported technology inputs, procurement and distribution channels, pricing and affordability, and relevant trade or regulatory policies.

□ **Market Analysis:** Analyse the collected data to characterise Mpumalanga Province’s green economy market structure and performance. This analysis will identify gaps (e.g. high import dependency areas, supply chain inefficiencies) and opportunities (e.g. local production capacity, potential for pooled procurement or regional trade).

□ **Capacity and Strategy Support:** Provide evidence-based insights and recommendations that will support potential investors, decision-makers and stakeholders in making informed decisions. This includes informing Mpumalanga

Province's own policy and strategies (e.g. industrial policies, investment plans, regulatory reforms) as well as contributing to broader national policy recommendations for industry growth, integration and diversification.

□ **Stakeholder Engagement:** Engage and coordinate with key stakeholders through the process, ensuring knowledge transfer and buy-in. By involving authorities at the national, provincial and local spheres of government as well as stakeholders and international partners in data validation and discussion of findings, this assignment aims to build local capacity in market intelligence and create momentum for implementing the recommendations.

2.4 Expected Outputs

For each allocated assignments, and by the end of each market intelligence gathering, processing and sharing assignment, the following results are expected to be achieved:

□ **Validated Methodology:** an objective, scientifically validated methodology note, specific to Mpumalanga Province is produced, detailing the data sources, indicators, and approach for the industry and market intelligence updates, studies and reports. This ensures clarity and consensus on how data is collected and analysed in line with the prescribed scope of work.

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□ **Comprehensive Green Economy Market Intelligence Report:** A comprehensive report is delivered, providing a detailed mapping of Mpumalanga Province's green economy status quo (including economic value chains and market size(s) for each segment), its true potential, opportunities and challenges to drive an inclusive, modern and diversified, climate-resilient low carbon economy. The report will include quantitative findings (with appropriate statistics, tables, and graphs) and qualitative insights, covering demand trends, supply chain mapping, import/export analysis, and the various green economy segment classification. It will highlight critical issues (e.g. supply and procurement opportunities, challenges, risks, inefficiencies as well as policy and regulatory gaps) and propose actionable recommendations for industrial growth, diversification and proposed improvement.

□ **Provincial Stakeholder Workshop:** a provincial report-back workshop is conducted (and facilitated by the appointed service provider) to present and validate the findings. Through this workshop, key stakeholders (government, industry, academia, donors, local communities, etc.) will review the results, provide feedback, and discuss priority actions. The workshop is expected to improve stakeholder engagement/ participation and secure consensus on the way forward, as well as ensure the study findings are grounded in reality and enriched by local expertise.

□ **Enhanced Capacity and Data Availability:** As a result of these industry and market intelligence data and information gathering, processing and dissemination exercise, it is anticipated that Mpumalanga Province will have an organised database and information repository, with a set of appropriate indicators on each of its green economy sectors that will have to be maintained or updated in continually.

Additionally, the involved institutions will have improved understanding of the requisite industry and market intelligence skills and tools to sustain ongoing and continual knowledge gathering and management.

□ **Contribution to National Outcomes:** The data and insights from the Mpumalanga Province's green economy market intelligence reports will feed into the national market intelligence database of South Africa.

Along with the other data gathering and synthesis initiatives, the outputs of these green economy market intelligence reports, industry briefs, opportunity briefs and case study reports, will help identify common enablers and barriers to an inclusive, diversified and climate resilient, low carbon economy. This will ultimately guide the Mpumalanga Provincial

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Government (MPG), the South African government as well as local and international partners in formulating policies and investment strategies to strengthen the green economy's mainstreaming and constituent market development, growth and integration.

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3.1 Scope

The scope of this assignment is provincial, covering the entire Mpumalanga Province's economy and growth potential, inclusive of the public and private sectors. The appointed service provider will examine the entire green economy, inclusive of the constituent industrial and socio-economic value chains. The examination must cover, at a minimum, the renewable energy, circular economy, sustainable agriculture and water resource sub-sectors of the green economy across the province. This includes data collected from the public sector (i.e., organs of state at the national, provincial and local spheres of government), private sector (large industrial companies and MSMEs), local and international original equipment manufacturers and technology suppliers, if any, academic and research institutions involved in the green economy, as well as local and international partners and stakeholders and programs active in the JET and JT programmes of South Africa, with a special focus on Mpumalanga Province.

Geographically, the service provider's area of focus will be at the provincial sphere, drawing on nationally consolidated data and insights from key institutions and competent authorities involved in the various priority areas of the MGCA, i.e., agriculture, circular economy; energy; water as well as enterprise and skill development. This approach will streamline the analysis to focus on provincial aspects while still ensuring national representativeness. The assignment is primarily a desk study and key informant consultation methodology and process – meaning the consultant will leverage existing data sources and conduct expert interviews. Relevant data sources might include government reports, industry information data, import/export records, international databases, previous surveys or assessments, and stakeholder insights.

All data collection will be done in strict adherence to ethical standards and data privacy prescripts, given the sensitivity and confidentiality of economic and/ or trade information.

3.2 Duties and Responsibilities

In terms of this assignment, under the supervision of, and in coordination with the MGCA, the appointed service provider(s) will be responsible for the duties, tasks and activities outlined below.

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3.2.1 Inception and Planning

Once appointed, the professional service provider will be expected to:

- Familiarise with the South African Just Energy Transition (JET) policy framework and related prescripts, including all applicable norms, standards and guidelines applicable to the Mpumalanga Province portfolio of the JET Project Management Unit (JET PMU).
- Be familiar with the broader social, economic and environmental development and growth imperatives of the Mpumalanga Provincial Government (MPG), including industrial development objectives, strategies and action plans related to the green economy.
- Conduct an initial desk review of available information on the green economy sector (e.g. recent market assessments, policy documents, import/export stats, regulatory frameworks).
- Based on this, develop a concise “Methodology Note” outlining the data collection approach, including data sources to be used, key stakeholders to consult, and a timeline of activities. The methodology note will have to be submitted to the MGCA for review and approval (with a potential review panel or steering committee providing feedback).

3.2.2 Data Collection

The preferred service provider, on assumption of the assigned scope of work, will be expected to implement the agreed methodology by gathering data for all relevant green economy development indicators in Mpumalanga Province. This will involve reaching out to and collaborating with various stakeholders, including, but not limited to the following:

- Interview, liaise with or meet with officials from the economic cluster and the Just Transition and Climate Change (JTCC) portfolio in Mpumalanga Province, including the Department of Economic Development and Planning (DEDT); the Department of Agriculture, Rural Development, Land and Environmental Affairs (DARDLEA) and related organs of state in the MPG, relevant national, provincial and local regulatory authorities, and the JET PMU, the Presidential Climate Commission, the JET

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International Partners (JET IP) and the JET PMU portfolios, among others, to obtain data and other relevant information sources on the green economy status quo, growth prospects, opportunities and challenges thereto.

- Liaise with, interview and collect information from the private sector, including organised business and industry, industry representatives, organised labour, equipment and technology suppliers, distributors and agents on the uptake of green economy initiatives in Mpumalanga Province.
- Retrieve available statistics on the green economy in Mpumalanga Province from research and academic institutions, focusing largely on the priority focal areas or sectors of the MGCA, i.e., agriculture, circular economy, energy, water as well as skill and enterprise development.
- Ensure that all data is processed and recorded to provide a status quo analysis report on the green economy in Mpumalanga Province, paying particular attention to ensure accuracy and comparability.
- Process the gathered data sets into publications segmented as market intelligence reports, industry briefs as well as case studies on the various key focal areas of the

MGCA's green economy mandate in MP, i.e., sustainable agriculture, circular economy, renewable energy, water resource management, enterprise development and skill development.

3.2.3 Data Analysis

Once data collection has been successfully achieved, the professional team will be expected to analyse the collected data to derive meaningful insights about the green economy growth potential in Mpumalanga Province. Such data analysis must include computing relevant indicators and interpreting them. Key analysis questions will include, amongst others:

- What proportion of the Mpumalanga Province's economy and market is aware of and/ or has adopted clean production and consumption practices?
- How much of the green economy technologies and associated equipment are manufactured locally and how much of such are imported?
- What are the main countries from which the critical green economy technologies and equipment are sourced (imported) from?

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- How efficient are the green economy material flow value chains, including procurement and distribution?
- What is the relationship between the green economy supply value chains and consumer demand?

3.2.4 Reporting

Following the data gathering and processing activities, the professional service provider's team will be expected to compile its findings into draft market intelligence analytical reports, industry briefs, sector growth opportunity briefs and case study reports. These analytical briefs, case studies and reports must:

- include an executive summary, methodology outline, findings and analysis of results with appropriate presentation material, as well as conclusions and recommendations.
- articulately highlight all critical issues discovered (e.g. specific supply and demand value chain strengths, opportunities, weaknesses, threats as well as inherent policy risks and gaps) and propose recommendations.
- provide a thorough analysis of the policy and regulatory framework governing the green economy in South Africa in general and Mpumalanga Province in particular including.
- make recommendations, where applicable, on areas where government policy and regulation could improve (such as adopting economic instruments), or opportunities for national and regional collaboration (e.g., under initiatives like AfCFTA).

Once finalised, the consultant team will then submit the draft market intelligence analytical report, industry brief, sector opportunity brief and/ or case study report, as the case may be, and depending on the assigned subject to the MGCA for feedback for review, adoption and approval. The service provider must also incorporate comments from the project's technical reviewers to refine the analysis and ensure the report meets quality standards and aligns with the assignment's overall objectives.

3.2.5 Workshop Facilitation

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As part of the assignment, the service provider will be expected to facilitate the convention of a stakeholder engagement gathering, in the form of a workshop, either in person or virtually. This will be agreed prior to the commencement of the sector, industry and or market intelligence information gathering assignment.

The professional service provision team will be expected to plan and facilitate a validation workshop with key stakeholders within the Mpumalanga Provincial JET PMU portfolio's jurisdiction, including the JTCC portfolio. This may be an in-person workshop in the Mpumalanga Highveld (i.e., the "coal-belt region"), a virtual meeting or online webinar depending on circumstances.

The service provider will prepare a presentation summarising the draft findings and will compile the workshop agenda in coordination with the MGCA.

During the workshop, the service provider will present the data and analysis outputs, engage participants in discussion, and record comments, inputs feedback and additional insights received from stakeholders, including interested and affected parties. The service provider will be responsible for moderating the workshop session, with support from the MGCA, and ensuring that all significant comments, inputs and feedback are accurately captured and substantively covered.

3.2.6 Assignment Finalisation

Following the workshop, the service provider will finalise the particular green economy industry and/ or market intelligence brief or analytical report, as well as case study report assignment by integrating all relevant feedback from various stakeholders and any additional data that emerged during the course of the execution of the assignment.

The final deliverables (revised market intelligence report, final data sets, supporting presentation material and any other relevant information sources) will be submitted to MGCA in the following formats:

- A hard copy or print version; and
- Electronic copies in pdf as well as the original document format formats (e.g., MS Word; Power Point; Excel; etc.) and other applicable graphic formats.

The service provider may be asked to provide a brief summary of experiences or lessons learnt from the assignment in order to inform future market intelligence reporting

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assignments and refinement of the applied methodology. Throughout the assignment, the service provider should maintain regular communication with the MGCA's technical team and other relevant focal points, report progress, and escalate any issues or needs for support in a timely manner.

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Methodology

Each given industry or market intelligence gathering, processing and sharing assignment will be carried out in three main phases, combining remote work and in-person engagement through interviews, in line with the overall implementation approach. Each of the three phases of the assignment are described further below.

4.1 Phase 1: Inception and Methodology Development

In this initial phase, the service provider will work to perform preliminary research and develop the methodology and work plan. This includes reviewing background documents, identifying data sources, and outlining the approach as described. The output of Phase 1 is the Methodology Note (Deliverable 1) which will be validated by the project team in an inception meeting or call.

During this inception meeting, the consultant will present the proposed approach and timeline, and a Review Panel (comprising representatives of the MGCA and other co-opted members (preferably from the JET PMU, PCC, OTP-MP and associated MPG organs of state, JTCC, etc.) and possibly national organs of state) will provide feedback and approve the plan. The endorsed methodology will be used as the guiding framework to ensure consistency with general industry and/ or market intelligence data gathering, processing and reporting methodologies.

4.2 Phase 2: Data Collection and Processing

This is the most essential phase of the assignment, and the service provider will have to commit a significant part of the allocated time and resources to engage directly with stakeholders, access physical records if needed, and better understand on-the-ground processes. Meetings and interviews will be arranged with relevant organs of state, state-owned enterprises, agencies, researchers, community organisations, international JET/ JT partner representatives, organised labour representatives and private sector entities. The remaining portion of this phase will be done remotely to consolidate, evaluate, interpret, process and analyse the data. The consultant will maintain close communication with the MGCA's technical team, which will be providing technical backstopping and ensuring that data collected is in the proper format as prescribed in terms of this bid document.

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There may also be broader stakeholder consultation, including coordination of calls to share experiences and troubleshoot common challenges, ensuring a harmonised approach across other international partner organisations and stakeholders. During analysis, the service provider should leverage basic statistical tools (Excel, etc.) to compute indicators and, if needed, seek guidance for any complex calculations.

By the end of Phase 2, a Draft Analytical Report or Brief, as the case may be from time to time, should be prepared and submitted as Deliverable 2. This phase may be iterative; data gaps identified during analysis might require follow-up with stakeholders to fill in missing information or clarify discrepancies. The MGCA's technical team (i.e., the Project Management Committee) will review the draft report, along with the data sets collected, and possibly convene a technical call to discuss improvements before moving to the final phase.

4.3 Phase 3: Validation and Dissemination

In the final phase, the focus is on validating and disseminating the findings. The service provider will organise the national validation workshop as broadly outlined in sections 2 and 3 above. This phase might involve a couple of days of preparation (sending invites, developing presentations, and coordinating with representatives of the MGCA and its partner organisations).

The workshop itself will likely be a 1-day event (or a series of shorter virtual sessions) during which the key individual of the service provider will present the key findings and moderate the discussions. Feedback from this workshop will be documented, and thereafter, the service provider will spend a few days finalising the report and any supplementary material.

and information (e.g. a policy brief or executive summary for wider circulation, if required). The final green economy industry a d/ or market intelligence analytical brief, case study and/ or report along with the data sets collected, as well as a brief of the workshop output report will constitute Deliverable 3. At the conclusion of Phase 3, the service provider will be expected to contribute to a short debriefing exercise with the MGCA technical team (i.e., the Project Steering Committee) on lessons learnt and to hand over all data files, ensuring that the information can be integrated into the provincial green economy database. Throughout these phases, the methodology must emphasise a data-driven and collaborative approach. The study is essentially a desk review augmented by broad stakeholder consultations. The service provider must maximise the use of existing data, including relevant information sources and reports to avoid duplication of effort. All methodology and

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interim outputs will be developed in consultation with the MGCA's project team (PSC) to ensure technical rigour and alignment with the broader project goals.

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Deliverables and Timelines

Each assignment will be based on a particular theme within the MGCA's six service delivery priority areas. Each assignment will produce three key deliverables, as outlined below. The total duration of each assignment will be sixty (60) working days, expected to be completed over approximately three (3) calendar months. The timeline for each deliverable is tentative and will be finalised prior to the assumption of the particular assignment, where the service provider will be expected to provide a project work plan and schedule to be adopted as part of the contractual obligations and deliverables.

5.1 Deliverable 1: Methodology Note

The first deliverable will be a detailed document presenting the preferred bidder's proposed methodology, data sources, stakeholder engagement plan, and project schedule for the industry and/ or market intelligence study and report. This note must also include any contextual background information specific to Mpumalanga Province that informs the study approach (e.g. known data limitations or key data source institutions).

The Methodology Note will be due by the end of the Inception Phase, approximately two weeks from the date of assumption of the assignment. The methodology will be reviewed and validated by MGCA and its designated PSC, inclusive of its co-opted partner organisations and their representatives.

5.2 Deliverable 2: Analytical Draft and Final Market Intelligence Report

The second assignment deliverable will be a comprehensive report presenting the findings of the green economy industry and/ or market intelligence analysis in Mpumalanga Province.

The brief or report, as the case may be, will cover the areas described under objectives: demand and epidemiological context, supply chain mapping, market volume and value, local production vs. import analysis, procurement and pricing overview, regulatory/trade environment, and recommendations. It should include an executive summary and relevant annexes (e.g. the raw data collected, list of stakeholders consulted, and any analytical tools used).

The draft brief or report is expected around the end of weeks four and/ or five from commencement of the assignment (after data collection and initial analysis), to allow time for

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review. The final report (revised after feedback and workshop validation) is expected after weeks four and/ or six, depending on scheduling of the workshop. The MGCA's PSC and technical team will formally validate whether the final report has met the required standards.

5.3 Deliverable 3: Workshop Facilitation and Presentation

Successful facilitation of the validation workshop, including the preparation of presentation material, supporting documents and a summary of the proceedings, will entail the achievement of the third deliverable. This deliverable is somewhat two-fold:

- the act of conducting the workshop and gathering stakeholder comments, inputs and submissions; and
- the submission of the workshop outputs (such as the presentations used, list of participants, and a brief report or minutes capturing key comments, inputs, feedback and action points).

The workshop must be convened towards the end of the assignment, i.e., approximately between weeks six and eight. The workshop's timing will be coordinated with the relevant authorities to ensure optimal participation. The service provider's presentation will also serve as a dissemination tool that can be shared with the broader identified stakeholders.

In practice, the 60 working days might be spread over a slightly longer period to accommodate stakeholder availability and data gathering. For instance, the service provider might not work continuously every day, but rather in blocks aligned with meetings and analysis needs.

All data collection and analysis activities must be completed no later than two months from the formal commencement of the project. This will provide sufficient time for a comprehensive review. A detailed schedule will be agreed upon formal project contracting, and prior to the project kick-off. The service provider will be expected to deliver all outputs within the contractual period unless an extension is mutually agreed to, in writing, due to reasonably unforeseen delays.

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Coordination Mechanisms

6.1 General Coordination Aspects

Effective coordination mechanisms will be vital given the multi-stakeholder nature of this assignment. Firstly, the appointed service provider will coordinate closely with a dedicated point of contact at the MGCA, who will serve as the day-to-day liaison for any logistical matters, including issues of clarity or support needed. The MGCA might also co-opt representatives from other organs of state and/ or partners in the JTCC or the JET programme. Communication channels will include regular updates using formally agreed communication channels to report on progress.

6.2 Project Steering Committee

At the national sphere of government, the service provider will be expected to coordinate with a nominated project steering committee (PSC) member or focal point (possibly assigned by the JET PMU or another relevant organs of state, as directed by the MGCA). This

national focal point or representative will be responsible for facilitating interactions with national organs of state and international partners. Such assigned activities will include introduction to national and international stakeholders, convening of meetings, provision of country-specific insights and related matters of national government competence. The service provider should also keep this counterpart informed of progress and preliminary findings, to ensure transparency and national ownership of the process.

6.3 Other Coordination Platforms

The consultant may participate in occasional group coordination calls or workshops with other national or international stakeholders, including the JET international partners. These forums will allow sharing of experiences, challenges, and best practices. These interactions and collaboration initiatives also ensure that national and international interests and preferences are taken into consideration in the compilation of the green economy industry, market and/ or sector industry brief, case study and/ or intelligence report. The MGCA will compile any clarifications or updates to the adopted methodology and disseminate them to the service provider's professional team as and when necessary.

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All data and reports generated by the consultant will be shared with the MGCA as and when they become readily available. A collaborative platform (such as a secure cloud folder or data portal) will be used for storing datasets and draft documents, accessible to the core project team. This will facilitate real-time support sharing and verification of information and data sources. The service provider must adhere to any data governance protocols set by the project steering committee, including confidentiality agreements if sensitive data (like pricing agreements or proprietary sales data) is obtained.

In summary, while the service provider is the main executor of the work, they are not working in isolation – a network of coordination at international, national and provincial levels will be put in place to guide and integrate collective efforts.

6.4 Logistics

The assignment is expected to be completed in 60 working days over approximately a two-month calendar period. The work plan is envisioned as a mix of remote and on-site activities, structured as follows:

- o Approximately 10 working days allocated for remote preparatory work (literature review, methodology drafting, coordination meetings, etc.).
- o Approximately 30 working days for data collection and analysis, of which a portion may be spent on-site in Mpumalanga Province and elsewhere in South Africa, where necessary (meeting stakeholders, collecting data, etc.) and the remainder working remotely on data analysis and report writing.
- o Approximately 20 working days for workshop preparation, facilitation, and finalisation of deliverables.

The service provider will be responsible for managing their own logistics related to this assignment. This includes arranging any necessary travel within Mpumalanga Province and South Africa (probably Gauteng Province, which is the national seat of government) for meetings (travel costs would be covered as per the contract terms or reimbursed, subject to prior agreement). If the service provider is not based within Mpumalanga Province, and particularly within the Mpumalanga Highveld region, they must always be available to travel to the different areas within the province for key activities (especially the workshop and other important consultations and meetings).

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The MGCA may assist with introductions and possibly workspace for meetings if needed, but the consultant should largely operate independently.

6.5 Project Planning and Scheduling

The consultant will be required to submit a detailed work plan at the outset of the project, and prior to the conclusion of the contract of service. The work plan must provide a breakdown of the key deliverables over the allocated 60 days, including milestones, performance indicators and targets, amongst others. This work plan should indicate which days will be on-site vs. remote, and include a schedule of key milestones (deliverable submission dates, workshop date, etc.). The work plan will be reviewed and agreed during the initial pre-contractual and inception session to ensure it is realistic and aligned with project deliverables and expectations.

Throughout the project, the service should maintain flexibility – for example, if a key stakeholder is only available later than planned, the work plan should be adjusted, as appropriate. Any significant changes to the timeline or work distribution should be communicated to and approved formally and in writing by the MGCA.

Standard office support (like communications costs, internet access, etc.) are expected to be covered by the service provider's fees and/ or other reimbursable cost items. The service provider should have access to the necessary tools (computer, reliable internet, office software appropriate for assignment, as the case may be) to perform the tasks. The MGCA will provide the service provider with all relevant project materials, including relevant information at its disposal, prior to the commencement of the assignment.

6.6 Payment Arrangements

The exact terms and conditions of payment, including the scheduling thereof against set deliverables and milestones for this assignment, will be discussed during contract execution with the preferred bidder.

Each payment will be contingent on each of the anticipated deliverables being achieved, reviewed and validated by the contracting authority (i.e., the MGCA) and deemed satisfactory and in line with the terms and conditions set out in these ToRs. "Approval"

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means that any comments or required revisions have been addressed. The service provider should factor in time for review when scheduling deliverables to avoid payment delays.

All invoices should be submitted in accordance with the procedures set out in these ToRs, and as specified in the contract, together with the terms and conditions thereto, referencing the deliverables, and including any necessary supporting documents (e.g. the appropriate reports and any approval letters related to each of the expected deliverables).

The final payment will be made only after all deliverables are received to the satisfaction of the client and any final reporting requirements are fulfilled.

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Required Bidding Information

7.1 Service Provider's Profile

The position for the preferred service provider for the required green economy market intelligence report, industry brief, sector opportunity brief and/ or sector case study report, in Mpumalanga Province requires a team of professionals with a blend of the requisite skills, knowledge and relevant expertise in the green economy sector, possessing the sort after set of analytical skills to conduct the required brief and/ or report.

The ideal expert service provider will have the necessary academic background and professional expertise that covers the broader aspects of the green economy, inclusive of the MGCA's focal areas, i.e., sustainable agriculture, circular economy, renewable energy, water resource management as well as enterprise and skill development. or pharmaceutical markets and experience with data-driven projects. The required organisation profile of the preferred service provider team is detailed hereunder.

7.1.1 Qualifications

o Minimum Education Requirements: For each of the required areas of expertise, an advanced university degree in the relevant field, is a minimum required.

o Areas of Academic Interest: This may include Engineering (preferably Electrical, Mechanical, Mechatronics, Chemical, and related engineering disciplines); Economics, Sociology, Financial and Supply Chain Management; Environmental Sciences; and/ or related disciplines. The Project Leader or Project Manager, as the case may be, should preferably possess a minimum of a Master's degree, while a PhD degree in a related field will be considered an asset.

o Professional certification: Any additional certifications or training in the green economy, with particular focus on sustainable agriculture, the circular economy, renewable energy, sustainable water resource management, as well as enterprise and skill development, including research, data analysis, and/ or project management will strengthen the bidder's profile.

7.1.2 Experience

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□ Sector Experience: A minimum of five (5) years of professional experience in the green economy sector is essential for the scope of the prescribed assignment. This should include exposure to the various green economy focal areas of the MGCA, including the renewable energy sector, the circular economy, sustainable and climate resilient agriculture, sustainable water resource management as well as enterprise and skill development, inclusive of industrial and socio-economic value chains, both in the public or private sectors. The desired experience should be across the green economy sector, inclusive of policy and regulation, stakeholder engagement, supply value chain management, as well as social, economic and environmental aspects related to the green economy.

□ Industry and/ or Market Analysis: Proven experience in conducting industry and/ or market assessments, research, or data analysis, with a particular focus on the green economy and sustainable enterprise development. The preferred service provider should be able to provide a portfolio of evidence of previous work where they collected, processed and analysed green economy market data – such as studies on technology availability, affordability, social, environmental and economic considerations, related

industrial research, or involvement in policy and strategy formulation and development, amongst others.

- **Country and Provincial Experience:** Experience working in South Africa in general, and in Mpumalanga Province in particular, including experience working in the green economy sector or in the greening of traditional industrial sectors and/ or in advancing emerging climate resilient, low carbon economic sectors or the broader SADC region on related research and development activities, is highly desirable. Understanding the local context (e.g. institutional landscape, challenges in the sustainable development of emerging socio-economic and environmental considerations in the green economy) will be important. Prior collaboration with international, national and/ or regional bodies involved in sustainable development in general, or the green economy in particular, will be a further recommendation.
- **Multi-lateral Project Execution Experience:** It is beneficial if the expert team has experience working with international development partners or international donor-funded initiatives, particularly in the green economy. For instance, experience with EU-

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funded projects, Global Fund grants, UN agencies, or similar multi-stakeholder initiatives demonstrates the ability to navigate complex stakeholder environments.

7.2 Required Skills and Knowledge

- **Analytical Skills:** Excellent analytical and problem-solving skills are required. The service provider's professional team must be comfortable working with quantitative and qualitative data, performing calculations, including green economy indicators, market size estimations, and interpreting statistical results. Proficiency in Microsoft applications is essential, knowledge of basic statistical software or data visualisation tools would be an advantage.
- **Green Economy Industry and Market Knowledge:** Solid understanding of how the various green economy industrial sectors and markets function is essential. This includes knowledge of supply chain and logistics for technologies, appliances, equipment and associated applications function, associated value chain and procurement processes (tendering, purchasing mechanisms), and the roles of different players (manufacturers, wholesalers, merchants, regulators, etc.). The professional service provider's team should be familiar with concepts like critical minerals, technologies, applications and related equipment of interest in the mainstreaming of the green and circular economies, pricing and affordability issues, and regulatory aspects, including intellectual property and patent registrations, as well as relevant quality assurance aspects.
- **Trade and Policy Insight:** Familiarity with international trade as it pertains to the global green economy mainstreaming developments. These should include, but not limited to availability, knowledge about import/export regulations, tariffs, and regional trade agreements (such as AfCFTA) with a particular focus on the green economy. Additionally, understanding national policies (industrial policies, sector trade provisions, financing, etc.) that affect the broader green economy sector. The service provider's team should be able to quickly get up to speed on relevant policies and how they compare international, nationally and regionally.
- **Communication and Reporting:** At a minimum, the service provider's professional team must possess strong communication skills, both written and verbal. Key members of the service provider's professional team must be able to write clear, structured, and insightful reports. Prior experience in writing reports or policy briefs for high-level

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audiences is required. Additionally, the ability to present data in an accessible way (using charts, infographics, etc.) and to articulate findings in open session and in writing will be crucial for this assignment.

7.3 Additional Specific Competences or Knowledge

- Regional Initiatives Knowledge:** Knowledge of SADC and broader African and international initiatives to strengthen the mainstreaming of, including the JET, and JT, will be considered an asset, as it provides context to the assignment. Familiarity with the United Nations' and other international obligations in advancing sustainable development and the transition to a society driven by a climate resilient, low carbon economy is fundamental to the successful execution of this assignment.
- Data Systems and Digital Tools:** Experience with global industrial and economic growth and development systems and/ or data sources will be useful. Any exposure to digital tools for data collection (mobile data collection apps, online survey tools) or data dashboards is an asset, especially if the project moves towards a digital platform for the processing of industry and/ or market intelligence.
- Statistical and Econometric Skills:** While not strictly required, additional skills in statistical analysis on the green economy mainstreaming (such as cost-benefit analysis, forecasting models) would be advantageous, as these will enable deeper analysis of the data.
- Networking and Facilitation:** Demonstrated ability to engage with a broad range of stakeholders, from high-level officials to technical staff, academic and private sector representatives, will be an added advantage. Skills in facilitation (as evidenced by leading workshops, trainings, or multi-stakeholder meetings in the past) will help ensure the preferred service provider's professional team can effectively conduct the planned workshop and interviews.
- Adaptability:** Given the pilot nature of this assignment, the consultant should be innovative and adaptable. The ability to troubleshoot challenges (like data gaps or unresponsive counterparts) creatively and to propose solutions (alternative data proxies, etc.) is a desirable and added advantage. A proactive attitude and independence in carrying out duties are expected.

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7.4 Languages

- English:** Fluency in English is required. The preferred service provider's key personnel must be able to produce high-quality reports in English and communicate effectively with the MGCA's technical team (for whom English is the working language).
- Local Language:** Proficiency in the official national languages prevalent in the Mpumalanga Province, particularly in the Mpumalanga Highveld region, is required for effective local engagement. IsiNdebele, SiSwati, isiZulu, Afrikaans, isiXhosa, SePedi, SeSotho and SePulane, are among the major languages spoken in Mpumalanga Province.

Note: Language requirements can be adjusted, with the key requirement being that the service provider's professional team should be able to communicate with the various stakeholders in the local language context and also interact with the international project team in English.

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Conditions of Bid

8.1 General Requirements

8.1.1 Professional Fees

Bidders must submit estimations based on hourly rates. The rates quoted should not be above the DPSA rates for the 2020 financial year, or any subsequent publication thereof, per each team member and levels.

8.1.2 Work Allocation

A panel will be appointed to assist in providing effective and competent professional services, as outlined in this bid and in subsequent SLAs, as and when instructed by the MGCA.

Appointment to the panel does not in any way guarantee that an appointed service provider on the panel will receive instructions and/or that it is due a portion of any instructions. The panel services will be allocated on rotational basis and at the discretion of the MGCA.

8.1.3 Falsification of Documents

Falsified documents will result in immediate disqualification and reporting of a bidder engaging on such to relevant authorities for appropriate action.

8.2 Documents Required for Bid Evaluation

To support the evaluation process, bidders are required to provide the documents listed herein under.

8.2.1 Company profile

The bidder must provide a comprehensive profile of the firm, together with a list of the firm's experience relevant to the services prescribed in this bid as well as subsequent assignment-specific SLAs together with the bidder's proposal.

8.2.2 Professional Team

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A detailed list of the proposed team together with individual a curriculum vitae (CV) of each team member designated to participate in the execution of the services specified in this RfP and subsequent assignment specific SLAs, as and when required by the MGCA.

8.3 Panel Period

The panel's services are required for a duration of a period not exceeding three (3) years from the official date of appointment.

8.4 Panel Arrangements and Call-Down Process

The MGCA will appoint a panel of service providers through a competitive process based on skill, experience and price competitiveness, as prescribed in the RfP and as outlined herein under. The MGCA reserves the right to allocate work assignments based on expertise, availability and price. The MGCA may also appoint one service provider in the panel more than one work assignment at a time, based on the required skill, experience, price competitiveness, including past performance in terms of previous work assignments carried out in terms this RfP and subsequent SLAs entered to in terms of this RfP.

8.4.1 Panel Selection and Constitution

Successful service providers will be alphabetically arranged by company name on an excel

sheet. This is to ensure rotation of service providers and transparency in the invitation process. Service providers who qualify to be in the panel will be invited by Supply Chain Management (SCM) Official to submit quotations for available projects as and when required.

8.4.2 Panel Call-Down

The MGCA will issue a task request or mini-bid for each assignment. A “Request for Quotation” (“RfQ”) process will be sent out to selected bidders whenever the MGCA require a particular service in terms of this RfP and the subsequent service level agreement (SLA) entered into between the MGCA and each bidder on the panel. Invitations will be sent by a SCM official to a minimum of three (3) company names on the alphabetically arranged excel list per discipline. If another need arises the next three (3) company names on the excel list will be given an opportunity to respond to the RFQ process.

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This rotational selection method will be verified and approved by an authorised member or representative of the senior management of the MGCA before invitations are sent.

8.5 Special Conditions for Joint Ventures, Consortia or Special Purpose Vehicles

Bidders may bid individually, as a joint venture (JV), consortium or special purpose vehicles (SPV). However, bidders must comply with the special conditions of this bid as set out herein under.

In the case of a JV, consortium or SPV, such bidders must further submit the following documents as part of, and together with their bid proposal:

- 1) Letter of intent to form a JV, consortium or SPV, or a valid agreement between the parties thereto, confirming the rights and obligations of each of the parties and their profit-sharing ratios.
- 1) Separate written confirmation that the JV, consortium or SPV will operate as a single business entity (incorporated) for the duration of the contract or this may be included as an obligation within the JV agreement.
- 2) Details and confirmation of a single designated bank account in the name of the JV, consortium or SPV and independent of the individual JV, consortium or SPV parties, as set out in the JV, consortium or SPV agreement.

8.6 Due Diligence and Financial Analysis

Due diligence on recommended bidders will be performed for the recommended bidder/s. Audited Financial Statements of the tenderer for the previous 18 months, or to the extent that such statements are not available, for the last year. In the case of a joint venture (JV), consortium or special purpose vehicle (SPV) specially formed for this tender, audited financial statements for each participant in the JV, consortium or SPV must be submitted. Start-up enterprises formed within the last 12 months are not required to submit audited financial statements, but if successful in this RfP; will be required to furnish statements for the first year once available.

8.7 Special Terms and Conditions

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The following are special terms and conditions applicable to this bid:

- 1) The appointment of a successful bidder to the panel will be for a fixed period of 3 years, which shall be subject to performance review by the MGCA as set out in the subsequent Service Level Agreement (SLA) to be concluded between the MGCA and each of the successful bidders to be included in the panel.
- 2) If the MGCA and the successful bidder do not reach consensus on the SLA, the said firm will cease to be on the panel with immediate effect (“suspensive condition”).
- 3) Each successful bidder will be instructed to provide services as and when required.
- 4) While the MGCA will use reasonable endeavours to achieve a fair allocation of work to the panel members, the successful bidder acknowledges that their appointment to the panel does not guarantee allocation of work.
- 5) However, a rotation system based on satisfactory performance on previous assignments and achieved points shall be used to ensure a fair distribution of the work amongst panel members.
- 6) Initially, bidders will be allocated work on a rotational basis or through quotation basis. The register will be maintained to ensure fair distribution of work during the five years of the contract. A rotation system will only be used to allocate work based on their chronological order of award in the database; unless certain sensitivities exist regarding the matter of instruction; where the MGCA may use its discretion as to which panel member to instruct.
- 7) On completion of the issued work, bidder will be added at the bottom of the list for future allocation.
- 8) Upon the issuing of an instruction by the MGCA, the panel member will respond within the time set out in the instruction with a proposal outlining their proposed approach and methodology to the execution of the allocated work assignment, the resources they will dedicate to it as well as their total estimated fee.
- 9) The MGCA may, in its sole discretion, allocate a work assignment, or any part thereof to more than one service provider in the panel.
- 10) A service provider assigned any work may not cede, assign or sub-contract any part thereof to any third party unless with the prior consent of the MGCA.

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- 11) Service delivery levels and quality of work will be a critical factor for further and/or continuation of allocation work to a particular service provider.
- 12) The successful service provider will report directly to the MGCA’s CEO, or any person delegated by the CEO in writing with regard to finalising allocated work assignments, status update reports and all administration pertaining to any particular assignment and any matters arising from this RfP.
- 13) The MGCA shall be entitled in its sole discretion, to remove a successful bidder or service provider from the panel before the expiry of the 3 year’s period by written notice for non-compliance with any obligation contained in this RfP, applicable laws and/or breach of the SLA and recall all the MGCA’s documents and related information sources in such bidder or service provider’s possession.
- 14) Notwithstanding the establishment of a panel of professional service providers, the MGCA reserves the right to procure the provision of professional consulting services from any service provider outside the panel in accordance with applicable laws.
- 15) Bidders must be competent to handle all thematic areas outlined in this RfP.

8.8 Training, Skill Development and Skill Transfer to the MGCA

The successful professional service provider undertakes to provide the MGCA with continuous education and training, on reasonable notice from the MGCA, which shall include but not be limited to the provision of seminars, lectures, newsletters, workshops and regular updates. The following terms and conditions will apply, amongst others, to the training, development and skills transfer assignment of the service provider to personnel of the MGCA involved in the scope and deliverables of this RfP:

- 1) The service provider will provide such continuous professional education and training at no additional cost to the MGCA.
- 2) The service provider undertakes to contribute towards skills development and skills transfer at no additional cost to the MGCA.
- 3) Such skill development and transfer programme may take the form of, but is not limited to:

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- a) The absorption of MGCA interns and other staff into the service provider's professional team to enable them towards qualification and/ or admission as professional practitioners.
- b) Involving or working with MGCA legal staff to enable them to gain exposure, skills and experience in certain professional fields or transactions.
- c) Secondment of the MGCA's professional staff to work on certain matters together with appropriately qualified and experienced staff of the service provider.

8.9 Terms and Conditions of Request for Proposals

8.9.1 Confidentiality

This document may contain confidential information that is the property of the MGCA. No part of the contents may be used, copied, disclosed, or conveyed in whole or in part to any party in any manner whatsoever other than for preparing a proposal in response to this RfP without prior written permission from the MGCA.

8.9.2 Copyright and Intellectual Property

All copyright and intellectual property herein vests with the MGCA.

8.9.3 Rejection of Late and Incomplete Submissions

Late and incomplete submissions will not be accepted.

8.9.4 Prior Approval for Service Provision

No services must be rendered, or goods delivered before an official MGCA instruction or formal work assignment has been received, in writing, and using formal MGCA letterheads and logo.

8.9.5 Preferential Procurement System

This RfP will be evaluated in terms of the 80/20 preference point system.

8.10 General Rules and Instructions

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As general rules and instructions of this RfP, the following will apply to the execution of assignments issued subsequent to this bid, including subsequent SLAs and any other related official instructions.

8.10.1 Information, News and Press Release

Bidders or their agents shall not release any news and/ or information concerning this RfP or the awarding of the same or any resulting agreement(s) without the written consent of, and then only in co-ordination with, the MGCA.

8.10.2 Precedence of Documents

This RfP consists of a number of sections. Where there is a contradiction in terms between the clauses, phrases, words, stipulations, or terms and herein referred to generally as stipulations in this RfP and the stipulations in any other document attached hereto, or the RfP submitted hereto, the relevant stipulations in this RfP shall take precedence.

Where this RfP is silent on any matter, the relevant stipulations addressing such matter, and which appearing section 217 of the Constitution of the Republic shall take precedence.

Bidders shall refrain from incorporating any additional stipulations in its proposal submitted in terms hereof other than in the form of a clearly marked recommendation that the MGCA may in its sole discretion elect to import or to ignore. Any such inclusion shall not be used for any purpose of interpretation unless it has been so imported or acknowledged by the MGCA.

It remains the exclusive domain and election of the MGCA as to which of these stipulations are applicable and to what extent. Bidders are hereby acknowledging that the decision of the MGCA in this regard is final and binding. The onus to enquire and obtain clarity in this regard rests with the bidder(s). The bidder(s) shall take care to restrict its enquiries in this regard to the most reasonable interpretation required to ensure the necessary consensus.

8.10.3 Preferential Procurement Reform

The MGCA supports B-BBEE as an essential ingredient of its business. In accordance with the South African government policy, the MGCA insists that the private sector demonstrates its commitment and track record to B-BBEE in the areas of ownership (shareholding), skills transfer, employment equity and procurement practices (SMME Development), etc.

8.10.4 Gender

Any word implying any gender shall be interpreted to imply all other genders.

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8.10.5 Occupational Injuries and Diseases Act 13 of 1993

The bidder warrants that all its employees (including the employees of any subcontractor that may be appointed) are covered in terms of the Compensation for Occupational Injuries and Diseases Act 13 of 1993 and that the cover shall remain in force for the duration of the adjudication of this RfP and / or subsequent agreement. The MGCA reserves the right to request the bidder to submit documentary proof of the bidder's registration and "good standing" with the Compensation Fund, or similar proof acceptable to the MGCA.

8.10.6 Processing of the Bidder's Personal Information

All personal information of the bidder, its employees, representatives, associates and sub-contractors ("bidder personal information") required under this RfP is collected and processed for the purpose of assessing the content of its tender proposal and awarding the bid. The bidder is advised that the bidder's personal information may be passed on to third

parties to whom the MGCA is compelled by law to provide such information. For example, where appropriate, the MGCA is compelled to submit information to National Treasury's Database of Restricted Suppliers.

All personal information collected will be processed in accordance with Protection of Personal Information Act, 2013 (POPIA) and with the MGCA's information management, confidentiality and data privacy policy.

The MGCA's personnel and assignees participating in the service provider selection and appointment procedures; and the MGCA's auditors, will have access to the personal information collected.

8.10.7 Confidentiality of Personal Information

The following measures will be taken into account to ensure the confidentiality of handling personal information related to, and subsequent to, the bid:

- 1) Bids submitted for this RfP will not be revealed to any other bidders and will be treated as contractually binding.
- 2) The MGCA reserves all the rights afforded to it by the POPIA in the processing of any of its personal information as contained in bid proposals.
- 3) The bidder acknowledges that it will obtain and have access to personal information of the MGCA and agrees that it shall only process the information disclosed by the

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MGCA in terms of this bid award and only for the purposes as detailed in this RfP and in accordance with any applicable law.

- 4) The bidder shall notify the MGCA in writing of any unauthorised access to personal information and the information of a third party, through cybercrimes or suspected cybercrimes, in its knowledge and report such crimes or suspected crimes to the relevant authorities in accordance with applicable laws, after becoming aware of such.

8.11 Supplier Performance Management

The MGCA conducts regular performance reviews in accordance with the requirements for the classification of the contract and/ or stakeholders by making use of supplier evaluation forms. The evaluation is conducted against the deliverables or scope of the contract with a minimum of an annual review done for contracts longer than a year and a review at completion of contract for those contracts less than a year.

As part of normal performance monitoring, evaluation and review processes, the following terms and conditions shall apply to this bid, with regard to a service provider's performance:

- 1) Ad-hoc performance reviews shall be conducted where non-performance is identified outside the review period.
- 2) Non-performance will be addressed with at least a formal letter advising specific nonperforming areas and stating remedial action/s required within specific time frames.
- 3) Non-adherence to remedial actions shall lead to escalating performance management actions.
- 4) Any party to this agreement may request to participate in a joint performance review where appropriate and seek continual improvement opportunities.

8.12 Bid Format and Submission

Bid submissions must be submitted in a PDF format that is protected from any modifications, deletions, or additions. submit Completed bids, together with any annexures or attachments, which will be clearly marked and referenced, must be uploaded to the above-mentioned



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MGCA web-site. i.e., <https://www.thegca.co.za> , on or before the closing date of the 16 January 2026, not later than 12h00.