

Terms of Reference (TOR)

Assignment Requiring the Services of a Company to Implement the Tshwane Innovation Challenge

A. Project Title: Tshwane Innovation Challenge: Innovating for Improved Service Delivery

B. Project Description

Project background and Objectives

City of Tshwane (COT) and the United Nations Development Programme (UNDP) of South Africa signed a Memorandum of Understanding (MoU) in 2021 with the aim of leveraging value propositions and capacities aimed at achieving developmental objectives. These include enhancing the quality of life through improved access to basic services and economic opportunities. As a result of the MoU, the COT Innovation Unit and the UNDP Accelerator Laboratory in South Africa (AccLab SA) initiated the Tshwane Innovation Challenge to advance the development of home-grown innovations that can improve service delivery in the city. The Innovation Challenge seeks to 1) contribute to local economic development by supporting entrepreneurship, 2) promote a culture of innovation, 3) enhance the quality of life for City residents, 4) contribute to the achievement of the Sustainable Development Goals (SDGs) and the South African National Development Plan (NDP).

The South African Accelerator Lab serves as one of 93 labs globally and aims to accelerate the achievement of the SDGs by fast-tracking the identification, testing and scaling of unique solutions that have the power of systematic and transformative change. The solutions targeted include grassroot innovations as well as those originating from mainstream scientific research and development (R&D) organisations. Given the myriad of development challenges faced globally ranging from poor education and unemployment, to lack of water and energy access, the labs use cutting-edge methodologies to unearth groundbreaking innovations. These methodologies include experimentation, prototyping, solutions mapping, collective intelligence, foresight and sensemaking. Most importantly however, the 93-lab network serves as a knowledge sharing platform. By learning from each another, the labs enable efficient use of limited developmental resources.

In 2021, UNDP South Africa also signed a MoU with the Department of Science and Innovation (DSI), where both parties committed to working together to collaborate on research, development, and innovation to accelerate progress on the SDGs towards the achievement of socioeconomic prosperity in South Africa. Like the AccLabs, the DSI convenes programmes that support grassroot innovators who operate outside the formal R&D ecosystem and who innovate in response to real local needs.

The Tshwane Innovation Challenge, supported by the COT, DSI and UNDP SA will afford an opportunity to South African entrepreneurs/innovators identified through the DSI Technology Innovation Agency's (TIA's) Grassroot Innovation Programme to pilot their innovative solutions within the City of Tshwane. The pilot will help assess the viability of selected innovations in addressing prioritised service delivery challenges and will be undertaken for a 6-month period, commencing in July 2022. Such testing assesses the innovation's capabilities and identifies areas for enhancement with an aim towards producing a robust and responsive solution. Key project goals include:

- Identification of between 5 to 7 innovations that can address prioritised service delivery challenges in the City of Tshwane. Current thematic areas of focus include water, energy and revenue collection. High potential innovations outside these thematic categories may be considered.

- Provision of financial and technical support to selected innovators/entrepreneurs to fast-track solution and/or business development.
- Provide an opportunity for selected innovations to be piloted in the COT within real-world/in-field contexts. Piloting environments that mimic target application areas for the innovation, will be selected.
- Support innovators to better understand pathways to commercialisation and scale.
- Develop a pipeline of new service delivery solutions for COT.
- Contribute towards South Africa's socioeconomic recovery and employment creation by supporting small businesses.
- Advance progress on the SDGs and South Africa's NDP.

It is within this context that the UNDP seeks a company to serve as an implementing partner (IP) for the Tshwane Innovation Challenge. As the IP, the selected company will be responsible for end-to-end management, co-ordination and execution of all activities to ensure that the goals and key outcomes of the Innovation Challenge are realised. The IP will be responsible for ensuring that all activities are executed taking into consideration the local and contextual realities; including aspects of safety and security, COVID-19 protocols, respecting cultural and community beliefs/traditions, upholding human rights and other policies and procedures upheld by the partnering organisations and key project stakeholders.

C. Scope of Work

Major responsibilities will include:

- Overall management, co-ordination and oversight of the Tshwane Innovation Challenge (TIC) in consultation with the project steering committee and other relevant stakeholders.
- Ensure the TIC is executed as per the given timelines and budget.
- Drive media, marketing and communication activities to promote and raise awareness about the TIC, together with the communication and marketing teams at UNDP, DSI, TIA and COT.
- Lead arrangements for a launch and close-out event for the TIC.
- Co-ordinate and manage all processes required to select 5-7 innovations/solutions to participate in the Tshwane Innovation Challenge. The IP will be responsible for communicating with shortlisted innovators, arrangement of evaluation workshops and innovator pitching sessions, as well as develop evaluation criteria, and co-ordinate the selection committee.
- Manage all financial and technical requirements of the project, including contracting and disbursing financial rewards to selected innovators. This will include all due diligence matters related to contracting.
- Co-ordinate and manage all processes required to implement Innovation pilots in Tshwane. Oversee the pilots in consultation with the COT and other relevant stakeholders. While COT will lead the selection of the pilot sites within the city, the IP must ensure innovators are implementing pilots as expected, and that data/evidence collection and reporting is prioritized. The IP must provide progress updates of the pilots timeously to the project steering committee for each innovation.
- Provide hard and soft support to prospective candidates on matters related to preparation of proposals and presentations, coaching for pitching and Q&A sessions, as well as motivational and other in-kind support. Where possible, the IP should provide basic guidance on business/innovation commercialization and scaling pathways.
- Co-ordinate all infrastructure and logistics required to execute the project; including but not limited to venue hire, equipment, facilities, security, and related measures.
- The IP is required to compile and distribute the 1) project inception, 2) mid-term progress and 3) final progress reports covering financial and technical results.

The Project Steering Committee will make available the following information on appointment of the implementing partner/company:

- Project concept note outlining information relating to key project outcomes, available resources, timelines, partners, etc.
- Pre-selected list of candidates sourced from the TIA Grassroot Innovation Programme who will participate on a competitive basis for selection to pilot in COT
- Possible locations/sites for piloting of final selected innovations

D. Expected Outputs and Deliverables

Deliverables/ Outputs	Due Dates	Review and Approvals
1. Project inception report incorporating a well-defined and clearly thought through plan of work, tasks, budget, and timeline which respond to the terms of reference (TOR). The sequence of activities and the planning are logical, realistic and promise efficient implementation of the project. The monitoring frameworks and tools, and implementation methods are outlined.	3 weeks after contract is signed	By Project Steering Committee
2. Midterm progress report and presentation covering project milestones achieved, implementation status, findings, recommendations and challenges, including feedback on innovation pilots. All expected outcomes/outputs of the TOR must be addressed. Draft images/diagrams/tables/charts etc., are incorporated to present major trends and findings.	4 months after contract is signed	By Project Steering Committee
3. Final progress report and presentation covering project milestones achieved, current status and outcome of innovation pilots, learnings, recommendations and challenges. All expected outcomes/outputs of the TOR must be addressed. Final images/diagrams/tables/charts etc., are incorporated to present major trends and findings.	8 months after contract is signed	By Project Steering Committee

E. Institutional Arrangement

- a) The appointed company will be directly supervised by the Head of Experimentation at UNDP SA Accelerator Laboratory. The company will be directly responsible to the Head of Experimentation, reporting to, seeking approval/acceptance of outputs, etc. The direct supervisor will consult with the project steering committee on all aspects of the project, including approval of deliverables.
- b) The company will be required to report on progress at intervals as deemed necessary by the UNDP supervisor but will be expected to provide feedback. During progress feedback the company may be required to produce presentations or documents covering work to date. Progress meetings may be held at the UNDP Country Office in Pretoria or may done virtually, as deemed appropriate.

- c) While performing project activities, the appointed company is expected to interact with teams from UNDP, TIA, DSI and COT who are involved in the implementation of the Tshwane Innovation Challenge. Interactions with other UN agencies, project co-implementors, donors, communities, local government units, etc., may be required to fulfill the TOR and will be expected of the appointed company.
- d) UNDP will be responsible for managing this contract. UNDP will provide guidance on resources/persons to confer with, serve as the approving authority and is responsible for evaluating performance. UNDP will consult with members of the project steering committee, such as TIA, DSI and COT to guide the execution of this contract, evaluate performance and approve deliverables.
- e) The company is responsible for arranging and financing all aspects of this project implementation to fulfill the contractual outputs. This includes but is not limited to travel, facilities, support personnel, infrastructure, support services, logistics, etc.

F. Duration of the Work

- a) The expected duration of work is 8 months. This includes 2 months of engagement for planning, contracting and reporting, and 6 months to conduct the innovation pilots.
- b) The project is to commence once UNDP has issued the contract of services, and this will in turn inform the expected project completion date (i.e., 8 months following date of contract issuance).
- c) The company is expected to provide UNDP with adequate opportunity to review outputs and plans, give comments, and approve/accept outputs/plans before the completion of the contract.

G. Duty Station

- a) The company's duty station during the contract will be Pretoria, Gauteng. While unlikely, should it be deemed necessary to engage innovators/stakeholders outside Pretoria, the company is expected to do so.
- b) The company may be required to be present at UNDP offices in Pretoria when feedback or one on one meetings are required. However, this will occur intermittently and only when required.

H. Qualifications of the Successful Individual Contractor

- a) The company's project team should hold tertiary qualifications (National Diploma, B-Tech, BSc, or the equivalent) in the following fields of study: engineering and the built environment, project management, financial management, entrepreneurship/business development and administration, sustainability, innovation, education and skills development, and/or coaching/mentoring.
- b) The project leader should hold a tertiary qualification and have at least 10 years of experience within the fields listed in (a), ideally in project management, skills development and entrepreneurship.
- c) Project team members should have between 3 to 5 years of experience in the fields listed in (a) with a good distribution of experience levels.
- d) Project team members should be passionate about furthering innovation and entrepreneurship in the City of Tshwane.
- e) Preference will be given where companies can demonstrate experience and/or qualifications in project management, implementation of innovation challenges, business incubators and skills development programmes and other similar innovation competitions.
- f) The project team must have experience in working with youth, women and emerging businesses in the innovation sector within Tshwane, Gauteng. Previous experience in implementing similar projects in Tshwane will be an advantage.
- g) The company must demonstrate clear evidence of previous projects with other UN agencies, intergovernmental organizations, international donors, and national government.
- h) Companies able to incorporate local community facilitators into the project team will be given preference.

I. Scope of Price Proposal and Schedule of Payments

- a) In the computation of the total contract price all fees and costs related to project implementation must be included. This should include all professional fees, and be inclusive of travel, logistical and equipment costs.
- b) The financial proposal should stipulate the total amount required to conduct activities. Note that UNDP will not cover any other additional costs beyond the total amount specified in the proposal.
- c) The financial proposal shall specify the payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e., whether payments fall in installments or upon completion of the entire contract).
- d) Payments are based upon output, i.e., upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal must include a breakdown of this lump sum amount per output.

J. Recommended Presentation of Offer

To apply for this assignment, please submit the following documents to UNDP:

- a) Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- b) **Curriculum vitae** of the project lead and team members, indicating all past experience on similar projects, as well as the contact details (email and telephone number) of the project lead, and at least three (3) professional references;
- c) **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs per deliverable and/or project line item(s). The financial proposal should include all implementation and management fees/costs, as well as any financial or in-kind contributions to the project by the applicant. Please ensure that all costs are duly incorporated in the financial proposal submitted to UNDP.
- d) **Technical Proposal:**
 - o Provide a brief motivation explaining why the company is the most suitable for the assignment
 - o Provide a breakdown of the methodology or how the company will approach and conduct the work.
 - o Provide a detailed work/activity plan that will ensure achievement of all project objectives and all outcomes/outputs of the TOR

K. Criteria for Selection of the Best Offer

The Combined Scoring method will be used to evaluate all proposals. Using this method, the qualifications and methodology will be weighted a maximum of 70% and combined with the price offer which will be weighted a maximum of 30%.

- Technical Criteria weight: 70 %
- Financial Criteria weight: 30%
- Only candidates obtaining a minimum of 70 points will be considered for financial evaluation

The award of the contract will be made to the company whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable and,
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

Criteria	Weight (%)	Max. Point
<u>Technical</u>		
<p>Proposed Work Plan and Approach:</p> <ul style="list-style-type: none"> The scope of work is well defined and responds to the TOR The proposal is clear, and the sequence of activities and the planning are logical, realistic and promise efficient implementation to the project, within prescribed timelines. The frameworks and tools for execution, monitoring and reporting are clearly outlined. 	40	40
<p>Expertise of company submitting proposal demonstrates the following:</p> <ol style="list-style-type: none"> Knowledge and expertise in required fields of study as per the TOR. The project leader and team have the required experience. Project teams comprise a good distribution of experience levels and fields of expertise, and have experience operating in Tshwane Experience running innovation and business incubation/support programmes in Tshwane, and experience working with youth, women and businesses in the city. Previous projects with intergovernmental organizations/donors, and national government. 	30	30
<u>Financial</u>		
<p>Financial Proposal:</p> <ul style="list-style-type: none"> Budget is realistic and comparable to market-related costs for similar services Expected outputs are achievable within the proposed budget The budget provides for the most development impact for this project 	30	30

Approval**This TOR is approved by:**

Signature

DocuSigned by:

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Name and Designation

Mr Gabriel Dava, Deputy Resident Representative of UNDP South Africa

28-May-2022

Date of Signing