TERMS OF REFERENCE

Recruitment of a Consultancy Firm for the Development of a Pan- African Data Governance Blueprint- <mark>Extended</mark>

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RFP#:	073/SA/RFP/08/2022- **Extended**
Release date:	10th August, 2022
Closing date:	25th September 2022; 5pm (Local time, Kigali)
Budget	US$100,000.00
Contact	For any questions or enquiries, please write to: tenderenquiries@smartafrica.org For Proposal Submissions: procurement@smartafrica.org

1. INTRODUCTION AND GENERAL BACKGROUND

1.1 About Smart Africa Alliance

The **Smart Africa Alliance** is a bold and innovative commitment from African Heads of State and Government to accelerate sustainable socio-economic development on the African continent with the vision to transform Africa into a Single Digital Market by 2030. Its 5-point manifesto seeks; to put ICT (Information and Communication Technology) at the centre of national socio-economic development agenda, to improve access to ICT especially Broadband, to improve accountability, efficiency, and openness through ICT, to put the Private Sector First and to leverage ICT to promote sustainable development.

As of January 2022, The Smart Africa Alliance membership included 32 Member States, International partner organizations including the Africa Union Commission (AUC) and International Telecommunications Union (ITU) **among others,** as well as International Private Sector Members. The Smart Africa Secretariat (SAS) is based in Kigali, Rwanda[1].

1.2 Project Background

Across the world, debates on data, its management and governance are fronting major policy forums and discussions. The ability to collect and analyse substantial amounts of data is increasingly seen as a key driver of growth in the digital economy. At the same time, geopolitical tensions around data sovereignty and the fairness of the value chains behind the data economy have intensified and are increasingly attracting the attention of policymakers worldwide.

For example, a major international initiative on data flows, the Osaka Track, was launched in 2019 by government leaders under Japan's G20 leadership to promote "free flow of data with trust". In 2021, the African Union established a taskforce to develop the Continental Data Policy Framework for Africa which has since been adopted. In the same year, the World Bank decided to dedicate the World Development Report 2021 ("Data for Better Lives") to data governance.

With a population of over 1.3 billion people[2], Africa is channelling huge swathes of data every single day aided by rapid digitalization across the continent through increased access to broadband and smartphones. As a result, data has evolved from being a mere input or output of an activity, to becoming a highly contested "commodity" at all levels - public, private, and civic.

But data frameworks and regulations in Africa are not harmonized which has led to fragmented policies and little visibility on the extent to which data users are exploiting the continent. Yet, data policy harmonization is considered a priority area for the full realization of value from data, for example, through the concrete implementation of the African Continental Free Trade Area (AfCFTA). Both AfCFTA and the African Union's Digital Transformation Strategy, when fully operationalized, will need the support of extensive cross border data flows.

Harmonized frameworks and mechanisms become relevant and play an increasing role in the support of emerging technologies like Artificial Intelligence, Big data IoT (Internet of Things), and more globally in

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[1] https://smartafrica.org
[2] https://www.worldometers.info/world-population/africa-population/

the socio-economic development of the continent. The African Union is facilitating this harmonization of policies through the recently adopted Continental Data Policy framework.

Data governance models and strategies ensure that there is a common understanding of data, enabling better data management and data quality at the intersection of people, process, and technology supported by visionary leadership and harmonized policies.

A good data governance regime enables easier mapping of the data economy ecosystem across domains and sectors and effective compliance (both regulatory and normative) while acknowledging the multidimensionality of data.

Building on the existing efforts towards harmonization of data regulation on the continent (passed international frameworks + AU (African Union) policies), including existing sector specific norms and standards, Smart Africa will assist its Member States to implement the policy principles of those frameworks and participate in the development of practical tools to foster cross-border trade and collaboration on data in Africa.

1.3 Main Strategic Objectives of the Data Governance Project

In this context, various Member States of the Smart Africa have adopted flagship projects in relation to data governance. These member states are working towards data governance models and strategies which enable effective data sharing for a value-laden, secure, and trusted single digital market in Africa by 2030.

To this end, Smart Africa is running several projects around data governance premised on:

- understanding the value of aggregated data in knowledge creation and global value chains of the data economy to mobilize the potential of the data economy for the African socio-economic development
- maximizing the value of data through its circulation between organizations and across borders to build a single digital market.
- Supporting member states in jointly building up their capacities to safeguard their national sovereignty and to protect their citizens and organizations.

For this value to be realized, capacities to make smart use of available data must be enhanced on the African continent, both in the public and private sector. Thus, it is critical to:

- develop both basic and economy specific infrastructure.
- facilitate access to public data.
- enable safe and lawful data sharing and;
- create trust mechanisms for cross border flows of data.

1.4 Request for Proposals (RFP) Objectives

1.4.1 General Objectives

The overall objective of this Request for Proposal is to select a consulting firm to provide technical assistance to the Smart Africa Secretariat on the development of a pan-African data governance blueprint.

The outcomes of the consultancy will be guided by the Data Governance Working group, chaired by the lead country, to give overall strategic guidance with the support of the Smart Africa Secretariat.

The mission of the consulting firm will specifically consist of developing the pan-African Data Governance Blueprint (see Section 2 below).

The purpose of this document is to present the details of hiring a consulting firm to help achieve the stated objectives.

2.   PAN-AFRICAN DATA GOVERNANCE BLUEPRINT

A Smart Africa blueprint is a roadmap formulated from the best practices, experiences, and valuable inputs from a cross section of stakeholders and partners to guide Member States to develop and implement:

- National strategies related to the Flagship.
- National and cross-border pilot projects related to the Flagship.

The blueprint's outcomes will be guided by the working group constituted of member states, partners of the Smart Africa Alliance, private sector, and academia. The Data Governance flagship project is under the leadership of the Republic of Ghana and is supported by the German Federal Ministry for Economic Cooperation and Development (BMZ) and the German Agency for International Development (GiZ).

The objective of the data governance blueprint is to develop a reference document for Smart Africa member states who want to implement national data strategies and policies based on existing continental and international frameworks.

Smart Africa will work together with the lead country and the working group to develop the data governance blueprint in close collaboration with the consultancy firm.

These parties will be involved in developing the pan-African data governance blueprint designed to international standards and promoting the flow of data in Africa within and between member states.

2.1 The Scope and Objectives

The pan-African Data Governance blueprint will provide an essential model to support Smart Africa and its member states to design implementation approaches that will enable them to gain optimum value from data.

The specific details on scope and tasks are as follows:

1. Understanding the current state of play around data governance in Africa and mapping the ecosystem.
2. Promoting harmonization of data regulations and strategies in Africa through adoption of appropriate legislative, technical and operational standards, and protocols within states and across borders.
3. Developing data capabilities across the continent in terms of skills, data modelling and regulatory capabilities and raising awareness on data governance.
4. Promoting data innovation to build a strong data economy in Africa.

2.1.1 Project Specific Objectives

1. *To conduct a study on the data governance landscape in all Africa which includes 10 – 15 case studies of successful legal, technical and policy initiatives and how these can be replicated in Africa both at the national and continental level.*

2. To conduct a study and suggest methodologies to measure the potential impact of the data economy adopted to the African context and how Africa can actively participate at the global level. The study can include assessing data value chains and measuring impact of data on business models, market dynamics, and market structure.

3. Develop a tool kit for Data Economy in Africa

4. Develop a pan-African regulatory framework for Data

5. Based on existing institutional frameworks, develop, and suggest:
   a. model licenses on the responsible publication and re-use modalities of public sector information including how critical yet sensitive data can be availed for the public good.
   b. model standards and formats to promote interoperability of systems.
   c. mechanisms for the establishment of integrated national data systems.
   d. model standards to enable trusted, safe, and secure data sharing between public and private entities and across borders (technical, legal and policy standards).

6. Develop recommendations on:
   a. Mechanisms to facilitate data-driven innovation across sectors including how to incentivize innovative data communities.
   b. the development of clear plans, institutional frameworks, and responsibility matrices for overall data governance across the data value chain.

7. To develop strategies:
   a. for building technical capabilities (basic infrastructure, data infrastructure, research, and development, etc.) on data governance within the continent.
   b. to empower citizens (including vulnerable groups such as children) to fully benefit from the data economy and their right to privacy and to access information through more open and transparent public and private institutions.

8. Identify and recommend priority intervention areas.

9. Identify short-, mid-, and long-term projects that can be implemented for the recommended priority areas accompanied by a comprehensive implementation plan.

These solutions will be domesticated by countries into their national strategies and policies to stimulate innovation by deriving value from data and, overall, economic development.

2.2 Main Outcomes and Deliverables of the Assignment

2.2.1 An approved Inception Report that will guide the Consulting firm and Stakeholders. The inception report should show a detailed understanding of the assignment, approach, methodology and activities to be conducted indicating expectations on the consultancy services.

2.2.2 The project workplan: This will show details of the approach, methodology and activities to be conducted within specified timelines.

2.2.3 A landscape analysis report which clearly lists existing opportunities and gaps in the data governance space and data economy in Africa.

2.2.4 A final and approved pan-Africa data governance blueprint. The content of the blueprint, which shall be in both English and French, should cover but not limited to the following sections:

a. Data governance state of play in Africa highlighting the gaps and opportunities as stated above in 2.1.1 (1 & 2) while highlighting some examples of good practices from the African continent.

b. Recommendations on:
   i. A guide for policy makers on how to establish data governance and management plans, institutional frameworks across ministries and public agencies, and responsibility matrix at the national level to implement international frameworks and standards, particularly through multi-stakeholder consultation processes.
   ii. Capacity building measures required to build both the technical (infrastructure, technologies) and human capacities (data management and analysis) required to build strong data economies.
   iii. Digitalization or data collection strategies for both the public and private sectors to increase access to data, including incentives and revenue models.
   iv. Tools, infrastructures, and process for the sharing of data between services that preserve the protection of personal data and privacy regulations.
   v. Process to review legal frameworks, norms, and standards to lay the ground for an open and trusted data economy.
   vi. Mechanisms to facilitate data-driven innovation.
c. Model laws, standards, or licenses on, for instance:
   i. The responsible publication and re-use modalities of public sector information.
   ii. Pooling of data for public policy purposes.
   iii. Certification of businesses.
   iv. Integrating national data systems.
   v. Promoting interoperability of systems.
   vi. Enabling trusted and effective data sharing between entities and across borders.

2.2.5 A citizens data empowerment toolkit.

2.2.6 A data economy toolkit for government.

2.2.7 Project profiles and implementation plans.

2.2.8 Validation Workshops: Co-convened with Smart Africa secretariat, the Consulting firm will organize two workshops (brainstorming and validation) to finalize key elements and get a review of work products by the Working group for their approval and support.

3. CONSULTANCY ARRANGEMENTS/ METHODOLOGY

The mission shall be carried out according to these terms of reference and according to a contractual framework to be defined between the Smart Africa Secretariat and the consulting Firm.

The mission shall be carried out by the Consulting firm with support from the Lead country and the Project Working Group. The Project Working Group is composed of senior government officials in charge of the development of data governance initiatives of selected Smart Africa Member States and representatives of the Smart Africa Alliance Private Sector members and Partner Organizations.

The Smart Africa Secretariat will assist the Consulting Firm, as far as possible, in seeking contacts and authorizations related to the scope defined in this document. Nonetheless, the Consulting Firm is expected to submit a proposal which includes but is not limited to a detailed project plan and inception report.

It is expected that the Consultancy firm's work will be in line with the following methodology and rules:

1. The Consultancy firm will assume primary responsibility for drafting the expected deliverables, in both French and English. The working language for the Working Group will be both French and English to cater for the diverse membership of the secretariat.

2. The Consultancy firm shall engage Smart Africa Secretariat, the project working group members, and other selected stakeholders to discuss the roadmap for the consultancy services leading to the creation of an approved Inception Report that clearly explains how the project objectives (2.1.1) will be achieved.

3. The Consultancy firm will work closely with the designated staff of Smart Africa and the Working Groups to carry out the task. The consulting firm will report to the Smart Africa Secretariat and the Working Group members, by participating in regular Working Group meetings (approximately once every two weeks) and by preparing the necessary meeting reports, slideshows, and summaries of documents.

4. The Consultancy firm shall Integrate existing international guidelines and recommendations.

5. The Consultancy firm shall review the existing draft concept note with specific emphasis on data governance needs/gaps of the Smart Africa member states

6. The Consultancy firm will write an interim draft version of each planned deliverable and provide a presentation of these interim deliverables at workshops to be organized by Smart Africa in both English and French. Every deliverable will be submitted to Working Group members and discussed during consultation and validation workshops. The Consultancy firm will collect comments on each interim deliverable and make consequential revisions in the final version.

7. Support and facilitation will be provided from the Smart Africa Secretariat for exchanges with countries and the collection of documents for the analysis of the existing situations.

8. The Consultancy firm shall organize and participate in consultation and feedback stakeholder workshops during the duration of the project and incorporate the stakeholders' comments from the workshops as appropriate and prepare the final report.

9. The Consultancy firm will guarantee the confidentiality of information shared by the Smart Africa Secretariat, Smart Africa Member States and other stakeholders participating in the Working Groups and Workshops. Publication of content can only take place after validation by the Working Groups.

10. The Consultancy firm shall submit each deliverable in five (5) printed copies and all working documents in soft copies, editable files (Word, Excel, PowerPoint, etc.), in both French and English.

11. The Consultancy firm shall be able to communicate with the Working Groups and Smart Africa Member States in both French and English and cover the costs for necessary translations of documents.

12. The Consultancy firm shall prepare an executive summary in PowerPoint format (both English and French) for the draft and final blueprint report

13. The consultancy firm shall ensure the final documents are designed according to the branding guidelines of Smart Africa.

2. DURATION OF THE ASSIGNMENT

The selected Consultancy Firm must carry out the project within five (5) months from the date of signing the contract.

The indicative timetable is as follows:

Indicative Timeline	Deliverables
T0*	• Kick- off meeting with project stakeholders - Smart Africa Secretariat, the project working group members and other selected stakeholders to discuss the roadmap for the consultancy services. • Start of the project and adoption of a schedule for the execution of the mission with the dates of the deliverables.

T0* + 4 weeks	• An "Inception Report" and Project Workplan submitted to the Working Group and validated by the Smart Africa Secretariat. The inception report shows detailed understanding of the assignment, approach, methodology and activities to be conducted indicating expectations of the consultancy services.
T0* + 6 weeks	• African data governance landscape analysis report finalized. • Foresight study on the impact of the data economy in Africa conducted. • Public and private actors from the Smart Africa Alliance and the project working Group consulted.
T0* + 8 weeks	• Consultative brainstorming workshops conducted to brainstorm the work on the roadmap structure and development. This workshop will also be an opportunity to present African data governance landscape analysis to the members of the Smart Africa Alliance and the Project Working Group. • Report and minutes from the workshop shared.
T0* + 16 weeks	• Pan-African Data Governance blueprint. developed (deliverable 2.2.4) • Citizens' data empowerment toolkit developed. • Project profile and Implementation plan highlighting in detail the development and operations of data governance programs and projects in Africa developed.
T0* + 18 weeks	Organize one (1) validation workshop to present the work on roadmap development. This workshop will also be an opportunity to present the first draft of the blueprint to the members of the Smart Africa Alliance and the Project Working Group.
T0* + 20 weeks	• Finalization of documents incorporating the recommendations and remarks of the validation workshop. • Submission of final copies of the Blueprint and Implementation plan (in design and layout of Smart Africa template)

T0*: Time when the contract is signed

3. PROFILE OF THE FIRM

Smart Africa is seeking to recruit a consulting firm with previous experience in developing national strategies and regional blueprints in Africa on the digital economy in general and preferably in the data governance area. Such prior work experience with members and partners of the Smart Africa Alliance must be supported by evidence three (3) similar assignments in data governance (technical, institutional, regulatory, capacity development, cooperation) working with or within African organizations and governments. It shall clearly and precisely indicate the composition of the mission team only proven by duly signed and stamped recommendation letters or portfolio of projects to prove their professional experience in the data governance space in planning, management, and operations.

The Consultancy firm should be able to satisfy the following criteria.

    a. Applicants must be legal entities or any combination thereof with a formal intention to conclude an agreement or have concluded a grouping agreement. In the event of a grouping, all the member parties are jointly and severally liable for the contractual clauses.

b. Have a proven track record in consultancy work in Africa. The Consultant must have had experience in conducting similar consultancy work for other inter-governmental or regional organisations, multi-national companies, or non-governmental organisations in the region.

c. Applicants must provide any document that the Smart Africa Secretariat may reasonably request, establishing to the satisfaction of Smart Africa being the Contracting Authority that they continue to be eligible to compete.

d. Proven experience in internationally recognised best practices and approaches/methodologies of application of digital and data governance; with solid background/understanding of the digital and data economy and data niche sectors.

e. Familiarity with various aspects of data economy and regulation, and digital transformation.

f. Ability to work in an English and French environment.

The work shall be carried out by a team of at least (4) four highly qualified consultants/experts in the requested specialties, namely:

- **Lead Consultant/Head of Mission (Data Governance Specialist) with the minimum requirements below to be considered for the evaluation:**
  o A minimum of a master's degree in Technology Law, Computer Science, Economics, Digital Transformation, or related fields with a solid background/understanding of the data economy and data governance.
  o A minimum of 7 years of progressive responsibility in strategy development projects in Africa, including extensive experience in national and regional data governance frameworks or models development or implementation.
  o Experienced in leading and coordinating project teams comprising a range of expert profiles, ideally across national boundaries and in remote settings in the development of national digital transformation strategies.
  o Team lead with a good understanding of data governance and regulation, data management standards or practices, implementation of large-scale data projects.
  o Experienced in supporting the development of multi-stakeholder institutional frameworks and mechanisms in Africa.
  o Experience working in Africa.
  o Having participated in at least one (1) similar project in the last 5 years.
- **Legal Expert in data governance with the minimum requirements below to be considered for the evaluation:**
  o A University graduate with a minimum of a master's degree in Law.
  o Having at least 5 years of proven experience in the legal aspects of data governance, data protection and privacy.
  o Have work experience in development of sustainable ICT projects in Africa, and in the member countries of the Smart Africa Alliance.
  o Excellent track record of data strategy development in Africa at both national and continental level.
  o Experience working in Africa.
  o Having participated in at least one (1) similar project in the last 5 years.

- **Data Expert with a focus on national digital transformation/digital economy strategies (1) with the minimum requirements below to be considered for the evaluation:**
  o A University graduate with a minimum of a master's degree in Data Science, Computer and/or STEM Disciplines, Economics, Business, Project Management, or other relevant related fields.

o Having at least 5 years of proven experience in the design, development, implementation of data and digital transformation strategies.
o Experience in data value enhancement.
o Have work experience in National digital and data policy development in Africa, and in the member countries of the Smart Africa Alliance.
o Excellent track record of strategy development on data and digital transformation in Africa at both national and continental level.
o Experience working in Africa.
o Having participated in at least one (1) similar project in the last 5 years.

- **Socio-Economic Development Expert with a focus on ICT with the minimum requirements below to be considered for the evaluation:**
    o A University graduate with a minimum of a master's degree in Economics, ICT, Social Sciences and Project Management, other relevant related fields.
    o Having at least 5 years of proven experience in the design, development, implementation digital transformation strategies
    o Have work experience in development of sustainable ICT projects in Africa, and in the member countries of the Smart Africa Alliance.
    o Excellent track record of strategy development on ICT Research and Development in Africa at both national and continental level.
    o Experience working in Africa.
    o Having participated in at least one (1) similar project in the last 5 years.

4. EVALUATION METHOD AND CRITERIA

The evaluation method is Quality Cost Based Selection (QCBS). The following model will be used to evaluate all respondents and proposals submitted:

a)   **Technical Evaluation Criteria**

Item	Point Range
Approach, Methodology, and Work Plan	
i. The relevance of the suggested approach and methodology for the African context and alignment with the data governance strategy/model mandate (35). ii. Feasibility and comprehensiveness of the work plan (15).	/50
Key Staff Experience	
● **Lead Consultant, Head of Mission** i. Leading and Coordinating project teams across national strategies. (4) ii. Experience in regional digital and data governance framework development. (2) iii. Development of multi stakeholder frameworks (1) iv. Experience working with more than three African countries. (3) v. Having participated in more than one similar project in the last 5 years. (2)	/12
● **Legal Expert in data governance** i. More than 5 years of proven experience in the legal aspects of data governance, data protection and privacy areas. (3) ii. Experience working with more than three African countries. (2) iii. Experience working on data and digital transformation strategy development in Africa at both national and continental level. (2)	/8

iv. Having participated in more than one similar project in the last 5 years. (1)	
● **Data Expert in Digital transformation/economy strategies** i. More than 5 years of proven experience in design and implementation of national digital and related strategies. (3) ii. Experience working with more than three African countries. (1) iii. Experience working on data and digital transformation strategy development in Africa at both national and continental level. (2) iv. Having participated in more than one similar project in the last 5 years (1.5)	/7.5
● **Digital Transformation expert in ICT** i) More than 5 years of proven experience in design and implementation of national ICT related strategies. (3) ii) Experience working with more than three African countries. (1) iii) Experience working on strategy development on ICT Research and Development in Africa at both national and continental level. (2) iv) Having participated in more than one similar project in the last 5 years. (1.5)	/7.5
Firm Experience	
● **Previous Related Assignments Recommendation Letters** Three (3) signed and stamped recommendation letters or portfolio of projects from previous clients of similar projects including assignments to develop national digital or data related strategies. i. 3 recommendations: (15) ii. 2 recommendations: (10) iii. 1 recommendation: (5) iv. 0 recommendations: (0)	/15

The financial proposal of only those firms which secure a minimum score of 70/100 in the technical evaluation will be opened.

St= Score for the Technical Evaluation

b)   **Financial Criteria**

Once the technical criteria have been evaluated, the costs of all bids will be listed from low to high. Computing the cost criteria score will be accomplished by use of the following formula:

$$\frac{Lowest\ Cost\ of\ All\ Proposals}{Cost\ of\ Bid\ for\ Respective\ Firm} \times 100 = Financial\ Score = Sf$$

The Applicant getting highest marks on 80-20 weightage (80% for technical and 20% for financial) will be considered for the assignment. The weights given to the Technical (T) and Financial Proposals (F) are T = 0.80 and F = 0.20

The Final Score (S) is calculated as follows: S = St*T + Sf*F

5. **SUBMISSION REQUIREMENTS FOR TECHNICAL AND FINANCIAL PROPOSALS**

A specific outline must be followed to facilitate the Smart Africa Secretariat's review and evaluation of the responses received.

A response to this RFP must include the following sections in the order listed:

i) A cover letter confirming the firm's interest to provide the services required
ii) Mandatory Administrative documents
- Company registration certificate
- Tax registration certificate
- Tax clearance certificates
iii) A technical proposal containing the following content:
- Executive summary
- Business experience/Profiles
- Approach and Methodology
- Work Plan / Schedule
- Mission team experience/profiles
- Updated Curriculum Vitae for the team and academic certificates required
- Company/Firm Certificates or Recommendation letters of successful completion for similar past assignments, duly signed and stamped

iv) Financial Proposal containing the following tables.

- Summary of Costs.
- Break down of price per user group on daily rate.
- Break down of remuneration user group on daily rate.
- Reimbursable expenses user group applicable.
- Miscellaneous Expenses if any

Notes:

i. *Indicate your preferred payment terms under financial proposal*
ii. *A withholding tax of 15% will be deducted from payments for Firms not VAT-registered with Rwanda Tax Administration (RRA) and 18% VAT will be applicable for registered firms in Rwanda.*
iii. *All Financial Proposals/offers should be password protected and Smart Africa will request for it for bidders who have been qualified in the technical evaluation*
iv. *All Financial Offers should be quoted and submitted in USD Currency.*

4. SUBMISSION PROCESS

Soft copies of both Technical and financial proposals must be sent to: procurement@smartafrica.org showing each the nature of the offer concerned (technical or financial offer), not later than **25th September 2022 at, 5:00 PM local time (Kigali)**, addressed to Procurement Office of Smart Africa Secretariat, with subject marked: "**073/SA/RFP/08/2022: Pan- African Data Governance Blueprint**".

5. RIGHTS RESERVED
a) This RFP does not obligate the Smart Africa Secretariat (SAS) to complete the RFP process. SAS reserves the right to amend any segment of the RFP prior to the announcement of a selected firm.
b) SAS also reserves the right to remove one or more of the services from consideration for this contract should the evaluation show that it is in SAS's best interest to do so.
c) SAS also may, at its discretion, issue a separate contract for any service or groups of services included in this RFP. SAS may negotiate a compensation package and additional provisions to the contract awarded under this RFP.

d) The Smart Africa reserves the right to debrief the applicants after the completion of the process due to expected high volume of applications and avoiding the compromise of the process.

Late proposals will be rejected.

6. VALIDITY

Proposals and quotes must remain valid for 180 days after the date of closing noted above. After, the closing date and time, all proposals received by the Smart Africa Secretariat become its property.

7. ENQUIRIES

Any inquiries will only be received at least 5 working days before the bid submission deadline. Prospective respondents who may have questions regarding this RFP may submit their inquiries to tenderenquiries@smartafrica.org.

8. ANTI-CORRUPTION

Smart Africa is committed to preventing and not tolerating any act of corruption and other malpractices and expects that all bidders will adhere to the same ethical principles.