Terms of reference (ToRs) for the procurement of services below the EU threshold

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Data mapping for the fight against corruption	**Project number/ cost centre:** 20.2106.1-001.00

0. List of abbreviations

GTCC	General Terms and Conditions of Contract (AVB) for supplying services and work 2022
BMZ	Federal Ministry for Economic Cooperation and Development
CEFR	Common European Framework of References for Languages
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
NACS	National Anti-Corruption Strategy
NACAC	National Anti-Corruption Advisory Council
NPA	National Prosecuting Authority
TIP	Transparency, Integrity and Accountability Programme
ToRs	Terms of Reference

1. Context

Background to the TIP

Since the end of the apartheid regime in 1994, South Africa has developed into a stable democracy with a progressive constitution. However, it faces growing governance challenges: lack of good governance at all levels of government as well as endemic corruption in all sectors and mismanagement of public finances. The Transparency, Integrity and Accountability Programme (TIP) supports state and non-state actors to contribute towards the implementation of the National Anti-corruption Strategy (NACS) in a whole-of-government and societal manner. The TIP provides capacity development for anti-corruption actors in the state, civil society and the business sector. The project supports:

- Active citizenry where citizens can contribute actively to activities and initiatives in favour transparency, integrity and accountability (output 1);

- The strengthening of institutional capacity of collaborative mechanisms, particularly the National Anti-corruption Advisory Council to coordinate the implementation of the NACS (output 2); and Multi-stakeholder partnerships to improve transparency, integrity and accountability meet the requirements of the human rights-based approach, including gender equality (output 3).

In addition to the whole-of-government and societal approach of the TIP, the programme actively pursues a human rights-based orientation including gender equality. The strategic reference points for the TIP are the NACS, Agenda 2030, the Medium-term Strategic Framework 2019-2024, Germany's approaches to governance, democracy and anti-corruption as well as Agenda 2063 (African Union) and Sustainable Development Goals 16.5 and 16.6.

The lead executing agency for the TIP is the Department of Planning, Monitoring and Evaluation. The TIP is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). The TIP is co-financed by the Swiss State Secretariat for Economic Affairs. The programme is part of the newly established Peaceful and Inclusive Societies cluster of BMZ and the action field Good Governance.

These ToR form part of the TIP's implementation mandate.

Background of assignment

According to the 2021 Corruption Perceptions Index by Transparency International, South Africa ranks 69th out of 180 countries and territories by their perceived levels of public sector corruption, with a score of 44 out of 100 points. This indicates that corruption is a serious problem in South Africa that undermines democracy, human rights, and economic development.

One of the challenges in addressing corruption in South Africa is the lack of reliable and accessible data on its causes, forms, and impacts. Data mapping is the process of transforming data from one data model, format, or schema to another. This process involves identifying the source data, mapping it to a target data model, and performing any necessary

transformations along the way. Data mapping is typically used in data integration projects, where data from multiple sources needs to be combined into a single data store or database.

Data mapping is a valuable big data analytics and data intelligence tool that identifies, collects, maps and stitches together, analyses, and visualises data from various sources (including administrative and third-party data) in order to gain insights into understanding and combating corruption, by detecting and identifying corrupt practices. Data mapping can also help to monitor and evaluate anti-corruption initiatives, identify gaps and opportunities for improvement, and promote transparency and accountability among stakeholders.

However, data mapping for anti-corruption in South Africa faces several obstacles, such as:

- The scarcity or unavailability of relevant data sets from public institutions or civil society organizations.
- The poor quality or inconsistency of existing data sets due to different definitions, methodologies, or data standards that inhibit the interoperability of various datasets
- The lack of coordination or collaboration among data producers and users across sectors and levels.
- The limited capacity in terms of manpower and/or skills of data analysts or researchers to conduct data mapping effectively.
- The low awareness or demand for data-driven anti-corruption interventions among policymakers or citizens.

Therefore, data mapping for anti-corruption in South Africa is a crucial step in strengthening anti-corruption efforts, and promoting transparency and accountability. By identifying relevant data sources and existing data sets in South Africa for use in government, civil society and business stakeholders for anti-corruption work, the service provider will be able to provide valuable insights and recommendations for the National Anti-Corruption Strategy, which aims to create a new data-driven approach, using data intelligently to help to combat corruption in the country effectively.

The TIP aims to add a focus on big data analytics using data-driven approaches to the current design of the programme throughout its existing outputs. The objective of this task is to identify the potential for establishing new data-driven activities that will positively contribute to the NACS.

Thus, the task of data mapping for anti-corruption in South Africa is a crucial part of the implementation mandate of the TIP. The findings of this contract will be of immense significance to TIP, as they will contribute to its overall goal of strengthening anti-corruption efforts, and promoting transparency and accountability.

By incorporating the insights and findings of this data mapping project, TIP will be able to evaluate the feasibility of using data analytics as a key tool in the ability to detect and identify corrupt practices in the fight against corruption in the country as part of its implementation mandate.

Therefore, the aim of this project is to provide a high-level strategic map of the various databases within the public sector (including third party data) that can assist in monitoring, tracking, detecting, identifying and deterring corruption. It will identify the databases, their

strategic relevance, data fields, examples of how the data can be used (examples or case studies), engage with stakeholders, and conduct a phasing analysis of the data mapping exercise.

Thus, this represents the first phase of the data mapping exercise, which is to develop a strategic map of the various government and third party databases, so that the detailed data mapping of the various datasets can be conducted in phase 2 of the project.

The phase 2 data mapping process will involve collecting, mining and cleaning, linking, analysing and visualising large amounts of data from various sources, including administrative (public sector) data and third-party (private sector) data. Thus, this project or phase 1 is critical in identifying the various data sources, assessing what data is available and how it can be used and mapped together to enable future analysis using advanced analytical techniques that identify patterns, trends, and relationships that may indicate the presence of corruption. The insights gained from this big data analytics can then potentially be used to inform the development of new anti-corruption tools and initiatives for relevant government departments[1] to detect and identify corrupt practices.

The findings of this task should be presented in a comprehensive report that will provide valuable insights into the potential use of data analytics for corruption prevention in South Africa. The report should also provide recommendations for how TIP can incorporate data analytics into its anti-corruption efforts, including developing new programs, policies, and strategies.

In conclusion, the data mapping task for anti-corruption in South Africa is a critical step towards TIP's goal of strengthening anti-corruption efforts, and promoting transparency and accountability. The insights gained from this project will be invaluable to the National Anti-Corruption Strategy, providing the foundation for a new data-driven program focus that can help to combat corruption in the country effectively.

2. Tasks to be performed by the contractor

Task Description: Data Mapping for Anti-Corruption in South Africa

Objective:

To identify the relevant data sources and data sets both within the public, private and civil society sectors, and develop a high-level strategic map and phasing that would be required in phase 2 so that these big data sets can be used (applying data analysis techniques including

[1] This could include the Special Investigating Unit, the Office of the Chief Procurement Officer, the Department of Planning, Monitoring and Evaluation (who is responsible for the NACS and the NACAC). Other organisations could include support to the National Intelligence Coordinating Committee FUSION centre, the Anti-Corruption Task Team, to mention a few.

artificial intelligence and machine learning) by government and possibly civil society for anti-corruption work.

The **purpose** of this task is to assess the viability of using big data and big data analytics, such as artificial intelligence and machine learning, as a means of

(a) developing a high-level strategic map of the various databases that could be used by government to curb corruption; (b) provide an overview of the data sources, data fields; (c) provide examples of how they can be analysed and used to curb corruption including in procurement; (d) develop a data mapping phasing road map; (e) provide case studies or examples of how data driven interventions with some mapped data could prevent corruption; and (f) engage with strategic government departments and data owners to assess their readiness to participate in a data sharing, data mapping and big data analytics exercise to prevent or stem corruption in South Africa.

Scope of work:

- Identify existing administrative and third-party data, as well as publicly available data sources in South Africa that are relevant for anti-corruption work.
- Develop a high-level strategic map of the various databases within the public (and possibly third party data that can assist in monitoring, tracking, detecting, identifying and deterring corruption) through proactive policy measures informed by big data analytics, machine learning, and artificial intelligence,
- Identify the various databases, their strategic relevance and the owners of the prescribed data source.
- As far as is possible, obtain the data fields and assess which fields are necessary or relevant for the purposes of monitoring, tracking, detecting, identifying and deterring corruption (NOTE that where the data fields have not been provided, identify potential fields that could be used from interviews with the data owner is adequate).
- Identify relevant examples and case studies of how the data can be/has been used, benefitting from the data sharing, data mapping and big data analytics.
- Engage with stakeholders to identity strategic partners: (a) as stewards or custodians and users of the mapped data[2] (in phase 2, creating big data sets that can be analysed for anti-corruption purposes); and (b) as data owners willing to share their information for the purposes of stemming corruption.
- Conduct a phasing analysis or road map of the data mapping (to be conducted in phase 2), identifying which datasets should be mapped together first (based on strategic relevance and institutional readiness to share the data). The road map should also identify the prescribed requirements for data sharing between institutions (i.e it could be MOUs or MOAs, or even Ministerial letters of engagement. Where the institution will not share information, this should be documented. Developing a risk matrix for

[2] This should identify opportunities and gaps in the use of data for corruption prevention, specifically for government actors such as the National Anti-Corruption Advisory Council (NACAC) and the Special Investigating Unit (SIU), as well as members from civil society who would like to work with such data, assessing whether this is even possible.

addressing identified gaps and weaknesses associated with data sharing, data mapping, stewardship/custodians, to mention a few. Providing recommendations on implementing the data mapping approach through a combination of technical and organizational measures, such as using data standards and protocols, developing data sharing and collaboration agreements, and establishing mechanisms for data governance and stewardship.

The contractor is responsible for providing the following services:

- Stakeholder map of data owners and custodians that would benefit from data mapping, data sharing and big data analytics.
- Interviews with various stakeholders (government custodians and data owners) to obtain data, identify project owners, etc.
- Inventory of data sources, data owners, requirements to share the data, security protocols, data fields, and possibly even a few rows of data (if possible).
- A comprehensive report on the high-level strategic data map, case studies and examples, risk matrix, road map for the data mapping, and recommendations
- The contractor should use data standards and protocols to ensure the quality and consistency of the data.
- The contractor should develop a risk management plan to identify and address potential risks to the data mapping project.
- The contractor provides equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.The contractor reports regularly to GIZ in accordance with the current AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

Milestones/partial works	**Timeline**	**Criteria for acceptance**
Inception meeting with GIZ and stakeholders	within a week from the contract start date	Took place, agreement on next steps
Stakeholder map: Identification of key stakeholders (stewards/custodians and data owners in the public, private and civil society sectors)	Within a month from the contract start date	Presentation of the map to GIZ, meets the requirements laid out in the ToRs
Interviews with relevant stakeholders	November 2023	Results of interviews are presented to GIZ
Development of Data Inventory (which should include, as far as possible data fields for some if not all the databases)	November 2023-January 2024	Data Inventory is presented to GIZ and meets the requirements laid out in the ToRs
Workshop to present interim findings	February 2024 (1 day)	Workshop done
Comprehensive Report (strategic high level data map,	March 2024	Comprehensive Report is presented to GIZ and meets

road map to map the data for phase 2, risk matrix, examples and case studies, recommendations on custodian/steward, etc.)		the requirements laid out in the ToRs
Workshop to present Final results	April 2024 (1 day)	Workshop done

Period of assignment: from 20 September 2023 until 30 April 2024.

3. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 2 (Tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them.

(1.2.1) Presentation and interaction between the relevant actors in the contractor's area of responsibility. (1.2.2) Strategy for establishing cooperation and then cooperating with the relevant actors.

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and its contribution to the **results-based monitoring system** (1.3.2).

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

Project management of the contractor (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail.

The tenderer is required to describe its backstopping concept. The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the tender:

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between the tenderer and GIZ
- Assuming personnel responsibility for the contractor's experts
- Process-oriented steering for implementation of the commission
- Securing the administrative conclusion of the project

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

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

The tenderer must provide a clear overview of all proposed short-term experts and their individual qualifications.

Team Leader: Strategic Project Manager and Technical Expert

Tasks of the team leader

- Overall responsibility for the project steering and deliverables (quality and deadlines), within budget, and to the required quality standards.
- Coordinating and ensuring communication with GIZ, partners and others involved in the project.
- Project management and personnel management identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting short-term experts
- Overseeing the budget and resources of the project
- Regular reporting in accordance with deadlines
- Compiling progress reports
- Quality assurance of all outputs
- Strategic guidance on the project and strategic project design
- Strategic intervention to identify data mapping stewards/custodians and data owners Compiling final report and developing strategic road map of data mapping and recommendations

Qualifications of the team leader

- Education/training (2.1.1): A Master's degree in the fields of economics, business management, accounting, data sciences, law, project management, strategy or equivalent.
- Language (2.1.2): CEFR C2 level English.
- General professional experience (2.1.3): 10 years of professional experience in the managing projects or programmes.
- Specific professional experience (2.1.4): 10 years experience in the anti-corruption sector and 7 years experience in analysing data.

- Leadership/management experience (2.1.5): 6 years of management/leadership experience as project team leader or manager in a company.
- Regional experience (2.1.6): 10 years of experience in projects in Southern Africa.
- Development Cooperation (DC) experience (2.1.7): 2 project references of similar projects in the governance/anti-corruption sector.

Expert 1 (Researcher and Data Scientist/Analyst)

Tasks of expert 1

- Responsible for conducting research to identify relevant data sources and existing data sets in South Africa
- Responsible for identifying and analysing the data relevant to corruption in South Africa and mapping existing data sources and sets.
- Conducting stakeholder map - identifying key sectors and organizations that collect and manage data relevant to corruption
- Conducting desk research to identify relevant data sources and existing data sets Evaluating the potential of the identified data sources
- Identifying use cases and examples
- Conducting interviews to identify custodians/stewards and assess data accessibility
- Accessing data fields and mapping them
- Developing data inventory
- Identifying opportunities and gaps in the use of data for corruption prevention
- Writing and presenting research reports
- Developing a comprehensive inventory of the types of data collected and managed

Qualifications of expert 1

- Education/training (2.2.1): A Bachelor's or Master's degree in economics, social sciences, data science, statistics, or a related field with a minimum of 5 years of experience in data analysis.
- Language (2.2.2): CEFR C2 level English.
- General professional experience (2.2.3): 7 years of professional experience in conducting research and using data analytics.
- Specific professional experience (2.2.4): 5 years' experience as a Data Scientist/Analyst with a special focus on anti-corruption, forensic analysis using data, illicit flows, tax evasion or AML/CFT Expertise in conducting research and data mapping and analysis, with experience organizing and analysing large sets of data to identify patterns and trends. Strong analytical skills and experience working with data are essential. Specific Expertise in the use of new technologies, such as Big Data Analytics and Open Data, to combat corruption and promote transparency is an advantage.
- Regional experience (2.2.6): 5 years of experience in projects in Southern Africa.

In addition to their specialist qualifications, the following qualifications are required of team members:

- Team skills
- Initiative
- Communication skills
- Sociocultural competence
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

5. Costing requirements

Assignment of personnel and travel expenses

Per-diem and overnight accommodation allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable at https://www.bundesfinanzministerium.de).

Accommodation costs which exceed this up to a reasonable amount and the cost of flights and other main forms of transport can be reimbursed against evidence

All business travel must be agreed in advance by the officer responsible for the project.

Sustainability aspects for travel

GIZ would like to reduce greenhouse gas emissions (CO_2 emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means of transport, airlines and flight routes with a higher CO_2 efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

If they cannot be avoided, CO_2 emissions caused by air travel should be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The Development and Climate Alliance (German only) has published a list of standards (German only). GIZ recommends using the standards specified there.

Specification of inputs

Fee days	**Number of experts**	**Number of days per expert**	**Total (ZAR)**	**Comments**
Team Leader: Strategic Project Manager and Technical Expert	**1**	**45**		
Expert 1 (Researcher and Data Scientist/Analyst)	**1**	**45**		
Travel expenses	**Quantity**	**Price/ZAR**	**Total (ZAR)**	**Comments**
Fixed travel budget	**1**	-	33 720	A budget is earmarked for travel within the Gauteng Province.

				Settlement is possible only until the budget is depleted.
Other costs	**Number**	**Price/ZAR**	**Total (ZAR)**	**Comments**
Flexible remuneration	**1**	-	200,000	Use of the flexible remuneration item requires prior written approval from GIZ-TIP.
Workshops • 1x Workshop to present interim findings of the Data mapping with GIZ and Key Partners of the TIP (up to 30 participants). • 1x Workshop to present the final findings of the Data mapping with GIZ and Key Partners (up to 30 participants).	**2**	**10,000**	20,000	The budget contains the following costs: Venue, facilitator, technical equipment, refreshments, content (GIZ-TIP will identify the partners & participants to attend and will issue the invitation).

6. Inputs of GIZ or other actors

GIZ-TIP and partners (as included by GIZ) will work closely with the experts to review the results of the mapping, in each step of the process. GIZ-TIP will consult with partners and the experts to compile a list of invitees for the interim and final workshops and to critically review the results report prior to finalizing it GIZ-TIP is responsible for distributing the report.

7. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToRs. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English (language).

The complete tender must not exceed 10 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs must be submitted in English.

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.

Other Requirements

- Please submit your proposal (technical and price proposal) in separate files/folder to ZA_Quotation@giz.de no later than **08.09.2023** all documents must be in PDF.
- Please do not mention any price for this measure on your cover letter/Technical proposal.
- Please submit your tax clearance certificate with the bidding documents.
- Please submit your price proposal in ZAR.
- Our General Terms of Conditions (attached) shall not be changed/amended should you be the winner of this tender. These General Terms and Conditions will form part of the contract should you be awarded this contract. By submitting your proposal, we will conclude that you have read and accepted these terms and conditions.

- Participating more than once in same tender is not allowed and it will lead to your proposal as well as that of the company where you appear more than once being disqualified. The responsibility rests with the companies to ensure that their partners/experts are not bidding/participating more than once in same tender.

- Bidders are not allowed to communicate directly with any other person regarding this bid other than the procurement official/s. Failure to comply with this requirement may lead to your bid being disqualified.
- Bidders must strictly avoid conflicts with other assignments or their own interests. Bidders found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Bidders, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this EOI and tender process, if they:

  a) are or have been associated in the past, with a firm or any of its affiliates which have been engaged by GIZ or the Interim Supply Chain Management Council to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the services in this selection process;

  b) were involved in the preparation and/or design of the programme/project related to the services requested under this EOI and tender;

c) are serving or have been serving in the past three months in the structures of the Interim Supply Chain Management; or

d) are found to be in conflict for any other reason, as may be established by, or at the discretion of GIZ.

Scientific data

In the event of any uncertainty in the interpretation of a potential conflict of interest, Bidders must disclose to GIZ, and seek GIZ's confirmation on whether or not such a conflict exists.

- Similarly, the Bidders must disclose in their proposal their knowledge of the following:

a) if the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel are family members of GIZ staff involved in the procurement functions and/or the Interim SCM Council or any Implementing partner receiving services under this EOI or tender; and
b) all other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices.

- **Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.**

- **Questions & Answers will be placed on the link provided.**

- **Bids sent via Dropbox and WeTransfer will not be accepted.**

8. Outsourced processing of personal data

To deliver the assignment, the contractor can be entrusted with personal data collected by GIZ. The contractor will be acting as an independent data controller of personal data it processes in connection with the contract and shall comply with applicable obligations under the data protection legislation. The contractor is required to ensure proper data management and alignment with EU General Data Protection Regulation (GDPR) as well as Protection of Personal Information Act (POPIA) throughout the whole project circle. A holistic concept must be produced and concepted for that as part of the bid. In particular this means Personal data will be processed on behalf of the client (GIZ). For this purpose, the service provider must outline the technical and organisational measures (TOM) taken for compliance with the data protection requirements in accordance with Art. 28 GDPR.

9. Annexes

- AuV for data protection