

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

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<b>Training on data-driven approaches to prevent corruption</b>	<b>Project number/ cost centre: 20.2106.1-001.00</b>
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## **0. List of abbreviations**

AG	Commissioning party
AN	Contractor
AVB/GTCC	General Terms and Conditions of Contract for supplying services and work 2022
FK	Expert
FKT	Expert days
KZFK	Short-term expert
ToRs	Terms of reference

## 1. Context

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 including the lack of good governance at all levels of government, endemic corruption in all sectors, coupled with the mismanagement of public finances. The Transparency, Integrity and Accountability Programme (TIP) in South Africa 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 Terms of Reference (ToRs) form part of the TIP's implementation mandate.

### **Background of assignment**

According to the 2022 Corruption Perceptions Index by Transparency International, South Africa ranks 72 out of 180 countries and territories by their perceived levels of public sector corruption, with a score of 43 out of 100 points, dropping by a point compared to its 2021 score. This indicates that corruption is a serious problem in South Africa that undermines democracy, human rights, and economic development.

The knowledge and capacity of how and when to use technology in the fight against corruption is crucial for the TIPs partner landscape which follows a multi-stakeholder approach involving government stakeholders, civil society and private business. An intervention for different groups is needed because each group has a different role and responsibility in the anti-corruption ecosystem. For example: Civil society can use big data analytics, stitching together numerous administrative and third party data sets, to detect and measure corruption, as well as to assess the effectiveness of anti-corruption tools, policies and interventions. They can also use open data to monitor public spending and service delivery, as well as to report corruption cases. Women and youth are often disproportionately affected by corruption, especially in areas such as health, education, social protection and gender-based violence. They can use data analytics to highlight their specific needs and circumstances, as well as to

advocate for their rights and interests. Government officials can use big data analytics to prevent and deter corruption, as well as to improve transparency and accountability in their work. By using compatible data standards and formats, it is possible to facilitate data sharing and collaboration with other stakeholders, thus building these big databases.

Private businesses can use big data analytics to identify and mitigate money laundering, fraud and corruption risks, while enhancing their compliance and due diligence practices. They can also use open data to increase their competitiveness and trustworthiness in the market.

A new focus of the TIP is to use data-driven approaches and the intelligence gathered by stitching together various databases together, to stem corruption. To build the capacity and capability of various institutions – public, private and civil society – it is necessary to conduct client-centric training for the different audiences on the use of big data and data-driven approaches, leveraging the use of technology in the fight against corruption.

Therefore, providing training on the use of data-driven approaches to curb corruption for these groups is essential to equip them with the necessary skills and knowledge to use technology effectively in the fight against corruption.

## **2. Tasks to be performed by the contractor**

Along with the multi-stakeholder approach of the project, the contractor is tasked with designing and delivering training to different target groups, namely government, civil society, investigative journalists, and the private sector (apex chambers of business) on big data analytics and data-driven approaches for the fight against corruption in South Africa. The training will aim to provide a background and understanding at a high level of how big data can be used to curb corruption, outlining the importance of big data, and its benefits and challenges, using case studies from the African region. The training should be piloted in Gauteng.

The contractor is responsible for providing the following services:

- a. Create up to 6 target group personas based on the aforementioned target groups.**
- b. Develop a training curriculum based on the following guidelines:**
  - I. Target audience: civil society, investigative journalists, government officials, apex chambers and private businesses (as may be relevant).
  - II. Format: the service provider/didactic expert must determine the format in which the training curriculum will be handed over to GIZ-TIP for future use/distribution (e.g., interactive PDF or in a printed manual/handbook/training guide or in a series of videos etc). The format should be immediately usable and user friendly.
  - III. Proposed content (to ensure the training is relevant for the next 5 years at least, the content should not be timebound):
    - Introduction to corruption (definitions and examples)
    - Introduction to anti-corruption and what it means
    - Understanding data-driven approaches in anti-corruption work
    - Identifying corruption through data analysis and monitoring – made tangible through examples and case studies

- Showcasing the use of advanced analytics such as big data analytics, artificial intelligence, predictive analytics, etc.
- Protecting sensitive data and information
- Enhancing transparency and accountability through data-driven approaches
- Applying the training content to their concrete circumstances and needs.

Assessment: None (other than group exercises in class)

Certification: Certificate of Attendance

- IV. **Evaluation and Assessment:** the curriculum should include an evaluation and assessment of the training programme to determine its effectiveness and impact. This requires a pre-training assessment and a post-training assessment to be conducted.
- V. **Compliance with standards and best practices:** the training curriculum must comply with relevant standards and best practices in the field of data-driven/technology-related learning.

**NOTE:** overall, the training should provide a background on the use and application of data-driven approaches and techniques, including artificial intelligence and machine learning (as may be relevant), predictive analytics, big data analytics and data visualisation in the fight against corruption in South Africa. The content should be designed to meet the needs of the target groups, namely, civil society and investigative journalists, government officials including analysts, and business chambers or apex chambers and large scale private/corporate businesses. The training must be *practical and applicable* to the trainees/target group personas and aim to improve their capacity in their daily work or life in order to prevent corruption or enable them to protect themselves from the negative consequences they face. In this context, the training curriculum should include learning outcomes/objectives formulated using the SMART method, for e.g.:

By completing the course, the learners should be able to –

- Apply data in the policy-making process in a systemic and comprehensive manner.
- Identify techniques to collect, manage, evaluate, and apply data in a critical manner.
- Outline ways to use data in the policy making process, especially considering the 2030 Agenda.
- Describe ways to use data in monitoring and assessing the impact of the public policies on private sector and vulnerable groups of population in accordance with Leave No One Behind (LNOB) principle of 2030 Agenda.

**c. Deliver the training:**

Facilitate, coordinate and deliver the training to the target groups in accordance with the given timeline. This includes arranging the necessary training facilities, equipment, and materials. GIZ-TIP will work with the service provider to identify and invite participants.

Delivery method: face to face, in Pretoria or Johannesburg

Number of cohorts: up to 30 participants x 2 cohorts

Number of days: to be determined by the service provider, based on the training curriculum

- d. Reporting:** The contractor is responsible for providing regular progress reports and a final report on the training programme, including training outcomes and recommendations for future trainings.

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

<b>Milestones/process steps/partial services</b>	<b>Deadline/place/person responsible</b>
Inception meeting	Within the first week of starting the contract
Create target group personas	Within the first month of the contract
Approve content concept and format	By end November 2023
Develop training curriculum (including 2 rounds of feedback & finalization for training delivery)	Until 31 January 2024
Deliver the training	February-March 2024
Reporting & handover of the training curriculum	Final week of the contract

Period of assignment: from 26 October 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 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 draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert months) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

#### **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.

##### **Team leader**

###### Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines).
- Coordinating and ensuring communication with GIZ, partners and others involved in the project.
- Overall personnel management and ensuring each team member fulfils required tasks by given deadlines.
- Regular reporting in accordance with deadlines.
- Work with the Didactic Expert to develop the training curriculum, including target group personas.
- Advise GIZ-TIP on technical and methodological aspects of the project, including relevance of the training to the target groups/target group personas, feasibility and sustainability.
- Ensure training curriculum and delivery are in line with the pre-determined concept.
- Coordinate training delivery.

###### Qualifications of the team leader

- Education/training (2.1.1): university degree in data sciences or project management with data analytics or data analytics & digital communication or data management or data governance.
- Language (2.1.2): C2 proficiency in English.
- General professional experience (2.1.3): 7 years of professional experience in the data management/data governance sector.
- Specific professional experience (2.1.4): 5 years in data management/data governance/data analytics.
- Leadership/management experience (2.1.5): 3 years of management/leadership experience as project team leader or manager in the digital/data management/data governance public and/or private sector.
- Regional experience (2.1.6): 1 year of experience in projects in the African region.
- Development cooperation (DC) experience (2.1.7): N/A
- Other (2.1.8): N/A

## **Key expert 1: Didactic expert in data management**

### Tasks of key expert 1

- Develop the training curriculum, including target group personas, in line with the technical specs in section 2 and in consultation with the Team Leader and GIZ-TIP.

### Qualifications of key expert 1

- Education/training (2.2.1): university degree in data sciences or data analytics or data analytics & digital communication or data management or data governance or teaching/didactics of data management.
- Language (2.2.2): C2 -level language proficiency in English.
- General professional experience (2.2.3): 7 years of professional experience in the data management/data governance/data analytics sector.
- Specific professional experience (2.2.4): 5 years of experience in adult didactics/capacity building in data management/data governance/data analytics.
- Leadership/management experience (2.2.5): N/A
- Regional experience (2.2.6): N/A
- Development Cooperation (DC) experience (2.2.7): N/A
- Other (2.2.8): 2 projects in the use of new technologies, such as Big Data Analytics and/or Open Data promoting transparency and accountability in the public sector.

### Soft skills of team members

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

- Team skills
- Initiative
- Communication skills
- Socio-cultural skills
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

## **Short-term expert pool with maximum 2 members (training facilitator and curriculum content creator)**

For the technical assessment, an average of the qualifications of all specified members of the expert pool is calculated. Please send a CV for each pool member (see below Chapter 7 Requirements on the format of the bid) for the assessment.

### Tasks of the short-term expert pool

- Develop the training curriculum content into a distributable format determined collaboratively by the service provider and GIZ-TIP.
- Facilitate the training.

### Qualifications of the short-term expert pool

- Education/training (2.6.1): 1 expert with university qualification in didactics or adult education, 1 expert with university qualification in digital communication or multimedia design/content development.



- Language (2.6.2): 2 experts with C2-level language proficiency in English.
- General professional experience (2.6.3): 1 expert with 5 years of professional experience in the Training & Development sector, 1 expert with 5 years of professional experience in the communication sector.
- Specific professional experience (2.6.4): 1 expert with 3 years of professional experience in Training & Development in data management/ data governance/ data analytics in the public or non-profit sector, 1 expert with 3 years of professional experience in multimedia content creation.
- Regional experience (2.6.5): N/A
- Development cooperation (DC) experience (2.6.6): N/A
- Other (2.6.7): N/A

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

## 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<sub>2</sub> emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means of transport, airlines and flight routes with a higher CO<sub>2</sub> efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

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

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

<b>Team Leader</b>	<b>1</b>	<b>70</b>		
<b>Didactic expert in data management</b>	<b>1</b>	<b>90</b>		
<b>Short-term expert pool</b>	<b>2</b>	<b>30</b>		
<b>Travel expenses</b>	<b>Quantity</b>	<b>Price</b>	<b>Total (ZAR)</b>	<b>Comments</b>
<b>Fixed travel budget</b>			<b>20,000</b>	A budget is earmarked for travel within South Africa.  You can find further information on the travel expense budget in the 'Price schedule' document. Please use the 'Explanations' column in the price schedule to break down the individual items. Settlement is possible only until the budget is depleted.
<b>Other costs</b>	<b>Number</b>	<b>Price</b>	<b>Total (ZAR)</b>	<b>Comments</b>
<b>Flexible remuneration</b>	<b>N/A</b>	<b>N/A</b>	<b>40,000</b>	Use of the flexible remuneration item requires prior written approval from GIZ.
<b>Workshops</b>	<b>To be determined by the contractor</b>			<i>Please calculate a budget for workshops taking the following cost items into account: venue (in Pretoria or Johannesburg), catering, training material, digital equipment/software for the training.</i>
<b>Other costs</b>				The budget contains the following costs: production of curriculum in distributable format.

## 6. Inputs of GIZ or other actors

GIZ and/or other actors are expected to make the following available:

- Technical advisory input throughout the duration of the contract and particularly with regards to the training curriculum and content.
- Participant list for the training.

## 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.

The complete tender must not exceed 10 pages (excluding CVs). 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.

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](mailto:ZA_Quotation@giz.de) no later than **06.10.2023** 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. Option

N/A

#### 9. Outsourced processing of personal data

Personal data will be processed on behalf of the client. Therefore, an agreement on "Outsourcing of data processing (AuV)" will be concluded with the contractor in accordance with Art. 28 GDPR. For this purpose, the technical and organisational measures (TOM) for compliance with the data protection requirements must be outlined prior to conclusion of the

contract. If the contractor has already been audited by GIZ in the past, an update in accordance with GDPR must nevertheless be sent. After a positive check, the contract is concluded with the AuV attachment.

## **10. Annexes**

- AuV