

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

Implementation of institutional gender equality assessments in Supreme Audit Institutions & Development of a strategy strengthening gender equality and diversity in the AFROSAI-E region.	Project number/ cost centre: 17.2088.7.-002.00
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0. List of abbreviations

AFROPAC	African Organization of Public Account Committees
AFROSAI	African Organization of Supreme Audit Institutions
AFROSAI-E	African Organization of English-speaking Supreme Audit Institutions
ATAF	African Tax Administration Forum
AUC	African Union Commission
AVB	General Terms and Conditions of Contract (“local terms and conditions”) for supplying services and work 2022
BMZ	German Federal Ministry for Economic Cooperation and Development
CABRI	Collaborative African Budget Reform Initiative
ETIM	AUC Department for Economic Affairs, Trade, Industry and Mining
GFG	Good Financial Governance
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
IFF	Illicit Financial Flows
INTOSAI	International Organization of Supreme Audit Institutions
ISSAIs	INTOSAI Standards for Supreme Audit Institutions
LNOB	Leave no one behind
SAI	Supreme Audit Institution
SDGs	Sustainable Development Goals
SIDA	Swedish International Development Agency
ToR	Terms of Reference

1. Context

The **Good Financial Governance (GFG) in Africa** programme promotes transparency and accountability in public financial management and is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). Its objective is to empower Good Financial Governance change agents in the areas of taxation, budgets, financial control, and legislative financial and budgetary supervision in Africa to support systemic changes in African countries and reduce illicit financial flows in Africa.

The backbone of the programme is the partnership with networks of African government officials in the areas of taxation, external audit, budgeting and fiscal oversight to support their aim to strengthen public financial management capacities across Africa. These pan-African networks are the African Tax Administration Forum (ATAF), the Collaborative Africa Budget Reform Initiative (CABRI), the African Organisation of Supreme Audit Institutions (AFROSAI) and the African Organisation of Public Account Committees (AFROPAC). The programme supports these partner organisations in offering technical expertise, training and exchange opportunities to their members to develop and implement joint standards and improve financial governance. Furthermore, the programme works closely with the African Union Commission (AUC) – Department for Economic Affairs, Trade, Industry and Mining (ETIM) in the area of illicit financial flows (IFF)

The **African Organization of English-Speaking Supreme Audit Institutions (AFROSAI-E)**, a linguistic subgroup of AFROSAI, is a member-based institution with 26 Auditors-General from English and Portuguese-speaking African countries making up the Governing Board. The organisation was established in 2005 with the shared vision to make a difference in the performance of its member Supreme Audit Institutions (SAIs). A Secretariat was established to support the 26 member SAIs in Africa with capacity building initiatives to fulfil their mandates. The Secretariat is hosted by a member SAI (currently the Auditor General of South Africa) and the head of that SAI has an oversight responsibility in terms of article 11(3) of the Statutes and reports to the Governing Board on an annual basis. The Secretariat, which is based in Pretoria, South Africa, is made up of 22 permanent staff members. The Secretariat is led by a Chief Executive Officer appointed by the Governing Board. Through capacity building interventions, the Secretariat empowers members to optimise their audit performance to comply with the INTOSAI Standards for Supreme Audit Institutions (ISSAIs) and to strengthen their institutional capacity to effectively implement their mandate.

AFROSAI-E's strategic plan (2020-2024) has the following four main goals:

1. Professionalising public sector accountancy
2. Empower SAIs for greater audit impact and quality
3. Transform SAI organisational capabilities for greater impact
4. Lead by example and deliver on our mandate.

AFROSAI-E has a gender-mainstreaming policy, which has been supported by SIDA. The main objective of the Policy is that the work of the secretariat contributes to gender equality in the member institutions. In particular, the Policy aims to allow for equal and fair

opportunities in AFROSAI-E's functioning in terms of recruitment practices, career advancement opportunities, work distribution, remuneration, representation in events and workshops and in terms of leadership and protection against all form of gender harassment and gender stereotyping. These all pertain to internal mainstreaming. The Policy further states that it adheres to the following principles: (i) gender neutral language and images; (ii) gender-specific data collection and analysis; (iii) equal access to, and utilisation of services/products.

Furthermore, AFROSAI-E is developing expertise on performance auditing on the topic of gender and also presents its knowledge regularly at INTOSAI meetings and workshops.

AFROSAI-E defines gender equality as “equal rights, responsibilities and opportunities for women and men. Equality does not mean that women and men will become the same but that women’s and men’s rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men” (AFROSAI-E 2021 Gender Equality Assessment, p. 1).

In 2021 AFROSAI-E has, for the first time, conducted a gender equality assessment focusing on all 26 members. 18 SAIs participated in the self-assessment. No gender equality assessment was conducted at the AFROSAI-E secretariat yet.

GIZ traditionally understands gender as a concept referring to characteristics of women, men, girls and boys that are socially constructed. This includes norms, behaviours and roles associated with being a woman, man, girl or boy, as well as the relationships with each other. As a social construct, gender is not static, it varies from society to society and can change over time. Gender is hierarchical and produces inequalities that intersect with other social and economic inequalities. Gender-based discrimination intersects with other factors of discrimination, such as ethnicity, socioeconomic status, disability, age, geographic location, gender identity and sexual orientation, among others. This is referred to as intersectionality. An intersectional analysis has become increasingly central to global developmental efforts, especially since the principle of “leaving no one behind” (LNOB) has become a key principle of the sustainable development goals (SDGs). “No goal is to be met unless it is met for everyone”.¹ Gender is the main focus here as a cross-cutting issue but is understood in relation to other potential social discriminations.

2. Tasks to be performed by the contractor

The **first objective** of the assignment is the development of a comprehensive research paper examining the state of gender equality in the AFROSAI-E region as well as the

¹ Kabeer, N. (2016), “‘Leaving no one behind’: the challenge of intersecting inequalities” in *World Social Science Report 2016*, UNESCO and the ISSC, Paris. https://unesdoc.unesco.org/ark:/48223/pf0000245935_p.55

AFROSAI-E executive secretariat. The research will be carried out as desk research complemented with field research in a select number of SAIs in the region. The **second objective** is the co-development of the AFROSAI-E gender strategy.

To this end, the following tasks shall be carried out by the service provider.

Phase I – Institutional Gender Equality Assessments

1. Inception phase

- a. The service provider shall conduct a literature review encompassing (but not limited to) the following documents:
 - i. AFROSAI-E: the AFROSAI-E Strategic Plan, the 2021 State of the Region Report; results from the gender equality survey conducted in 2021 and reports from performance audits in the area of gender if available.
 - ii. GIZ: the women’s empowerment principles at GIZ, the GIZ gender strategy (2019), GFG in Africa gender strategy (2021)
 - iii. Identify and review other relevant materials from international development partners, civil society organizations, the global SAI community, academia
 - b. Interviews with the AFROSAI-E technical manager responsible for HR, the AFROSAI-E CEO, selected experts from the AFROSAI-E region (as recommended by AFROSAI-E) and selected experts from GIZ
2. The service provider is requested **to develop a research proposal** in line with state of the art research methods. The proposal shall focus on the SAIs in the AFROSAI-E region as well as the executive secretariat based in Pretoria, South Africa. Furthermore, the proposal shall consider the following:
- a. An evaluation framework to meaningfully assess the state of gender equality in AFROSAI-E members and the secretariat taking into account the existing AFROSAI-E gender equality policy, the gender equality survey and other relevant documents.
 - b. Sampling method to identify a number of SAIs in the region for in-depth in-country research (which is as representative as possible in terms of geography, overall staff size, Institutional Capacity Building Framework (ICBF; AFROSAI-E’s capacity development model for SAIs) development level and other variables identified by the researchers). The available budget for this assignment allows for a maximum for 4 in-depth in-country field trips to AFROSAI-E members.
 - c. Outline appropriate research methods
3. Carry out the **institutional gender equality assessments**
- a. By means of desktop research incl. a review of the 2021 gender equality data, the identification of gaps through comparative analysis with other state of the art institutional gender equality assessments, virtual interviews, surveys and other identified appropriate research methods as agreed in the research proposal.

- b. This shall be complemented by **in-country research** with field trips to selected AFROSAI-E members.
- c. The service provider is responsible for the development of all research deliverables in close collaboration with the AFROSAI-E HR and gender manager and the responsible GIZ technical manager.
- d. The service provider shall liaise closely with the focal points at SAI level as provided by AFROSAI-E.
- e. The service shall provide regular updates to AFROSAI-E and GIZ.
- f. The service provider shall liaise closely with a video production team contracted by GIZ which will document good practices and challenges in promoting gender equality at SAI level in the AFROSAI-E region. The research results shall contribute to the production of videos. GIZ and AFROSAI-E will facilitate a regular coordination meeting to this end.
- g. The service provider shall present the preliminary results to AFROSAI-E and GIZ and incorporate feedback accordingly. The revised results shall be presented to the AFROSAI-E management as well as at an appropriate AFROSAI-E workshop in Q3 or Q4 in 2022.

Phase II – AFROSAI-E Gender Strategy Development

4. Gender strategy development:

- a. The service provider shall develop a concise gender strategy which builds on the existing gender policy (developed by SIDA) and operationalizes the policy further.
- b. To this end, the service provider shall facilitate a 2-4-day strategy development at the AFROSAI-E offices in Pretoria, South Africa. The service provider is requested to submit a workshop concept and agenda to AFROSAI-E and GIZ beforehand.
- c. Moreover, this new gender strategy shall be aligned with the existing AFROSAI-E strategic plan and make reference to the existing gender policy.
- d. The strategy shall include (but not be limited to): short- (“low hanging fruits”), medium- and long-term recommendations for (1) SAIs, (2) AFROSAI-E’s immediate gender equality promotion work as well as (3) mainstreaming recommendations for institutional partners in their support to the AFROSAI-E secretariat and its members.
- e. The service provider shall present the preliminary strategy to AFROSAI-E and GIZ and incorporate feedback accordingly for the submission of a revised and final version.

Deliverables:

Research:

- A 10-page research proposal (submitted at the end of the inception phase)
- A 40-page research paper including a discussion of recommendations for implementation
- A 5-page executive summary

- A comprehensive PowerPoint presentation summarizing the research results and recommendations

Strategy:

- A strategy promoting gender equality and diversity in AFROSAI-E members (maximum 20 pages)
- A one-page factsheet summarizing the strategy
- A PowerPoint presentation summarizing the strategy

All deliverables shall be submitted in line with the AFROSAI-E visual identity.

Certain milestones, as laid out in the table below, are to be achieved by certain dates during the contract term, and at particular locations:

Milestone	Deadline
Inception report incl. development of evaluation framework and sampling methodology	4 weeks after contract signing
Completion of in-country research and data analysis	8 weeks after contract signing
Presentation of preliminary research results and collection of feedback	10 weeks after contract signing
Presentation of results at the AFROSAI-E gender workshop (hybrid)	Exact date tbc
Submission and presentation of final research deliverables	12 weeks after contract signing
Gender strategy development workshop	13 weeks after contract signing
Submission of draft strategy to AFROSAI-E and GIZ	15 weeks after contract signing
Submission of final strategy to AFROSAI-E and GIZ	16 weeks after contract signing

Period of assignment: From 12.09.2022 until 31.03.2023.

3. Concept

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

Technical-methodological concept

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

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

The bidder is required to present and explain its approach to **steering** the measures with the project partners and its contribution to the results-based monitoring system.

The bidder is required to describe the key **processes** for the services for which it is responsible and create a schedule that describes how the services according to Chapter 2 are to be provided. In particular, the bidder is required to describe the necessary work steps and, if applicable, take account of the milestones and contributions of other actors in accordance with Chapter 2.

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

4. Personnel concept

The bidder is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 6), the range of tasks involved and the required qualifications.

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

The contractor must ensure an equal gender ratio in their team.

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
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
- Regular reporting in accordance with deadlines

Qualifications of the team leader

- Education/training (2.1.1): University qualification (German 'Diplom'/Master) in public administration, gender studies, social sciences or any other relevant field
- Language (2.1.2): Good business language skills in English
- General professional experience (2.1.3): 10 years of professional experience in the field of social sciences research
- Specific professional experience (2.1.4): 5 years in dealing with issues of gender equality and diversity
- Leadership/management experience (2.1.5): 5 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 5 years of experience in projects in Sub-Saharan Africa
- Other (2.1.8): 3 years' experience in working with public sector organizations, preferably in the field of public financial management

Short-term expert pool with minimum 1, maximum 4 members

Tasks of the short-term expert pool

- Support the team leader in all aspects of the assignment
- Carry out research under guidance of the team leader

Qualifications of the short-term expert pool

- Education/training (2.6.1): 1-4 experts with university qualification (German 'Diplom'/Master) in public administration, gender studies, social sciences or any other relevant field
- Language (2.6.2): 1-4 experts with very good language skills in English
- General professional experience (2.6.3): 1-4 experts with 5 years of experience in the field of social sciences research
- Specific professional experience (2.6.4): 1-4 experts with 3 years of experience in gender equality and diversity
- Regional experience (2.6.5): 1-4 experts with 3 years of experience in Sub-Saharan Africa (region)
- Other (2.6.7): 3 years' experience in working with public sector organizations, preferably in the field of public financial management

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

5. Costing requirements

Assignment of personnel

The assignment is expected to take a total of up to 60 expert days spanning across a period of up to four (4) calendar months from the date of signing of the contract.

The bidder is requested to specify how the total number of expert days for the assignment will be distributed among the members and the days should not exceed the numbers indicated below:

- Team-leader: up to 20 expert days
- Short-term expert pool: up to 40 expert days

Up to 30 expert days can be used for in-country work in the AFRSOSAI-E members Rwanda, Ethiopia and Ghana. The selection of countries may be subject to change based on the results from the sampling done by the service provider (as described in Chapter 2: Phase I – Institutional Gender Equality Assessments)

Travel

The bidder is required to calculate the travel by the specified experts and the experts it has proposed based on the places of performance stipulated in Chapter 2 and list the expenses separately by daily allowance, accommodation expenses, flight costs and other travel expenses.

Other costs

- Visa costs

- PCR tests (if required)

Flexible remuneration item

Where a flexible remuneration item is contractually agreed, the contract shall be permitted to exceed the contractually agreed quantities up to the amount of the flexible remuneration item, taking into account the contractually agreed individual rates and bases for invoicing. For all items agreed in the contract, a budget of max 10% is defined as a flexible remuneration item in the price sheet.

Use of the flexible remuneration item must be approved in writing by GIZ before the costs in question are incurred.

6. Requirements on the format of the bid

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

The complete bid shall 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. The CVs must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in English.

If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment.

Please calculate your price bid based exactly on the aforementioned costing requirements. In the contract the contractor has no claim to fully exhaust the days/travel/workshops/ budgets. The number of days/travel/workshops and the budget amount shall be agreed in the contract as 'up to' amounts. 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 **29.08.2022**, 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.

- 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.
- 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.**