

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

CONFIDENTIAL

Support for youth programme on anti-corruption	Project number/ cost centre: G-018085-001, I- 01808010000, I- 018085040000 Tender number
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0.	List of abbreviations	2
1.	Context.....	3
2.	Tasks to be performed by the contractor	4
3.	Concept.....	5
	Technical-methodological concept	5
	Project management of the contractor (1.6)	6
	Further requirements (1.7).....	6
4.	Personnel concept.....	7
	Team leader.....	7
	Key expert 1: Workshop Designer	7
5.	Costing requirements	8
	Assignment of personnel and travel expenses	8
	Sustainability aspects for travel	9
	Workshops, events and trainings.....	10
6.	Inputs of GIZ or other actors.....	10
7.	Requirements on the format of the tender	10

0. List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
FK	Expert
FKT	Expert days
KZFK	Short-term expert
TIP II	Transparency, Integrity and Accountability Project II
ToRs	Terms of reference

1. Context

The Transparency, Integrity and Accountability Project (TIP) works to strengthen South Africa's ability to prevent corruption. Stopping corruption before it happens ensures that public funds are used for the benefit of all citizens. Strengthening transparency, accountability, and ethical governance builds trust in the government, improves service delivery, and supports just and sustainable economic development. This enables the country to grow, citizens to thrive, and secures investor confidence at home and abroad.

TIP is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), and is co-financed by the Swiss State Secretariat for Economic Affairs (SECO).

The project focuses on four key areas, applying a whole-of-government and whole-of-society approach:

1. Strengthening public systems and institutions to prevent corruption;
2. Establishing an ethics management system that drives integrity and culture change in the public service;
3. Increasing transparency in public procurement; and
4. Improving cooperation across government and civil society.

Further, the project integrates digitalization, a human rights-based approach that prioritizes gender and vulnerable groups, and focuses on shifting social norms and behaviours that enable corruption.

Youth is a key demographic in social change. They are a generation brimming with energy and creativity. Activities that enhance youth agency and that inculcate positive values can contribute to developing a generation of active positive deviants who can influence change in society. TIP II is supporting a variety of partners in their interaction with a particular youth collective, to deliver a cohesive programme to capacitate young people and enhance their agency as multipliers of integrity and ethical behaviour.

This initiative will support three partner organisations (two civil society and one state anti-corruption agency) and the coordinator of the Johannesburg Student Council (JSC) to run a programme on integrity and anticorruption with high school learners participating in the JSC, learners who are leaders in their schools, representing a network of over 90 schools across the City of Johannesburg. The current cohort of the JSC holds office until December 2027, and a new cohort will come in in 2028. The programme aims to inspire positive civic behaviour as well as active citizenry on transparency, integrity and accountability.

Part one of the programme will involve three capacitation workshops with the learners led by the partner organisations. The partner organisations each already have respective experience working with youth on the subject-matter and have already developed content, tools and workshop programmes. Part one of the programme will be repeated in 2028 with the new JSC cohort. Part two of the initiative will support learners to design and implement anti-corruption campaigns in their school environments, to participate in debate and essay-writing competitions involving the learners, and to apply for 'Shadow' Days at the partner organisations which will help them understand the work being done in anticorruption. Different learners should participate in the debate competition, essay competition and Shadow Days, so that as many learners as possible have an opportunity.

Themes covered during the programme will be:

- Understanding corruption and how it relates to the school environment

- What whistleblowing is, including its societal value and
- The relationship between corruption, the constitution and human rights;
- How corruption can be reported, investigated and prevented through an all-of-society approach

This programme is intended to be long-term and is planned to run from Q1 of 2027 until Q3 of 2028. The workshops will take place on Saturdays, with the exact dates to be determined in communication with the JSC coordinator. The objective of the support is to provide the partner organisations with process support to successfully design, implement and monitor the programme, and to provide expert input on running workshops with youth.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

- 1) Support the three partner organisations in implementing the 7 workshops (5 with partner organisations, 1 campaign-designing workshop and 1 close-out workshop) with the JSC:
 - a) Help with designing workshops, including repurposing any existing content, developing agendas, and developing interactive activities;
 - b) Assist with facilitating workshops including designing and running energisers, supporting with managing the learners, providing facilitation guidance during sessions;
- 2) Co-conceptualise a campaign for learners to run in their schools:
 - a) The campaign should have common messaging and look-and-feel, so that the campaign is consistent across schools;
 - b) Facilitate a workshop supporting learners to develop content or design activities that can be run in connection to the campaign;
 - c) Support learners with templates for monitoring the implementation of the campaigns in their schools
 - d) Facilitate a workshop towards the end of 2027, closing out the campaign
- 3) Co-conceptualise the debate competition:
 - a) Prepare plan for debate competition as well as the debate topics;
 - b) Lead session explaining the debate to the participating learners and judges;
 - c) Execute the debate, and facilitate prize-giving;
 - d) Procure medals and suitable prizes for winners. Prizes must be educational in nature (such as books) or tools that support learning (such as stationery)
- 4) Co-conceptualise the essay competition
 - a) Prepare plan for essay competition, including topics and criteria for marking;
 - b) Support marking process and prize-giving;
 - c) Procure medals and suitable prizes for winners. Prizes must be educational in nature (such as books) or tools that support learning (such as stationery)
- 5) Co-conceptualise 'Shadow days'
 - a) Work with the partner organisations to determine a selection process for learners to apply and be chosen to participate in a 'Shadow day'.
 - b) Develop a plan/agenda for the 'Shadow days' that will interest learners, facilitate learning, and might include a contribution to the partner organisation (such as social media content; reflection paper etc.)
- 6) Monitoring, evaluation and reporting
 - a) Collect monitoring information on all activities, including number of participants and demographics. For each activity suggested monitoring data collected can be:
 - i) **Campaign on social media channels -**
 - (1) Reach
 - (2) Engagement (comments, likes, shares, reactions)

- (3) Qualitative (interviews) - perception or behaviour change in students who are conceptualizing and rolling out the campaign.
- ii) **Debate -**
 - (1) Survey to assess knowledge gained, perception change
- iii) **Shadow day -**
 - (1) Before-after written testimonials.
- iv) Interviews to assess perception or behaviour change and knowledge gained.
- b) Suggest any reasonable adjustments to any of the programme elements based on monitoring;
- c) Submit periodic reports on progress of programme, as well as a final report including all the monitoring data, reflect learnings and challenges, and recommendations for continuing/scaling.

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

Milestones/process steps/partial services	Deadline/place/person responsible
Inception Meeting	31 January 2027
Support first round of workshops	30 April 2027
Submit interim report on Workshops	May 2027
Submit co-designed concept for Campaign in Schools	June 2027
Support rollout of Campaign	December 2027
Submit concepts for debate competition, essay competition and Shadow Days	September 2027
Implement debate competition	December 2027
Implement essay competition	December 2027
Support implementation of Shadow Days	December 2027
Facilitate close-out workshop	December 2027
Support second round of workshops with new JSC cohort	June 2028
Submission of final report	August 2028

Period of assignment: from 1 January 2027 until 31 August 2028.

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.

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1).

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 days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

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 in accordance with Section 3.1 of the GIZ AVB:

- 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

Further requirements (1.7)

The tenderer is required to show consideration for issues of transformation, especially in the design of the competitions and campaign activities – diversity in competition participation should be encouraged, especially for Shadow days.

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
- 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
- Responsible for overall monitoring and evaluation
- Regular reporting in accordance with deadlines
- Support with facilitating workshops and implementing campaign and competitions

Qualifications of the team leader

- Education/training (2.1.1): university degree in communications, education, or social sciences
- Language (2.1.2): C2-level language proficiency in English
- General professional experience (2.1.3): 7 years of professional experience in the social justice sector
- Specific professional experience (2.1.4): 5 years in training/capacity development of youth
- Leadership/management experience (2.1.5): 5 years of management/leadership experience as project team leader or manager in a company

Key expert 1: Workshop Designer

Tasks of key expert 1

- Responsible for supporting design and implementation of all workshops
- Lead on facilitation support for workshops
- Support on design and implementation of campaign and competitions
- Support with monitoring and evaluation

Qualifications of key expert 1

- Education/training (2.2.1): University Qualification in education/training or communications
- Language (2.2.2): C2 -level language proficiency in English
- General professional experience (2.2.3): 7 years of experience in the education or social justice sector

- Specific professional experience (2.2.4): 3 years of experience in capacity development of youth
- Other (2.2.8): 3 years of experience designing and implementing workshops and/or training content for youth

Key expert 2: Campaign & Competition Designer

Tasks of key expert 1

- Responsible for designing and implementing Campaign and competitions
- Support facilitation of workshops
- Support with monitoring and evaluation

Qualifications of key expert 1

- Education/training (2.2.1): University Qualification in communication, marketing, or digital design.
- Language (2.2.2): C2 -level language proficiency in English
- General professional experience (2.2.3): 7 years of experience in the communications, education or social justice sector
- Specific professional experience (2.2.4): 3 years of experience working with youth

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

Sensitivity to youth issues and ability to connect with youth

5. Costing requirements

Assignment of personnel and travel expenses

Per diem 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 from the [German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2026 \(GERMAN ONLY\)](#)).

Accommodation allowances are reimbursed as detailed in the specification of inputs below.

With special justification, additional Accommodation costs up to a reasonable amount 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 has undertaken an obligation to reduce greenhouse gas emissions (CO₂ 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 CO₂ efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO₂ emissions caused by air travel must 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	Comments
Team leader	1	29	29	
Key Expert 1	1	41	41	
Key Expert 2	1	29	29	
Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem allowance in country of assignment	3	16	48	
Overnight allowance in country of assignment	3	16	48	Please indicate in the price schedule whether your offer is on a lump-sum basis or against evidence.
Transport	Quantity	Number per expert	Total	Comments
Domestic flights	3	16	48 (24 Return flights)	Flights within the country of assignment during service delivery
CO ₂ compensation for air travel	3	16	48	A fixed budget of ZAR 8,640.00 is earmarked for settling carbon offsets against evidence.

Travel expenses (train, car) • Uber or vehicle hire	3	16	48	Travel within the country of assignment, transfer to/from airport etc.
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	89,383.00	89,383.00	A budget of ZAR 89,383.00 is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.
Procurement of materials and equipment	1	10,000.00	10,000.00	The budget contains the following costs Printing of workbooks or procurement of workshop materials such as pens, markers, posters etc.
Other costs	1	ZAR 15,000.00	ZAR 15,000.00	The budget contains the following costs Prizes for competitions.

Workshops, events and trainings

The contractor implements the following workshops/study trips/training courses:

- Supports with design and implementation of 5 workshops led by partner organisations (2 workshops in 2027; 3 workshops in 2028)
- Implements 1 campaign activity-design workshop
- Implements 1 campaign close-out workshop

6. Inputs of GIZ or other actors

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

Logistics for workshops: Venues and catering will be provided by the JSC coordinator

7. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. 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. External content (e.g. links to websites) will also not be considered.

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 can also be submitted in English (language).

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.