

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

CONFIDENTIAL

Technical Support on Gender and Corruption	Project number/ cost centre: G-018085-001, I- 018085-01
	Tender number 10044545

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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
GCAN	Gender Corruption Action Network
KZFK	Short-term expert
NSG	National School of Government
SECO	Swiss State Secretariat for Economic Affairs
SIU	Special Investigating Unit
TIP II	Transparency, Integrity and Accountability Project II
ToRs	Terms of reference

1. Context

TIP II builds on the Transparency, Integrity and Accountability Programme (TIP) to further 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 II 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 priorities, 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 and fairness 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.

TIP II, across outputs, is supporting partners both with gender-specific anti-corruption initiatives as well as mainstreaming gender into their work. TIP II is seeking to contract an expert service provider with expertise on the subject matter and relevant experience to support a variety of partners in different sectors with mainstreaming gender initiatives and advisory on gender and corruption.

The topic of gender and corruption has been on the anti-corruption agenda in South Africa for about the past 5 years. Under the first iteration of TIP activities were carried out largely for the purpose of raising awareness of the gender-corruption nexus and of gendered forms of corruption, in particular sexual corruption. Some work started on supporting partners to begin shifting in their implementation of activities to incorporate a gender lens. Further, a Community of Practice (Gender Corruption Action Network) on gender corruption comprised of government, civil society and business was established.

For this consultancy, the relevant partner institutions are:

- **Special Investigating Unit (SIU):** The SIU is South Africa's government body tasked with investigating systemic corruption in the public sector. The SIU is governed by the Special Investigating Unit and Special Tribunals Act 1996, and acts upon Presidential Proclamations. The SIU also receives reports through a whistleblower hotline and can lobby the President for Proclamations based on information they receive and would like to act upon. In recent years the SIU has been exploring corruption prevention, by establishing multistakeholder sector-specific forums and by carrying out public education activities. TIP II is supporting the SIU on data analytics and digitalisation, managing its multisectoral forums and on gender-corruption.

- **National School of Government (NSG):** The NSG is the government body tasked with training and upskilling all public servants in South Africa. They draw their mandate from the Constitution of South Africa, in particular, Section 195(1) (h), which stipulates that: “good human resource management and career-development practices, to maximise human potential, must be cultivated.” The NSG offers a training course on ethics and anti-corruption titled Anti-Corruption Training for Practitioners. This course is currently under review, and a maximum adjustment of 10% is allowed. TIP II intends to support the NSG by incorporating a module on gender-corruption into the course.
- **Gender Corruption Action Network (GCAN):** This Community of Practice brings together stakeholders from government, civil society and business to work collaboratively on the topic of gender-corruption. At the moment, these partners are the African Women Against Corruption Network, the Legal Resources Centre, National Business Initiative, Commission for Gender Equality, Department of Public Service and Administration, National School of Government, and Corruption Watch. GCAN collaborates on implementing gender-corruption activities such as communications campaigns and advocacy on sexual corruption, and cooperates by sharing information and exchanging on the subject.

This is intended to be a long-term contract spanning TIP II's lifespan. Due to the range of tasks, TIP II is looking for a multidisciplinary team which includes strong subject-matter knowledge as well as relevant practical expertise and skills. The objective of this consultancy is to support SIU and NSG on developing their training offerings on gender and corruption, and to provide technical advisory services and subject-matter expertise to GCAN.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

- **Co-conceptualise and design a gender–corruption training package for the SIU Cyber Academy, including curriculum outline, materials, and delivery approach**
 - Consultation with the partner to identify the baseline knowledge and needs;
 - Become familiar with the format and design of the Cyber Academy;
 - Compile content for training and format it in accordance with the Cyber Academy's requirements;
 - Run a test session with relevant staff members from SIU to determine effectiveness of the training;
 - As necessary, review and make changes;
 - Conduct a handover session with the relevant staff members at the SIU responsible for the Cyber Academy;
 - Submit a report capturing the content, process (including challenges and achievements) and any feedback received on the training package.
- **Conduct a 2-day training session on gender-corruption with a cohort of SIU staff selected by the Human Resources Unit, making use of content compiled for the Cyber Academy**
 - Following the training session, host up to 3 exchanges for SIU staff to support continued learning on practically implementing a gender lens and to facilitate peer-to-peer exchange, ideally using case studies relevant to the work of the SIU;

- Submit a report capturing the methodology of the exchanges, anonymised record of participation, content covered, feedback and further recommendations for the SIU.
- **Co-conceptualise and design a module on gender-corruption for the NSG's Anti-Corruption Training for Practitioners course targeting public officials:**
 - Consult with the NSG to understand the gaps in the training, their training methodology and format, and their target audience;
 - Develop the content for the module and work with NSG to align with their formatting and methodologies;
 - Run a test session with relevant staff members from NSG to determine effectiveness of the module;
 - As necessary review and make changes;
 - Host a handover session with the relevant staff responsible for implementing the training at NSG.
 - Conduct a 1-day train-the-trainer session with NSG trainers to ensure that they understand the new content and can deliver it effectively.
 - Submit a report capturing the content, process (including challenges and achievements) and any feedback received on the training package.
- **GCAN:**
 - Conduct up to 5 desktop research requests relating to gender-corruption as required, producing briefs of up to 5 pages each;
 - Participate in bi-monthly virtual meetings of GCAN and share new developments on gender-corruption;
 - Provide advisory on activities in GCAN's workplan, such as communication and public awareness on sexual corruption, and advising on advocacy on legislative reform relating to gender-corruption. The service provider should advise on international best practice on these activities, should ensure the focus on gender-corruption, and should review outputs (such as communications tools, policy briefs etc.) for quality control.
 - Submit a report capturing the consultants' participation in meetings, advisory services provided, any research conducted, challenges and achievements, any feedback received, and recommendations for future activities for GCAN.

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 report		January 2027
SIU	Consultation with SIU on needs and specifications	March 2027
	Development of training packages for SIU Cyber Academy	August 2027
	Test content of training with SIU staff members	September 2027
	Handover finalised training package	November 2027
	Conduct internal training for SIU staff	February 2028
	Host exchanges with SIU staff	August 2028
	Submit final report on activities to TIP II	October 2028
NSG	Consultation with NSG on needs and specifications	March 2027

	Development of Gender-Corruption module for NSG training course	August 2027
	Test content of module with NSG staff members	September 2027
	Handover finalised module to NSG	November 2027
	Conduct train-the-trainer workshop	February 2028
	Submit final report on activities to TIP II	March 2028
GCAN	Advisory services	Ongoing, until October 2028
	Submit final report on activities to TIP II	October 2028

Period of assignment: from 1 January 2027 until 31 October 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 must show how it will facilitate knowledge sharing with a local partner organisation to build capacity in South Africa to provide such advisory services in future.

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
- Regular reporting in accordance with deadlines

Qualifications of the team leader

- Education/training (2.1.1): university degree (German 'Diplom'/Master) in Governance, Public Administration, Adult Education, Public Policy, or Social Sciences
- Language (2.1.2): C2-level language proficiency in English
- General professional experience (2.1.3): 9 years of professional experience in the governance sector
- Specific professional experience (2.1.4): 9 years in Project Management
- 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 Southern Africa (region), of which 2 years in projects in South Africa (country)
- Development cooperation (DC) experience (2.1.7): 5 years of experience in DC projects

Key expert 1: Gender and Corruption Expert

Tasks of key expert 1

- Subject-matter expert on gender and corruption
- Provide expert advisory and technical support on the topic
- Responsible for compiling content for training packages
- Responsible for any research required during the course of the contract
- Responsible for hosting the exchanges with SIU, with Expert 2
- Works with Key Experts 2 and 3 for delivery of tasks

Qualifications of key expert 1

- Education/training (2.2.1): Advanced University Degree in Governance, Public Policy, Public Administration, Social Sciences, Law, Political Studies
- Language (2.2.2): C2 -level language proficiency in English
- General professional experience (2.2.3): 10 years in research, public policy/administration, social sciences, gender, or law
- Specific professional experience (2.2.4): 8 years of experience in gender and corruption
- Regional experience (2.2.6): 2 years of experience in Southern Africa

Key expert 2: Training Expert

Tasks of key expert 2

- Expert on education for adults and training
- Responsible for designing SIU and NSG courses and training
- Responsible for understanding and aligning content with SIU and NSG methodology
- Responsible for handover sessions
- Responsible for designing and executing the train-the-trainer session for NSG and the training session for SIU staff
- Responsible for hosting exchanges with SIU, with Expert 1

Qualifications of key expert 2

- Education/training (2.3.1): University Degree in Education, governance, social sciences, communication
- Language (2.3.2): C2 -level language proficiency in English
- General professional experience (2.3.3): 5 years of experience in adult education and training
- Specific professional experience (2.3.4): 5 years of experience in training on governance, public policy, gender, social sciences
- Regional experience (2.3.6): 2 years of experience in Southern Africa

Key expert 3: Administrative Support

Tasks of key expert 3

- Providing administrative and project support to the team

Qualifications of key expert 3

- Education/training (2.4.1): Diploma in administration, project management or social sciences
- Language (2.4.2): C2 -level language proficiency in English
- General professional experience (2.4.3): 3 years of experience in administration or project management

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

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	30	30	
Key Expert 1	1	60	60	
Key Expert 2	1	32	32	
Key Expert 3	1	20	20	
Travel expenses	Quantity	Number per expert	Total	Comments
Total travel budget	1		29.600€	Against evidence
Per-diem allowance in country of assignment	4	20	80	Included in total travel budget: Estimated to be 20 days per expert. The workshops with the SIU and NSG are envisioned to be conducted in-person. The remaining per-diems are to be utilized at the contractor's discretion, based on project requirements
Overnight allowance in country of assignment	4	20	80	Included in total travel budget: Overnight stays abroad: estimated to be 20 nights per expert. The workshops with the SIU and NSG are envisioned to be conducted in-person. The remaining overnight stays are to be utilized at the contractor's discretion, based on project requirements Note: Under the BMF travel expense regulations,

				overnight allowances not exceeding 100% of the lump sum amounts can be submitted for reimbursement against evidence. Up to 75% of the maximum rates specified in the travel expense regulations can be submitted for reimbursement on a lump-sum basis. 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
International flights	4	4	16	Included in total travel budget: Travel to the place of service delivery: South Africa Estimated at 4 return flights per expert. The workshops with the SIU and NSG are envisioned to be conducted in-person. The remaining flights are to be utilized at the contractor's discretion, based on project requirements
CO ₂ compensation for air travel	4	4	16	A fixed budget of EUR 2688 is earmarked for settling carbon offsets against evidence.
Travel expenses (train, car) Car hire, public transport or e-hailing	4	20	80	Included in total travel budget: 20 days' worth of travel per expert: Travel within the country of assignment, transfer to/from airport,
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	15000,00	15000,00	A budget of EUR 13748,80 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.
Workshops	2	860	1720	The budget contains the following costs catering for • Training session with SIU staff (2 days) • Train-the-trainer session for NSG trainers

Workshops, events and trainings

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

- Training session for SIU staff
- Train-the-trainer session for NSG on gender-corruption module

6. Inputs of GIZ or other actors

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

- Facilitate introductions and relationship building between the contractor and partners.
- Provide coordination and technical support to the contractor for the duration of the contract.
- Venues for in-person meetings with the partners
- Venues for training sessions, invitations and coordination.

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.