

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

Tactical guide to whistleblowing	Project number/ cost centre:
	20.2106.1-001.00

1. Context.....	3
2. Background of assignment	3
3. Concept.....	5
Technical-methodological concept	5
4..Personnel concept.....	5
Team leader	5
Expert 1: Researcher	6
Expert 2 :Graphic designer.....	6
6. Costing requirements	6
Assignment of personnel and travel expenses	6
Sustainability aspects for travel	7
7. Inputs of GIZ or other actors.....	8
8. Requirements on the format of the tender	8

0. List of abbreviations

TIP	Transparency, Integrity and Accountability programme
WSPR	Whistleblower Support Platform for Reform
ToRs	Terms of reference
AVB	General Terms and Conditions of Contract (AVB) for supplying services and work 2018
BMZ	German Federal Ministry for Economic Cooperation and Development

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 a lack of good governance at all levels of government as well as endemic corruption in all sectors and mismanagement of public finances. The Transparency, Integrity and Accountability Programme (TIP) supports state and non-state actors to contribute towards the implementation of the National Anti-corruption Strategy (NACS) in a whole-of-government and societal manner. The TIP provides capacity development for anti-corruption actors in the state, civil society and the business sector. The project supports:

- Active citizenry where citizens can contribute actively to activities and initiatives in favor of 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).

The lead executing agency for the TIP is the Department of Planning, Monitoring and Evaluation (DPME). 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 (SECO). The programme is part of the newly established Peaceful and Inclusive Societies cluster of BMZ and the action field Good Governance.

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

2. Background of assignment

In 2022, various organisations working within the whistleblower support space came together to tackle this problem. The initial "Reflection Meeting on the Whistleblower Support Value Chain in South Africa" took place in April 2022 and a second meeting on "The Whistleblower Support Value Chain" took place on 7 September 2022. The aim was to foster collaboration and identify concrete actions that could be taken to support whistleblowers. From these meetings, the Whistleblower Support Platform for Reform (WSPR), a multi-stakeholder partnership, was established in January 2023. The areas of focus for WSPR are:

- Awareness, Education, and Data Interventions to increase awareness of the value of whistleblowing and to promote positive attitudes towards whistleblowers,
- Psycho-Social Support Interventions to support the psychological well-being of whistleblowers, including career counselling and coaching,
- Technical Support Interventions focusing on legal, security, and investigative support as well as legal reform,
- Guidance for Whistleblowers Including the dissemination of general and specific advice/support to prospective whistleblowers.

3. Objective of the assignment

The TIP, on behalf of WSPR, is looking for a service provider to develop a tactical guide aimed at empowering potential whistleblowers with the knowledge and tools to safely blow the

whistle. The aim of this tactical guide is to provide practical steps and advice to whistleblowers, in the different phases of blowing the whistle (pre-reporting, during reporting process and post reporting) enabling them to navigate the process effectively. The tactical guide should aim to equip whistleblowers with the necessary knowledge to make informed decisions and mitigate potential negative experiences during their whistleblowing journey. The guide should be easily accessible and user-friendly for individuals.

The guide should also unpack the various aspects in the whistleblowing process including but not limited to:

1. How and when to blow the whistle considering risks
2. Engagements with media and law enforcements
3. Legal tips, what legal recourse do you have and how to protect yourself legally. Explore the different legal avenues (Service provider to consider PPLAAF legal guide to avoid duplication)
4. Security considerations (digital, physical, personal, information)
5. Financial tips
6. Re-orientation into the workplace and or community.

The aim of this tactical guide is to provide practical steps and advice to whistleblowers, in the different phases of blowing the whistle (pre-reporting, during reporting process and post reporting) enabling them to navigate the process effectively. The tactical guide should aim to equip whistleblowers with the necessary knowledge to make informed decisions and mitigate potential negative experiences during their whistleblowing journey. The guide should be easily accessible and user-friendly for individuals.

4. Tasks to be performed by the contractor

The contractor is responsible for the following services:

- Desktop research on the practical tools for whistleblowing, including international best practice
- Interviews and/or focus groups with actual whistleblowers, their experiences and what they would do differently
- Interviews and/ or focus groups with organisations that assist whistleblowers and the advice and guidance they give to their clients
- Interviews and/or focus groups with experts in the different disciplines i.e financial advisors, security personnel, investigative journalists etc.
- Case studies to illustrate the different forms that whistleblowing (slightly fictionalized to protect the identity of the whistleblower)
- Finalisation and design of the tactical guide (printable PDF)

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	6 January 2024
Desktop research	20 January 2024
Focus groups, interviews and case study collection and collation	3 February 2024
Finalisation of the tactical guide	31 March 2025

Period of assignment: from **6 January 2025 until 31 March 2025**

Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 4 (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.

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 4 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 4 (Tasks to be performed by the contractor) are to be provided.

Project Management of 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 (1.6.1); the plan includes information on assignment dates (duration and expert days) and (1.6.2) locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

5. 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 8](#)), 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
- Regular reporting in accordance with deadlines

Qualifications of the team leader

- Education/training (2.1.1): Postgraduate university degree in Social sciences
- Language (2.1.2): C2-level language proficiency in English

- General professional experience (2.1.3): 10 years' social science research experience using various research methodologies
- Specific professional experience (2.1.4): 5 years' report writing experience with publications
- Leadership/management experience (2.1.5): 3 years of management/leadership experience as project team leader or manager in a company

Expert 1: Researcher

Tasks of Researcher

- Develop research questions
- Ensure data is representative, reliable and valid
- Conduct the research
- Analyse data and draw inferences from the data and able to present it in a simple manner
- Review case studies to ensure anonymity

Qualifications of Researcher

- Education/training (2.2.1): Post- graduate degree in Social Sciences
- Language (2.2.2): C2 -level language proficiency in English
- General professional experience (2.2.3): 5 years' Social Sciences research experience
- Specific professional experience (2.1.4): 2 years' report writing experience

Expert 2 :Graphic designer

Tasks of Graphic designer

- Design look and feel of the Tactical guide

Qualifications of Graphic designer

- Education/training (2.3.1): University degree in Graphic design
- Language (2.3.2): C2 -level language proficiency in English
- General professional experience (2.3.3): 2 years' experience in layout and design of handbooks

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

6. 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://w.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 (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.

If they cannot be avoided, CO₂ 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	Comments
Team leader	1	11	11	
Key Expert 1: Researcher	1	34	34	
Key Expert 2: Graphic designer	1	4	4	
Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem allowance in country of assignment	4			
Transport	Quantity	Price	Total	Comments
Domestic flights	4 trips (includes return hence 8)			8 flights amongst experts within country of assignment during service delivery
CO ₂ compensation for air travel <i>Link to working aid and table for determining the budget and Guidance for GIZ service providers on avoiding, reducing and offsetting GHG emissions on setting the budget.</i>	8	1000	8000	
Accommodation	4			

Travel expenses (train, car) • Kilometres claim and or public transport for 3 focus groups		4,87		Travel within the country of assignment, transfer to/from airport etc.
Ubers/Car Hire/Shuttle	1			Travel within country of assignment, transfer to/from workshops etc.
Other costs	Number	Price	Total	Comments
In-person focus groups	3			Focus groups with maximum of 15 participants. The budget is to be used for catering services.
Flexible Remuneration	1	Up to 80,400	Up to 80,400	A budget of EUR 4 197.00 /ZAR80 400.00 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.

7. Inputs of GIZ or other actors

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

- GIZ will provide the venue for workshops.
- Logistics for workshops: GIZ will provide transportation for participants that may require transport to and from the venue.

8. Requirements on the format of the tender

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

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

The CVs of the personnel proposed in accordance with Chapter 5 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.

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.