

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

REVISION AND CUSTOMISATION OF THE NATIONAL SCHOOL OF GOVERNMENT'S ONLINE ETHICS COURSE FOR PUBLIC SERVICE	Project number/ cost centre: 20.2106.1-001.00
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0. List of abbreviations

AG	Auditor General
API	Application Programming Interfaces
AVB	General Terms and Conditions of Contract (AVB) for supplying services and work 2018
BMZ	German Federal Ministry for Economic Cooperation and Development
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
NACAC	National Anti-corruption Advisory Council
NACS	National Anti-corruption Strategy
NSG	National School of Government
PSC	Public Service Commission
TIP	Transparency, Integrity and Accountability Programme
ToRs	Terms of reference

1. Context and Background

The **Transparency, Integrity, and Accountability Programme in South Africa (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:

- the active involvement of citizens, who contribute to the implementation of the NACS through initiatives that encourage transparency, integrity and accountability (output 1),
- the strengthening of institutional capacity so that the relevant state actors, particularly the National Anti-corruption Advisory Council (NACAC), are empowered to steer and coordinate the implementation of the NACS (output 2); and
- Multi-stakeholder partnerships to improve transparency, integrity and accountability (output 3).

The TIP targets the whole-of-government and whole-of-society and actively pursues a human rights-based orientation including gender equality. The strategic reference points for the TIP are the NACS, the National Development Plan, the UN's Agenda 2030 (Sustainable Development Goals 16.5 and 16.6), South Africa's Medium-term Strategic Framework 2024-2029, Germany's Feminist Development Policy and the Agenda 2063 of the African Union.

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 part of the action field *Good Governance* in the *Peaceful and Inclusive Societies* cluster of BMZ in South Africa. The TIP is co-financed by the Swiss State Secretariat for Economic Affairs (SECO).

The National School of Government (NSG) is mandated with the responsibility of ensuring that public servants comply with the provisions of established legislation, regulations and systems, and can exercise proper discretion and innovation in solving routine and complex delivery problems. To this end, the NSG is tasked with ensuring that all public servants participate and complete education, training, and development initiatives as per relevant legislation.

The Constitution of the Republic of South Africa requires a high standard of professional ethics in public service. This, therefore, means that public administration must be governed by democratic values and principles as well as the standards for professional ethics enshrined in the Constitution. To this end, the NSG is rolling out a course, *Ethics in the Public Service*, which aims to help build an ethical culture in the public service by making officials aware of ethical standards and commitments that they are required, by law, to comply with. It is based on the premise that possessing adequate and relevant knowledge is critical in solving ethical dilemmas. The main aim of this course is to help build an ethical culture in public service.

The course was originally designed and developed in 2016, with critical content updates made since then. However, the online materials now need a comprehensive refresh to modernize their delivery. Updating the course would ensure that public service employees continue to benefit from the latest in ethical learning and development, aligned with current best practices.

Considering the significance of ethical conduct in the South African Public Service and the compulsory nature of the course, Ethics in the Public Service is one of the most widely enrolled courses offered by the NSG.

To this end, the NSG, in collaboration with the Department of Public Service and Administration and a broader reference group, is planning to embark on a process to ensure content relevance, utilize new technological advancements, and improve the overall learning experience in the existing course.

2. Tasks to be performed by the contractor

GIZ's Transparency, Integrity, and Accountability Programme (TIP), in partnership with the Department of Public Service and Administration (DPSA) and the National School of Government (NSG), is seeking to appoint a qualified service provider who will modernise the existing NSG Ethics in the Public Service online course within three months.

The service provider will be expected to

- a. Review and analyse the existing NSG Ethics in the Public Service online course to identify areas to update and improve.
- b. Identify relevant topics to be included in the updated learning materials.
- c. Draft the updated learning materials for discussion with the project team.
- d. Optimise the updated learning materials for delivery as an Open Distance eLearning solution.
- e. Present the above products to the project team for discussion and validation.
- f. Present the final products to the project team and other stakeholders at the validation workshop and handover session.

Project Deliverables

The main project deliverables will be:

- 1) Content updates where required: revising outdated information, adding new, relevant content and/or aligning the content with current standards and practices.
- 2) Visual and graphic enhancements: improving the visual appeal through updated multimedia elements (e.g., graphics and animations).
- 3) Improved user interface: this may involve reworking the layout and improving the navigation while ensuring accessibility.
- 4) Mobile compatibility: ensuring the course is accessible for mobile devices.
- 5) Interactivity enhancements: Adding interactive elements where relevant.
- 6) Assessment and feedback: updating assessments and adding automated feedback.

In adapting the learning material, the service provider must regularly consult with the project team for updates, progress reports, and quality assurance in accordance with the agreed project schedule.

Expertise required

The course content modernisation (and or development where necessary) will be undertaken by a specialist team who are familiar with the relevant prescripts as well as typical ethical dilemmas that public servants encounter on a regular basis. In addition, the team will possess a combination of the following specialised skills and expertise:

- A creative story writer (who will develop and/or adapt relevant dilemmas and scenarios that officials can relate to into stories that engage learners in the course)
- A video animator (to create selected explainer videos based on the course content)
- A graphic designer (to create effective design elements that communicate content clearly)
- An experienced proofreader (who will review and correct content to ensure accuracy and coherence)
- An expert in public sector learning material development, including for online learning platforms
- An expert in content development for Ethics and Integrity courses for the public sector with extensive knowledge of Ethics and Integrity challenges faced in public service

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 and propose project timelines	20 February 2025
Submit project implementation schedule with timeframes and milestones	27 February 2025
Participate in the first stakeholder onboarding workshop	4 March 2025
Provide a first draft version of the updated learning material for discussion	4 April 2025
Present the second version of the training material in preparation for the final submission	18 April 2025
Present the animated version of the adapted material to the project partners.	20 May 2025
Participate in the stakeholder training material validation workshop and final handover.	30 May 2025

Period of assignment: from 01 February 2025 until 30 May 2025.

3. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 20 (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 **Error! Reference source not found.** 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 0 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) and its contribution to the **results-based monitoring system** (1.3.2).

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 0 (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.

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 qualification (Post graduate degree) in management, economics, corporate governance, ethics, executive leadership development or any equivalent field
- Language (2.1.2): Good business language skills in English
- General professional experience (2.1.3): 10 years of professional experience in online training material development for the public sector
- Specific professional experience (2.1.4): 10 years in developing and implementing online training material for the public sectors, focusing on risk, ethics and good governance
- Leadership/management experience (2.1.5): 10 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 the region,
- Development Cooperation (DC) experience (2.1.7): 5 years of experience in DC projects

Key expert 1

Tasks of key expert 1

- Online training materials developer for the public sector

Qualifications of key expert 1

- Education/training (2.2.1): Post Graduate Degree in public management, social science or related field
- General professional experience (2.2.3): 5 years in online materials development for either the public or civil society sectors focusing on leadership, ethics and or good governance
- Specific professional experience (2.2.4): 5 years in training material development for online audiences

Key expert 2

Tasks of Expert 2

- Video animator for online training materials for the public service, will support the team leader and the project team focusing on translating stories and scenarios into animated videos for the local government sector.

Qualifications of Expert 2

- Education/training (2.3.1): Post Graduate Degree in cinematography, media studies or equivalent degree
- General professional experience (2.3.3): 5 years in making video animation for online training purposes
- Specific professional experience (2.3.4): 5 years working with storywriters for video animation for online training purposes

Key expert 3

Tasks of Expert 3

- Story writer for online training videos, will support the team leader and the project team focusing on writing stories for videos, based on scenarios and case studies which will be provided by the project partners working in the local government sector

Qualifications of Expert 3

- Education/training (2.4.1): Post Graduate Degree in social sciences, economics, management or equivalent degree
- General professional experience (2.4.3): 5 years in writing stories for video adaptation for online training purposes
- Specific professional experience (2.4.4): 5 years in translating scenarios and case studies into stories for video adaptation for online training purposes

Key expert 4

Tasks of Expert 4

- Proof-reader of stories for online videos as part of the training materials developed for the local government sector

Qualifications of Expert 4

- Education/training (2.5.1): Post Graduate Degree in social sciences, economics, management or equivalent degree
- General professional experience (2.5.3): 5 years in providing proof reading services for stories developed for online training videos
- Specific professional experience (2.5.4): 5 years working with video production teams providing playing the role of a proofreader

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 (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
Designation of TL/key expert/short-term expert pool	5	119	119	All 5 experts included
Designation of TL/key expert/short-term expert pool				
<i>Add further lines for personnel or delete as necessary</i>				
Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem allowance in country of assignment <i>If an on-site assignment takes place over the weekend, per diem allowances for weekends can be reimbursed between the fee days.</i>	9	2		
Overnight allowance in country of assignment <i>If an on-site assignment takes place over the weekend, overnight allowances for weekends can be reimbursed between the fee days.</i>	9	2		
Transport	Quantity	Number per expert	Total	Comments
International flights <i>Enter destination country</i>				Travel to the place of service delivery

Domestic flights	4	2		Flights within the country of assignment during service delivery
CO₂ 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>	4	2	9 410.00	A fixed budget of EUR 491 is earmarked for settling carbon offsets against evidence.

Workshops, events and trainings

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

- Stakeholder workshop
- Validation and hand over workshop

6. Inputs of GIZ or other actors

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

- Transportation on site with own project vehicle
- Logistics for workshops: 2

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 (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.

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.

8. Option

After the services put out to tender have been completed, important elements of these tasks can be continued or extended. Specifically:

Requirements

Exercising the option will depend on the request from the partner. The decision on continuation is expected to be made in the period 15 days before the expiry date of the contract. If the option is exercised, it is anticipated that the contract term will be extended for an additional three months.

The option will be exercised by means of a contract extension on the basis of the individual approaches already offered.

Quantitative requirements for the optional services

9. Outsourced processing of personal data

Adherence to local data protection laws will be observed.

10. Annexes