

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

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<b>Good Financial Governance in Africa II: Audit Impact Storytelling Project</b>	<b>Project number/ cost centre: 17.2088.7.002.00</b>
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## **0. List of abbreviations**

AFROSAI	African Organization of Supreme Audit Institutions
AFROSAI-E	African Organization of English-speaking Supreme Audit Institutions
AG	Commissioning party
AN	Contractor
AVB/GTCC	General Terms and Conditions of Contract for supplying services and work 2022
FK	Expert
FKT	Expert days
GIZ	Deutsche Gesellschaft für internationale Zusammenarbeit GmbH
KZFK	Short-term expert
SAI	Supreme Audit Institution
ToRs	Terms of reference

## 1. Context

### General background

The GIZ GFG in Africa programme promotes transparency and accountability in public financial management. It 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 objective of the programme is to empower Good Financial Governance change agents in the area of taxation, external audit, budgeting and fiscal oversight to support systemic reforms in African countries and reduce illicit financial flows.

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. 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.

AFROSAI-E, the English language subgroup of AFROSAI, is a member-based institution with 26 Auditors-General from English-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 Auditor General of South Africa hosts the Secretariat. The Secretariat, which is hosted in South Africa, is led by a Chief Executive Officer appointed by the Governing Board. Through the Executive Secretariat, members are empowered to optimise their audit performance to comply with the INTOSAI framework of professional pronouncements (IFPP) and to strengthen their institutional capacity to effectively implement their mandate.

### Assignment background

Capacity building organizations, such as AFROSAI-E and their development partners often struggle to demonstrate the direct impact of their work on the lives of citizens. However, citizens are usually the ultimate beneficiaries of most interventions of development partners in the governance and public finance space. Likewise, international standards, such as INTOSAI P-12 makes the case that the work of SAIs shall be for the benefit of citizens. Usually, the intervention-impact chain in capacity development in the governance space is rather long and indirect. Currently, Western governments (hence, donors and development partners) consolidate their budgets. Consequently, it is more important than ever to showcase the relevance and impact of organizations strengthening good financial governance, such as AFROSAI-E.

The **primary objective** of this assignment is to showcase audit impact by means of an individual case study through the eyes of the auditor, auditee, citizens and possibly other

accountability actors, such as PACs and civil society. The case study shall tell a compelling story which will be published as an AFROSAI-E communication product (video) supported by GIZ. Hence, the video shall capture how individual citizens were affected by the audit subject and improvements made following the audit recommendations of the SAIs. Furthermore, the video shall highlight the positive role external partners such as AFROSAI-E and GIZ can play in strengthening SAI performance audit capacity.

The target group for the videos is twofold: at the country level, the target group includes citizens, civil society and other stakeholders of the SAI. At regional and international levels, the target group includes development partners and donors in the field of governance and public finance.

The project shall result in lessons learnt that can inform future storytelling projects for other audits/interventions supported by AFROSAI-E and GIZ (e.g., in financial, compliance and information systems audits).

Two audits from the AFROSAI-E region were selected using the following criteria:

- Reports submitted to the best PA competition in the AFROSAI-E region.
- Diverse audit teams.
- Audits are currently in the follow-up stage (or the follow-ups are currently being prepared).
- Audit with topics that affect individual citizens, e.g., issues of service delivery.
- SAIs are open and ready to collaborate.

The two audits are:

1. NAO Gambia: performance audit on emergency obstetric care in public health facilities (2020)
2. OAG Rwanda: performance audit on utilization and maintenance of irrigation and mechanization equipment (2019) – tbc

## **2. Tasks to be performed by the contractor**

The contractor will develop two video documentaries including the creation / shooting of all materials for the film and the postproduction. The contractor is responsible for the provision of all necessary equipment (video, audio). The contractor also ensures that interviewees sign the assignments of property rights on site (form provided by the client) and forward these to the client.

The contractor is responsible for providing the following services:

### **Inception**

1. Review of the aforementioned audit reports of NAO The Gambia and OAG Rwanda
2. Onboarding meetings with AFROSAI-E, GIZ and auditors from both countries.

3. Contextual research about both countries, for instance familiarization with the countries' accountability ecosystems and the audit subjects.
4. Drafting of brief non-technical summaries of the audit reports (methodology, scope, findings, recommendations).
5. Drafting of a one pager briefing interviewees and other relevant external stakeholders about the project (two different versions for The Gambia and Rwanda).

#### **Production Pt. 1 (The Gambia – 5 days in country)**

6. Development of detailed concept incl. filming and interview schedule (location, dates, times, interviewees, activities to be filmed, etc.). The concept shall also include interview questions for the different stakeholder groups identified (e.g. audit teams, auditees, citizens, civil society, etc.). Furthermore, the concept shall outline possible narratives for the documentary.
7. Development of a first draft of a compelling narrative and storyboard. Two rounds of feedback from AFROSAI-E, NAO The Gambia and GIZ are to be requested and incorporated.
8. Shooting of all necessary footage (e.g. aerial shots of the audit office, auditees, local communities where relevant etc.) and interviews in Banjul and surrounding locations (NAO The Gambia will provide local transport for film days)
9. The contractor is responsible for obtaining all necessary filming licenses and permissions
10. Finalization of the narrative and storyboard, including sketches for animations and other visual aids and a script for a voiceover.
11. Development of a 5-minute documentary (including editing, voiceover, animations, etc.) and a 1-minute teaser.

#### **Production Pt. 2 (Rwanda – 5 days in country)**

12. Development of detailed concept incl. filming and interview schedule (location, dates, times, interviewees, activities to be filmed, etc.). The concept shall also include interview questions for the different stakeholder groups identified (e.g. audit teams, auditees, citizens, civil society, etc.). Furthermore, the concept shall outline possible narratives for the documentary.
13. Development of a first draft of a compelling narrative and storyboard. Two rounds of feedback from AFROSAI-E, OAG Rwanda and GIZ are to be requested and incorporated.
14. Shooting of all necessary footage (e.g. aerial shots of the audit office, auditees, local communities where relevant etc.) and interviews in Kigali and surrounding locations (OAG Rwanda will provide local transport for film days).
15. The contractor is responsible for obtaining all necessary filming licenses and permissions
16. Finalization of the narrative and storyboard, including sketches for animations and other visual aids and a script for a voiceover.
17. Development of a 5-minute documentary (including editing, voiceover, animations, etc.) and a 1-minute teaser.

Please take note that the in-country production work in The Gambia is scheduled for Q4 of 2023 whereas the in-country work for Rwanda is scheduled for Q1 in 2024.

## Conclusion

18. Development of two brief how-to guidelines:
  - a. For SAIs to document audit impact (approx. two pages). The guideline shall speak to the development of video documentaries and other relevant storytelling formats (e.g. radio features, social media posts / threads, brochures, etc.). The guideline shall include practical recommendations as to what SAIs can do to better document and communicate the impact of audits undertaken to the public. The target group of SAI co
  - b. communication products are usually their immediate stakeholders (auditees, parliament and other accountability allies) as well as citizens.
  - c. For AFROSAI-E (approx. two pages) to document the impact of their capacity building interventions at SAI level with above mentioned storytelling formats. The target group of AFROSAI-E communication products are their member SAIs, donors, institutional partners and other global partners (e.g. at INTOSAI level).

The service provider is expected to solicit inputs from the AFROSAI-E senior communications manager, the performance audit manager and the responsible GIZ colleagues.

The videos shall be developed in line with the AFROSAI-E visual identity. Both videos shall be provided with captions in Portuguese and French.

All final products (videos and guidelines) will go through at least 3 rounds of feedback from all parties involved (AFROSAI-E, SAIS and GIZ).

In summary, the following deliverables are expected from the service provider:

1. General
  - a. Non-technical summaries (max. 2 pages each) of the two audit reports
  - b. One pager briefing documents about the project for stakeholders and interviewees in both countries (two versions)
  - c. Two how to demonstrate audit impact guidelines
2. NAO The Gambia 5-minute documentary and a 1-minute teaser
  - a. Concept note
  - b. Storyboard
  - c. Script
  - d. Animations and other visual aids
3. OAG Rwanda The Gambia 5-minute documentary and a 1-minute teaser
  - a. Concept note
  - b. Storyboard
  - c. Script
  - d. Animations and other visual aids

All deliverables are to be submitted as GIZ GFG communication products. The technical support of GIZ shall be indicated at the end of the videos.

The videos are to be submitted as VLC files (mp4).

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

<b>Milestones</b>	<b>Deadline</b>
Conclusion of inception phase incl. delivery of audit report summaries and one pager briefing documents	15.01.2024
The Gambia: detailed concept submitted and endorsed	31.01.2024
In-country work in The Gambia concluded	28.02.2024
Submission of first draft of the video documentary on The Gambia audit report	15.03.2024
Draft finalized	31.03.2024
Rwanda: detailed concept submitted and endorsed	15.03.2024
In-country work in Rwanda concluded	15.04.2024
Submission of first draft of the video documentary on Rwanda audit report	30.04.2024
Draft finalized	10.05.2024
Submission of how-to guidelines	31.05.2024

Period of assignment: from 15.12.2023 until 31.07.2023.

### **3. Concept**

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 0 (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 0 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 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).

#### **Further requirements (1.7)**

Other specific requirements are the contractor's ability to demonstrate their ability discuss the audit topics in non-technical terms and develop compelling narratives. Furthermore, the contractor shall demonstrate their ability to adequately contextualize the topics of the video documentary.

#### **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 (first degree) in communication, film, media sciences or a related field
- Language (2.1.2): Good business language skills in English
- General professional experience (2.1.3): 5 years of professional experience in videography, animations, directing or a related field
- Specific professional experience (2.1.4): 5 years of experience in journalism and/or storytelling
- Leadership/management experience (2.1.5): 3 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



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

For the technical assessment, an average of the qualifications of all specified members of the expert pool is calculated. Please send a CV for each pool member (see below Chapter 7 Requirements on the format of the bid) for the assessment.

#### Tasks of the short-term expert pool

- Supporting the implementation of the assignment as per the team leader's direction and guidance

#### Qualifications of the short-term expert pool

- Education/training (2.6.1): 1-4 experts with university qualification (first degree) in communication, film, media sciences or a related 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 at least 3 years of experience in videography, animations, directing or a related field
- Regional experience (2.6.5): 1-4 experts with at least 3 years of experience in Sub-Saharan Africa

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

#### 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 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.

## Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Team leader	1	20	20	
Short-term expert pool	4	10	40	40 days maximum
Travel expenses	Quantity	Price	Total	Comments
Per-diem allowance in The Gambia	12	40		2 experts, 6 days each
Overnight allowance in The Gambia	12	161		2 experts, 6 nights each
Per-diem allowance in Rwanda	12	46		2 experts, 6 days each
Overnight allowance in Rwanda	12	141		2 experts, 6 nights each
Transport	Quantity	Price	Total	Comments
International flights The Gambia Rwanda	4			Travel to Banjul (The Gambia) and Kigali (Rwanda)
Travel expenses (train, car) • Airport transfers • Other travel in countries of assignment	4			
Other travel expenses Visa costs Filming permits	4			
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	3000	3000	A budget of EUR 3000 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.
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## 6. Inputs of GIZ or other actors

- Transportation in The Gambia and Rwanda on filming days (excl. transport from and / to the airport) will be facilitated by the SAI.

## 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.

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. Please submit references as external content (links). Please identify the external content with its date of creation. This date may not lie outside the tender deadline.

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.

### Other Requirements

- Please submit your proposal (technical and price proposal) in separate files/folder to [ZA\\_Quotation@giz.de](mailto:ZA_Quotation@giz.de) no later than **03.11.2023** 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 Eur.
- 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.

- Participating more than once in same tender is not allowed and it will lead to your proposal as well as that of the company where you appear more than once being disqualified. The responsibility rests with the companies to ensure that their partners/experts are not bidding/participating more than once in same tender.
- **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.

#### Scientific data

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**

## **8. Annexes**

- INTOSAI p-12: The value and benefits of Supreme Audit Institutions – making a difference to the lives of citizens ([https://www.intosai.org/fileadmin/downloads/documents/open\\_access/INT\\_P\\_11\\_to\\_P\\_9/INTOSAI\\_P\\_12/INTOSAI\\_P\\_12\\_en\\_2019.pdf](https://www.intosai.org/fileadmin/downloads/documents/open_access/INT_P_11_to_P_9/INTOSAI_P_12/INTOSAI_P_12_en_2019.pdf))
- Performance audit report by NAO The Gambia: performance audit on emergency obstetric care in public health facilities (2020) <https://afrosai-e.org.za/wp-content/uploads/2021/05/PA-Report-Emergency-Obstetric-Care-in-Public-Health-Facilities-The-Gambia.2020.pdf>
- Performance audit report by OAG Rwanda: performance audit on utilization and maintenance of irrigation and mechanization equipment (2019) [https://afrosai-e.org.za/wp-content/uploads/2019/04/utilization\\_and\\_maintenance\\_of\\_irrigation\\_and\\_mechanization\\_equipment\\_rwanda\\_2015.pdf](https://afrosai-e.org.za/wp-content/uploads/2019/04/utilization_and_maintenance_of_irrigation_and_mechanization_equipment_rwanda_2015.pdf)