

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

CONFIDENTIAL

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Subject of the tender procedure: Contract management to strengthen institutional and financial resilience of afro-feminist civil society organisations	Transaction number: 10007989

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0. List of abbreviations

AU	African Union
CSO	Civil Society Organisations
CV	Curriculum Vitae
GDPR	General Data Protection Regulation
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
GTC	General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
KEP	Commercial and Legal Eligibility Check
LGBTIQ+	Lesbian, Gay, Bisexual, Transgender, Intersex, and Queer (or Questioning) people; "+" represents other identities not explicitly covered
LS	Local Subsidy
M&E	Monitoring & Evaluation (System)
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
SEA-T	Society. Equality. Africa – the Transformation Programme
ToRs	Terms of Reference
PGC	Participatory Grant Committee

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1. Context

Brief description

Module Title	Society. Equality. Africa – the Transformation (SEA-T)
Core theme	Peace and Social Cohesion
Action field (s)	Good Governance/Democracy Promotion; Feminist Development Policy, Digitalization and Data
Core Problem	Feminist civil society in Africa is structurally underfunded and is therefore unable to adequately advance its concerns.
Overall objective	Local and regional civil society actors in Africa have strengthened the feminist transformation.
Target Group	Afro-feminist civil society organisations of selected African countries especially marginalised persons and groups.
Political partner(s)	The project is being implemented without political partner/s but only with civil society organizations.
Methodological approach	Financial support for afro-feminist civil society organisations in Africa, strengthening networking efforts, alliance building as well as advocacy with a focus on the availability of gender-data.
Major Outputs	O1: The financial resources of regional and local civil society organisations (CSO) for their Afro-feminist work have been strengthened. O2: Cooperation between civil society actors at local and regional level on Afro-feminist issues has been strengthened O3: The scientific basis for the representation of the interests of Afro-feminist civil society in Africa has improved. O4: The long-term structural resilience (governance, financing, or protection mechanisms) of Afro-feminist civil society is strengthened in the context of regressive and shrinking spaces for action.
Project duration	01.08.2024-31.07.2028

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Introduction of the SEA-T Programme

The **Society. Equality. Africa – The Transformation Programme**, commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ), supports Afro-feminist (including LGBTIQ+) initiatives from African civil society in driving long-term positive change for greater diversity, equality, and inclusion, as well as in making the digital gender gap visible and reducing it.

With the absence of a state /government partner, civil society actors are supported in addressing the issues most relevant to them, amplifying their voice in societal and political discourse, and thereby expanding their scope for action. The programme pursues a multi-stakeholder and multi-level approach, being essential for social norm change. This approach is implemented on four tracks:

1. **Funding for the Afro-feminist movement:** Structural strengthening of the Afro-feminist movement as a whole, not just individual projects. The focus is on financing that is as flexible, needs-oriented, and multi-year as possible, enabling local and regional civil society organisations to independently shape intersectional human rights work. A wide range of topics are supported, including inclusion, social and political participation of women and girls, rights of LGBTIQ+ communities, inclusion, and closing the digital gender gap.
2. **Collaboration and advocacy:** Focus on building and strengthening spaces for collective action. The project supports joint processes and networks that enable cross-border exchange, joint learning, and solidarity-based cooperation between Afro-feminist actors. The aim is to promote alliances across countries, languages, and thematic contexts and to develop joint advocacy strategies.
3. **Feminist knowledge:** Production and use of knowledge from an Afro-feminist perspective. The project supports partner-led research, participatory data collection, and knowledge production based on the experiences, analyses, and priorities of the actors involved. SEA-T focuses on local perspectives in its partnerships and builds on the commitment and expertise of civil society.
4. **Sustainable mobilisation:** Strengthening the long-term structural resilience of Afro-feminist civil society in an increasingly restrictive and regressive civil society environment. The focus is on strategies for the organisational, financial, and political sustainability of movements and organisations. This includes measures to strengthen internal structures, leadership, security and protection mechanisms within shrinking spaces and repressive implementation contexts and collective care.

Through its regional orientation, the programme supports the development and dissemination of an overarching, continent-wide narrative on Pan-African feminism. The objectives of the Afro-feminist movement to create gender-equitable societies both offline and online are similar across many countries and have societal significance that extends beyond national contexts. The programme addresses this by ensuring that supported partner organisations cover a wide geographical, thematic, and linguistic range.

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Problem, Potential, and Rationale for the Module Objective

The Afro-feminist and LGBTIQ+ movements within African civil society operate in a highly constrained and increasingly hostile environment. Structural underfunding, shrinking civic space, and intersecting forms of discrimination severely limit their ability to act sustainably and strategically. Despite their central role in advancing gender equality, inclusion, and human rights, only around 1.4% of gender-focused Official Development Assistance (ODA) reaches local women's rights and LGBTIQ+ organisations. Globally, feminist organisations operate with a median annual budget of approximately USD 22,000, with more than half managing on less than USD 30,000 per year and nearly half facing the risk of closure due to unstable or missing core funding. This chronic lack of resources significantly constrains programmatic implementation, advocacy efforts, institutional development, and the capacity to improve lived realities.

These financial constraints are compounded by deteriorating political conditions. Across Africa, civil society organisations increasingly face restrictive legislation, surveillance, intimidation, and growing anti-rights and anti-gender backlash. Approximately 95% of African countries are classified as having closed, repressed, or obstructed civic space. At the same time, regressive actors opposing gender equality, sexual and reproductive rights, and LGBTIQ+ inclusion are becoming more organised, better resourced, and politically influential. As a result, Afro-feminist organisations face a convergence of rising societal needs, shrinking resources, and narrowing spaces for action, undermining their institutional stability, security, and long-term planning capacity.

Structural inequalities are further reinforced in the digital sphere. Women and marginalised groups in Africa are significantly less likely to have access to the internet, while online spaces increasingly expose activists, journalists, and civil society actors to hate speech, cyberstalking, threats, and defamation. Digital governance and policy debates remain dominated by patriarchal power structures, with Afro-feminist perspectives largely underrepresented. Limited digital skills, data access, and technical capacities particularly among small, local organisations further restrict networking, evidence-based advocacy, and participation in shaping digital transformation processes. In parallel, women and gender-diverse persons are disproportionately affected by climate change impacts while remaining underrepresented in climate-related decision-making. Across sectors, gaps in gender- and intersectionality-disaggregated data continue to hinder transformative, evidence-based approaches.

Despite these challenges, significant potential exists. Continental and regional frameworks such as the African Union's Gender Equality and Women's Empowerment (GEWE) Strategy 2018–2028, the AU Digital Transformation Strategy 2020–2030, and the Maputo Protocol as well as ground laying orientation and cooperation documents such as the African Feminist Charter provide a strong normative foundation for advancing gender justice, inclusion, and women's rights. Afro-feminist and LGBTIQ+ civil society actors are key to translating these commitments into practice, as they are deeply embedded in local contexts, closely connected to affected communities, and capable of articulating intersectional, context-sensitive solutions. A young, digitally connected generation across the continent is actively shaping socio-political and post-colonial debates, creating further momentum for progressive change if adequately supported.

However, current international development cooperation financing structures largely align with state priorities and short-term, project-based modalities. These approaches absorb

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substantial administrative capacity within civil society organisations and limit their ability to independently define priorities, act flexibly, and pursue long-term transformative agendas. Funding opportunities that provide core funding are demand-driven, grassroots-oriented, and low in bureaucracy remain scarce, while alternative sources such as philanthropy or domestic fundraising are insufficiently developed in many contexts. As a result, Afro-feminist civil society in Africa remains structurally underfunded, delaying or constraining transformative social change.

Against this backdrop, strengthening the long-term structural resilience of Afro-feminist and LGBTIQ+ civil society organisations is essential. Structural resilience encompasses stable governance and organisational processes, diversified and sustainable financing, protection and security mechanisms, regional networking, strategic planning, and the ability to withstand political pressure, financial volatility, and security risks. By investing in these dimensions, civil society actors can move beyond crisis response toward proactive, strategic engagement, forming a counterweight to regressive forces that undermine diversity, equality, and human rights.

The SEA-T module therefore builds on the assumption that limited financial, institutional, and technical capacities (particularly at the local/ grassroots level) are a key bottleneck to advancing feminist transformation, and that these constraints can be addressed through targeted technical cooperation. Strengthening funding mechanisms, networking, knowledge exchange, data generation, and evidence-based advocacy enhances the ability of civil society actors to collectively defend civic space, amplify marginalised voices, and influence social norms and policy processes. While shrinking civic space remains a contextual risk that can only be mitigated incrementally, collective action, regional solidarity, and strengthened organisational resilience increase the capacity of Afro-feminist actors to navigate and resist these pressures.

The module objective is therefore:

Local and regional civil society actors in Africa have strengthened feminist transformation.

By addressing structural underfunding, enhancing resilience, and enabling collective, evidence-based action, the module creates the conditions for Afro-feminist and LGBTIQ+ movements to sustainably advance gender-just, inclusive societies both offline and online across the African continent.

Relevant Outputs for the programme for the assignment

To achieve the above-mentioned module objective of the programme, the project works in four major outputs:

- **Output 1 (Demand-orientated financing mechanisms - supporting the movement building):** The financial resources of regional and local civil society organisations (CSO) for their Afro-feminist work have been strengthened.
- **Output 2 (Networking – supporting the alliance building):** Cooperation between civil society actors at local and regional level on Afro-feminist issues has been strengthened.

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- **Output 3 (Evidence for advocacy/ digitalisation):** The scientific basis for the representation of the interests of Afro-feminist civil society in Africa has improved.

The assignment is directly contributing to the 4th Output of the programme und therefore more details are provided:

- **Output 4 (Structural resilience of Afro-feminist civil society)** The long-term structural resilience (governance, financing, or protection mechanisms) of Afro-feminist civil society is strengthened in the context of regressive and shrinking spaces for action.
 - Output Indicator 4.1: 30 civil society actors have strengthened institutional or financial resilience.
 - Output Indicator 4.2: 3 participatorily developed regional models for sustainable Afro-feminist mobilisation are disseminated or applied.

Output 1 comprises financing for individual measures implemented by civil society organisations (CSOs) that work on feminist issues in an African context. Support is provided to various types of local (grassroots) actors through intermediaries. In line with the SEA-T programmes decolonial approach, funding is granted in line with the principle of the right of initiative. The right of initiative is a key element of civil society support and means that CSOs operate independently of thematic specifications set by external actors. This is intended to strengthen the agency of civil society actors and to ensure a broad thematic spectrum as well as needs-based action. This approach has been proven to contribute to improved participation and a fairer allocation of funds and can therefore promote the targeted consideration of regionally and locally identified needs and corresponding social change, as evidenced, for example, by the OECD study “Gender Equality and the Empowerment of Women and Girls” (2022). Sustainable change in communities can only be achieved by considering four key dimensions (the personal, relational, structural, and cultural levels). In this way, this output contributes to changing social norms and mindsets at the systemic–structural level and promotes feminist transformation in Africa. This assumes that the scope of action of civil society actors is not restricted.

Output 2 aims to facilitate exchange among the intermediaries, in which they feed in experiences from the supported projects implemented by grassroots organisations and use the exchange to jointly generate and consolidate knowledge, for example from collected (gender) data, and to develop a shared understanding of the interpretation and use of these insights. This supports mutual learning for the improved application of transformative approaches. Advocacy efforts, including the introduction of relevant issues in regional, supra-national and international forums, can thus be strengthened. Networking among the grassroots organisations supported by a regional organisation, as well as among all grassroots organisations working on a common thematic issue, is also promoted. Studies show that such (cross-country) exchange formats improve cooperation and coordination between actors (e.g. on climate change adaptation or feminist digital policy) and enable

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successful approaches to be adopted and scaled up. This contributes to changes in societal structures at the systemic–structural level and thus to the module objective.

Output 3 aims to improve the use of evidence and data for the advocacy work of Afro-feminist civil society. This is achieved by improving the availability of sex-disaggregated data (gender data), collecting and processing evidence on successful feminist approaches in Africa, promoting South–North and South–South exchange on evidence-based Afro-feminist practice, and strengthening capacities to use evidence and data for advocacy. The impact assumption is that successful advocacy, combined with increased competencies and capacities in relevant state and non-state institutions, leads to the adaptation or change of norms and to the reduction of barriers to achieving gender equality. If actors of the Afro-feminist civil society actively apply the enhanced competencies as well as the available data and evidence (assumption), this contributes to more effective and efficient implementation of their gender-transformative advocacy, the reduction of barriers and gender stereotypes, and transformative societal change, as evidenced, for example, by the OECD Toolkit for Mainstreaming and Implementing Gender Equality (2015). Overall, this output can promote digital feminism in the African context and address imbalances in data models and data use related to gender and colonial issues, as well as human rights in the digital space.

Output 4 aims at strengthening civil society actors through institutional and financial resilience. This will be achieved by the establishment of a Participatory Grant Council (PGC), in which representatives of regional feminist organisations, together with GIZ, jointly deliberate on priorities and funding criteria for approaches to sustainable financial and organisational resilience of applicant actors. Through the PGC, funds and accompanying measures will be allocated to feminist actors (organisations or informal collectives) to strengthen their institutional and financial sustainability. This includes the establishment of reserves, core funding, diversification of income sources, investments in organisational development, and the introduction of sustainable financial and governance structures measures that recipients propose and implement themselves according to their needs. This is intended to enable partners to continue their work even under increasingly challenging political and financial conditions. Additionally, to the resilience of individual organisations, the Afro-feminist sector as a collective requires specific, context-sensitive, and jointly developed approaches to remain operational at the regional level. Therefore, the programme aims to support the development of three participatory, regionally developed models for sustainable Afro-feminist mobilisation. These models will promote long-term regional coordination, strengthen shared political visions, and create practical instruments that can be jointly applied by actors. In doing so, they will not only strengthen individual organisations but empower entire regions to respond collectively to backlash, shrinking civic space, and regressive change.

The interaction between financial support for civil society organisations (CSOs) (Output 1) strengthening their resilience and development of sustainable financing mechanisms (Output 4), the networking of relevant actors (Output 2), and the generation of evidence and data to strengthen advocacy efforts (Output 3) goes beyond the mere administrative management of funding. It enables civil society actors to design and implement measures in an evidence-

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based and transformative manner, ensures that lessons learned feed into advocacy at regional, national, and local levels, and thereby allows the concerns of diverse target groups to receive greater attention.

Target Group and Cooperation Structure

The target group of the programme is the general population of different African countries, with a focus on intersectionally disadvantaged individuals and groups in line with the Leave No One Behind (LNOB) approach. In particular, the inclusion of (female) youth, LGBTIQ+ persons, people with physical and mental disabilities, as well as women and girls affected by the impacts of climate change is to be taken into account. In addition, men and boys, reform-minded religious and traditional authorities, as well as other socially influential individuals (such as teachers, social workers, and health personnel) are addressed and strengthened as multipliers for sustainable change. The main partners of the project are afro-feminist regional civil society organisations (intermediaries) and the local grassroots organisations supported by them. The thematic focus of the intermediaries (regional CSOs) and grassroots organisations (local CSOs) in most countries lies in the concrete improvement of living conditions, which is generally achieved through overcoming discriminatory (power) structures, ensuring the observance of fundamental rights in the state-citizen relationship, and enhancing participation in societal developments. The current socio-political and post-colonial discourse is being driven by a young, active, digitally savvy, and well-connected African population that is calling for fundamental changes in political governance and increased opportunities for participation. In this context, regional and local CSOs benefit from the fact that, in the absence of sufficient state welfare services, they are often closer to the concerns of the target groups and can therefore legitimately advocate on their behalf.

The programme is implemented without a political (state) partner, and no country selection is made. Within the framework of the programme, civil society actors receive funding to implement their work, joint advocacy and research in line with the named Outputs. The partners of the programme are mostly regionally active or cross-country CSOs with a feminist focus, as well as Afro-feminist and policy networks in Africa. All partners align their work with the following principles and criteria: gender equality, human rights-based approach, established connections to CSOs, based in an African country, led by Africans, Afro-feminist orientation, linguistic diversity, youth as a target group, reduction of the digital gender gap/digital inclusion, participatory financing, research/science, collaboration with media (both traditional and social media), established administrative structures, and connectivity across feminist issues. Not every organisation is required to meet all the above criteria; however, collectively, the programme aims to ensure a balanced representation of linguistic diversity, youth participation, LGBTIQ+, digital feminism, climate justice, and collaboration with media and science (gender data).

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2. Tasks to be performed by the contractor

2.1 Term

The expected term of the contract for services must be specified in the 'Special terms and conditions of contract'. The definitive term and service delivery period are set out in the contract award notification.

2.2 Objectives, indicators, work packages, milestones

Objectives, indicators, work packages, milestones for the assignment

The overall objective of this assignment is to improve the long-term structural resilience of Afro-Feminist Civil Society by strengthening selected Civil Society Actors through institutional and financial resilience in particular.

Strengthening long-term structural resilience is central to maintaining the operational capacity of Afro-feminist civil society and enabling or preserving its ability to act independently and sustainably. Structural resilience encompasses stable organisational processes, diversified resources, protection mechanisms against an increasing gender backlash, regional networking and strategic planning, as well as the ability to withstand political pressure, financial fluctuations, or security-related risks also for individual CSO members. Output 4 is meant to support the creation of conditions for organisations not only to react to external threats and crises, but to address them strategically. In doing so, it creates a counterweight to regressive forces curtailing diversity, equality, and human rights.

In the Participatory Grant Committee (PGC), established under Output 4.1, representatives of regional feminist organisations, together with GIZ, will select 30 proposals from regional or local CSOs. The proposals will centre around strengthening institutional and financial sustainability of collectives or organisations.

Institutional Resilience

Institutional resilience refers to an organisation's ability to remain operational in the face of political, financial, or security-related changes or constraints. This includes, for example, clear governance structures, succession planning, protection mechanisms, digitalization, and security arrangements.

Improvements in at least one of the following areas:

- **Governance and management:**
e.g. clearer roles and responsibilities, improved internal processes to improve the workflow, functioning leadership structures considering the sustainability of the organisation and fluctuation of personal (countering the "founder syndrome" by timely identifying and capacitating potential successors)

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- **Updated policies** (e.g. security, safeguarding, data protection): taking into account human and financial resources and based on a risk assessment of the implementation context and recent developments
- **Organisational systems and capacities:**
e.g. strengthened administrative, financial, or monitoring and evaluation (M&E) processes; use of appropriate digital tools; more secure communication systems; staff training and capacity development based on available but fluctuating resources and sustainability
- **Protection and security:**
e.g. introduction or improvement of risk analyses, security plans, or digital protection mechanisms

Financial Resilience

Financial resilience refers to the stability and diversification of income sources, such as multi-year funding, membership contributions, social enterprises, regenerative investments, gender-lens investment, reserves, or emergency funds.

Improvements in at least one of the following areas:

- **Diversification of income:**
e.g. new fundraising opportunities and financing sources or resource mobilisation strategies, including local donations, membership contributions, social enterprises, regenerative investments, gender-lens investment, access to feminist philanthropic resources (local or international) or partnerships with private actors
- **Financial stability:**
e.g. establishment or increase of reserve funds; improved access to multi-year or flexible funding
- **Financial management:**
e.g. introduction or strengthening of financial policies, budgeting processes and accounting systems, strong compliance and accountability mechanisms

Civil society actors are considered strengthened if, compared to the baseline, they demonstrate measurable improvement in at least one of the two resilience dimensions (institutional or financial).

The objective will be achieved through two different capacity development pillars:

1. Through the (technical) advice and guidance provided for the successful implementation of the local subsidies based on GIZ requirements, the local recipient should gradually build up the managerial and administrative capacity to independently perform the tasks associated with the commercial, administrative and legal implementation and processing of other financing arrangements.

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2. External capacity development support by local service providers for areas identified in the proposals.

The contractor is responsible for providing the following work packages and for achieving the corresponding milestones:

Work package 1: Contracting and managing local contributions with 30 civil society organisations (in various countries) on institutional and financial resilience in line with GIZ's Local Subsidy regulations (see Annex Contract template for local contributions, Guideline for local contributions (General Terms and Conditions and 'Handreichung Örtliche Zuschüsse' and other annexes see section 8). The organisations have been selected by the members of the Participatory Grantmaking Committee through a call for proposals. The contractor is to manage local contributions (LC) for 30 Organisations with an overall value of EUR 1.000.000,00. Each individual Local Contribution is limited of up to EUR 50.000,00.

Local contributions are classified as direct contributions. Consequently, the contractor bears full responsibility for the correct use of funds of the local contribution during implementation. The contractor makes the funds available to the recipient, gives them advice and monitors the proper use of the funds, including the documentation on this use by the recipient. The contractor thus has a duty to advise and monitor when local contributions are being awarded. If the funds for the local contribution are being used improperly, they will not be reimbursed by the commissioning party (BMZ). This also means that GIZ will only reimburse the contractor for the local contribution, if the funds are used properly and documented accordingly. The contractor will support the recipient who does not yet have sufficient capacity with implementation and financial processing. Building the recipient's capacity in line with documented requirements forms an integral part of a local contribution.

Therefore, the following responsibilities of the contractor arise within this work package:

- Advise up to 30 recipients to finalise the project descriptions and budgets submitted within the call for proposal to meet all eligibility and funding criteria for local contributions. Recommendations from the Participatory Grant making Committee should be implemented where possible and in compliance with the regulations.
- Conduct a peer review loop with the project staff of SEA-T.
- Initiate and draft local contribution agreements using the applicable GIZ contract templates and checklists (contract template for local contributions; guideline/Handreichung Örtliche Zuschüsse).
- Align the budget's cost–benefit ratio with the proposal's rationale and planned results.
- Disburse funds to recipients as per contract and financial plan.
- Monitor proper use of funds, this entails the review of statements of expenditure/use of funds (including voucher verification) for completeness and plausibility as well as narrative reports and further supporting documentation for each LC.
- Manage contractual changes (e.g. budget adjustments, duration, activities) based on revised plans with written approval of both parties, initiate and sign contract

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amendments with the LC-recipients if necessary, including consultation on the subject matter with GIZ beforehand.

- Conduct continuous compliance and risk monitoring; implement corrective actions up to and including recovery of funds in case of irregularities.
- Provide ongoing technical and administrative advice for compliant implementation, procurement, and record-keeping according to defined GIZ requirements.
- Document accompanying capacity development measures per recipient.
- Produce closure documentation, including lessons learned and evidence of capacity development.
- Maintain complete electronic contract files.

Milestones for work package 1	Delivery period
Familiarisation with GIZ regulations for local subsidies by studying all relevant documents	1 week after signing the contract
Support recipients in finalization of proposals and budgets as basis of the local contribution contracts	1 week after signing the contract
Prepare and draft contracts (based on the commercial and legal eligibility checks (KEP) provided by GIZ and using the contract template for local contributions - Annex 1) and sign local contributions contracts (proposals and budget) with recipients and share with GIZ project team for review and finalisation	3 weeks after signing the contract
<p>Implement contracts according to GIZ's Local Subsidy regulations (Contract template for local contributions, Guideline for local contributions (General Terms and Conditions and 'Handreichung Örtliche Zuschüsse')</p> <ol style="list-style-type: none"> 1. Inception Meetings 2. Payment of first advance payment to LC-Recipients 3. Preparation of settlements (accountability) and disbursement 	<p>Inception Meeting: 4 weeks after signing the contract</p> <p>Latest 1 week after advance payment requests have been submitted by LC-Recipients</p>

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requests, upon completion of activities as defined in the accompanying local contribution contract and annexes.	Continuously throughout the assignment settlements and further payments are made based on the financial reports and requests submitted by LC-Recipients. Verification of Financial Reports shall be finalized latest within 2 weeks after submission and further payments shall be released immediately upon verification
Advise and monitoring of administrative and financial implementation of contracts according to GIZ's Local Subsidy regulations	Continuously throughout the assignment
Settle contracts according to GIZ's Local Contribution regulations and development of an administrative feedback report to local contribution recipients.	December 2027/ January 2028
Prepare and provide Input to a final learning event	First quarter of 2028

Work package 2: Contract local service providers to provide additional and complementary external capacity development measures to 30 civil society organisations on institutional and financial resilience based on proposals selected in the PGC and organisational and capacity assessments:

Milestones for work package 2	Delivery period
Conduct organisational and capacity assessments	Up until 2 months after signing the contract
Develop and manage contracts with local service providers based on the capacity assessment and proposals	Up until 3 months after signing the contract
In coordination with GIZ, develop evaluation framework and assess improvements of institutional and financial capacities	October 2027

General project implementation:

Milestones for both work packages	Delivery period
Provide an implementation roadmap	1 week after signing the contract
Conduct an inception meeting for the project implementation	1 week after signing the contract
Coordination & Communication with GIZ	Continuously throughout the assignment

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Coordination & Communication with Partner Organisations	Continuously throughout the assignment
Provide an implementation report	March 2028
Conduct a debriefing meeting for the project implementation	March 2028

Principles of Work

The SEA-T programme is grounded in a set of core principles that guide its collaboration with partners and the broader sector. Central to these is a commitment to partner-led implementation, where local actors, particularly those most affected by systemic inequalities, shape priorities, strategies, and outcomes. The programme follows a post- and decolonial approach, which places emphasis on valuing local expertise before international input, recognising existing organisational structures, and ensuring meaningful, not symbolic, participation.

The collaboration of the SEA-T, including that of associated service providers, is expected to reflect feminist ethics of decoloniality, solidarity, accountability, respect and mutual care. This includes challenging the imposition of Western power systems and gender role, collective community-based advancement, and reconciliation. Power-sensitive communication, flexibility in processes, and a strong focus on the working realities of afro-feminist civil society are just a few of the practical implications of daily work of the SEA-T programme. Service providers and stakeholders are expected to engage in ways that reinforce local ownership, build trusting relationships, and actively contribute to an enabling environment for long-term transformation. These principles form the foundation for ensuring that SEA-T resources and initiatives meaningfully support the sector and the movements it seeks to strengthen.

2.3 Project and knowledge management requirements

Requirements on the assignment of experts:

The contractor is responsible for selecting, preparing, training and steering the experts assigned to carry out the advisory services.

Requirements on materials and equipment and operating costs:

The contractor makes the required materials, equipment and consumables available and covers their operating and administrative costs.

Requirements on expenditure management and cost control:

The contractor manages costs and expenditures, accounting processes and invoicing in line with GIZ requirements.

All tasks are apportioned 100% to Output 4.

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Monitoring and reporting requirements:

- The contractor plays an active role in the results-based monitoring of the project. Regular monitoring activities must cover at least the following areas:
 - Degree to which activities are implemented
 - Degree to which the objectives, indicators and milestones listed in section 2.2 of these ToRs have been achieved
 - Results that have occurred in the contractor's sphere of responsibility
 - Results that have occurred outside the contractor's direct sphere of responsibility (such as additional sources of income have been successfully generated during the assignment)
 - Changes in the implementation context bearing the risks to significantly influence/ delay/ endanger the project implementation (e.g. state of crisis in implementing country etc.)
- According to the monitoring system of the programme, an analysis of partner reports, capacity-building measures, or strategy reports to evaluate the improvement in at least one of the two resilience dimensions (institutional or financial) needs to be conducted (see milestones). The Baseline for this analysis according to the programmes M&E System is 0.

- The contractor reports to GIZ as follows:

Instead of the reporting language stipulated in GIZ's General Terms and Conditions of Contract (German), the contractor provides the following reports in the following language: *English*.

- Inception report 22.01.2027, 5-10 pages including the assessments
- Interim report(s) on 26.03.2027, 15.05.2027 and 03.12.2027
- Final report on 28.01.2028.

The interim report(s) and the final report should provide information about the progress made towards objectives in each of the monitoring areas specified above.

- Additionally, the contractor is required to produce:
 - Contributions to the report and ad-hoc requests to GIZ's commissioning party depending on the time and nature of the request
 - Brief quarterly on the implementation status of the project (5-7 pages) including material for communication purposes

Requirements for company-wide learning, knowledge and innovation:

- The contractor provides support in implementing a project evaluation with special emphasis on ensuring the effectiveness of the knowledge management process.
- The contractor expresses willingness, if required, to support project assistants or staff members on temporary placements who, in the context of GIZ's separately financed training programmes for junior employees, work in and undertake special tasks for the project.

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Backstopping requirements:

The contractor ensures appropriate backstopping. The following services form part of the standard backstopping package. In accordance with GIZ's General Terms and Conditions for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, these services – as well as the ancillary personnel costs – must be priced into the fee schedules of the staff listed in the tender:

- *The contractor's responsibility for its own staff;*
- *Ensuring the flow of information between GIZ and the contractor's field staff;*
- *Process-oriented technical and conceptual steering of the consulting services;*
- *Steering adaptations to changing framework conditions;*
- *Performance monitoring;*
- *Ensuring the administrative management of the project;*
- *Ensuring compliance with reporting requirements;*
- *Technical support by the contractor's staff for its personnel on the ground;*
- *Making local use of and sharing the lessons learned by the contractor with the GIZ team.*

2.4 Data protection and information security

The provisions on data protection and information security of the current version of GIZ's General Terms and Conditions of Contract (section 1.11 Data protection) apply.

The performance of the contract may be associated with the processing of personal data by the contractor, such as (but not limited to) names and contact information and who would alone define the nature of such data and how such processing would be carried out. In such cases, the contractor shall act as an independent DATA CONTROLLER and must alone comply with ALL applicable data protection obligations, including those stemming from regional and local laws. The contractor shall process personal data only when a given goal cannot be reasonably attained without such data. The data protection principles such as lawfulness, data minimization, accuracy, purpose limitation, storage limitation, transparency, integrity and confidentiality, and accountability, as well as the numerous rights of the data subject must be paid due attention. The GIZ is NOT in any way responsible for such processing.

Whenever the contractor executes the instructions of a partner to the GIZ with regard to such processing, the partner shall be the data controller, and the data processing shall be carried out in accordance with the partner's instructions as well as laws and standards to which it is subject.

If the contractor is not subject to the GDPR and the applicable laws do not contain any explanation on the data protection principles and rights mentioned here, the definitions and meanings provided by the GDPR (Regulation (EU) 2016/679) should be considered. Unless explicitly requested by Deutsche Gesellschaft für Internationale Zusammenarbeit, assessments, reports, surveys or other data and information shared with Deutsche

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Gesellschaft für Internationale Zusammenarbeit must be provided on a strictly anonymous basis.

2.5 Other requirements

Safeguards and gender measures with specific reference to services:

In order to promote gender equality and to prevent, mitigate, or avoid any potential unintended negative effects on LGBTQI+ persons and other sexual minorities within the scope of the action, the contractor shall implement the following key safeguard measures:

Gender equality and social inclusion:

Women, young people, LGBTQI+ persons, and persons with disabilities are explicitly identified as target groups in the objectives of the action. The contractor shall ensure that all activities are designed and implemented in an inclusive manner, enabling the full, safe, and effective participation of these groups.

Environment and climate change (mitigation and adaptation):

When promoting agricultural practices, the contractor shall ensure that all practices supported under the action are environmentally sustainable and adequately adapted to climate change impacts observed in the respective implementation contexts.

Conflict sensitivity and contextual awareness:

All activities implemented under the action shall adhere to the *Do No Harm* principle. The contractor shall ensure that activities are conflict-sensitive and provide equitable participation opportunities for all groups present in the implementation areas. Any perception of favouritism shall be avoided, and efforts shall be made to improve access to funding for organisations in need.

Human rights:

The action shall be implemented in full respect of human rights principles. All actors, including marginalised and vulnerable groups—particularly sexual minorities, Indigenous peoples, and persons with disabilities—shall be afforded the opportunity to participate.

The contractor shall ensure a balanced composition of its staff in terms of gender and age.

3. Technical-methodological concept

In this section, the tenderer is required to reflect on the objectives and terms of reference of the tender at hand, describe the partner system and its processes in the area of responsibility and present the technical-methodological concept for completing the tasks listed in section 2 and achieving the set objectives. In addition, the tenderer must describe the design of the project management process.

3.1 Interpretation of objectives (section 1.1 of the assessment grid)

The tenderer is required to interpret briefly and precisely the objectives for which it is responsible. Simple repetition of the objectives formulated in section 2 of the ToRs is not

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desired. Rather, the contractor is to describe and interpret the changes in the partner system that are to be directly achieved by the object of the tender procedure, especially the causal relationship of the two output objectives, embedded in the wider result framework. The resulting positive impact on the partner system (section 1.1.1 of the assessment grid) should also be presented.

The contractor must undertake a critical examination of the ToRs (section 1.1.2 of the assessment grid), by:

- undertaking an assessment of the appropriateness of the personnel concept for implementing the scheduled tasks;
- providing an assessment of the results hypotheses for achieving the objectives and possible risks in implementation;
- assessing the technical concept

3.2 Processes and actors in the partner system (section 1.2 of the assessment grid)

Processes describe actions or sets of tasks that are necessary in order to render specific services in a sector or in the cooperation/partner system. Specific actors are given responsibility for determining and implementing these actions and sets of tasks in line with the regulations. Actors are usually institutions such as ministries, local governments, associations and chambers, non-governmental organisations, companies in a sector or individual businesses, universities or banks, but may also be individuals (e.g. a person with higher decision-making authority). Here, the focus lies on (feminist) civil society organisations on different levels.

The tenderer is required to describe, using existing documents where possible (see annexes), the processes in the sector or partner system that are relevant to the services put out to tender (section 1.2.1 of the assessment grid).

The tenderer is required to present the actors (partners and others) who are relevant for the tender in the form of a map of actors. As far as possible, it should list the actors by name. Their mandates as well as strengths, weaknesses and interests with respect to the services put out to tender are also to be briefly presented (section 1.2.2 of the assessment grid). The approach to identifying or knowledge/networks of potential local service providers for the capacity development support under WP 2 is crucial.

In addition, the tenderer is required to describe the interaction between the actors mentioned above. This can consist of a description of the specific collaboration between individual actors in the processes listed above, of the dependencies or conflicts between the actors and their consequences or of existing dialogue and communication formats (section 1.2.3 of the assessment grid).

3.3 Strategy (section 1.3 of the assessment grid)

The strategy for delivering the services in the tender is the core element of the technical-methodological concept. It is composed of the following elements:

- Procedure for achieving the objectives stated in section 2.2 of these ToRs

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- Development of cooperation and support partnerships with selected relevant actors
- Approaches and recommendations for leverage effects and measures for scaling-up
- Consideration of environmental and social compatibility requirements, especially gender equality and feminist approaches
- Appropriate consideration of further requirements

3.3.1 Strategic approach to achieving the objectives mentioned in the ToRs

(section 1.3.1 of the assessment grid)

The tenderer is required to describe and justify the approach it plans to adopt in order to achieve the milestones, objectives and results (see section 2) for which it is responsible.

Special attention should be paid to the two pillars of capacity development of this measure: The institutional and financial strengthening of the organisations through the advice and guidance provided for the successful implementation of the local subsidies as well as the additional (needs-oriented) capacity development support at local level for areas identified in the proposals.

3.3.2 Building partnerships with the relevant actors

(section 1.3.2 of the assessment grid)

The tenderer is required to develop and describe a strategy for developing the cooperation with local subsidy recipients and actors in the partner system of the SEAT project who are relevant for the implementation of the services in the tender. This should be done taking especially into account feminist policy principles. The project partnerships already mentioned in section 1 must also be taken into account.

3.3.3 Approaches for leverage effects and measures for scaling-up

(section 1.3.3 of the assessment grid)

The tenderer is required to state whether there are promising approaches for leverage effects beyond the measures mentioned in section 2 (for example through targeted measures in the field of 'knowledge management') and to describe them. In doing so, the tenderer is required to propose, present and explain measures that promote both horizontal and vertical scaling-up. In particular, the tenderer must submit proposals on how innovations or products that have been developed and identified as relevant in the context of implementation can be disseminated beyond the sphere of influence of the project.

3.3.4 Consideration of environmental and social compatibility requirements

(section 1.3.4 of the assessment grid)

Gender equality and feminist development cooperation

The tenderer is required to outline in the tender how it can prevent potential negative impacts on gender equality in its area of responsibility and how it can contribute to not only improving gender equality through corresponding measures (see also relevant requirements in section 2.5), but also ensuring the wider active use and understanding of feminist approaches.

Environmental protection and climate action (climate change mitigation/adaptation)

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The tenderer is required to outline in the tender how it can prevent negative impacts on the environment and the climate in its area of responsibility and, in addition, how it can contribute to improving the environmental and climate situation through corresponding measures (see also relevant requirements in section 2.5).

Conflict and context sensitivity

The tenderer is required to outline in the tender how it is planning its activities in the context of conflicts or violence and what specific measures it has adopted for conflict- and context-sensitive implementation (see also relevant requirements in section 2.5).

Human rights

The tenderer is required to outline in the tender how it can contribute to the prevention of negative or mitigate unintended negative impacts on human rights in its area of responsibility and how it can contribute to strengthening the human rights situation through corresponding measures (see also relevant requirements in section 2.5).

Requirement: 'Gender equality' and feminist development cooperation:	4 points out of 10 (maximum)
Requirement: 'Environmental protection and climate action (climate change mitigation/adaptation)':	2 points out of 10 (maximum)
Requirement: 'Conflict and context sensitivity':	2 points out of 10 (maximum)
Requirement: 'Human rights':	2 points out of 10 (maximum)

3.4 Project management
(section 1.4 of the assessment grid)

In this section, the tenderer presents the operational plan for implementing the services in the tender, describes the procedure for coordination with GIZ / the project and the project partners, and explains its monitoring procedure.

3.4.1 Operational plan
(section 1.4.1 of the assessment grid)

The tenderer is required to draw up and explain an operational plan for implementing the strategy described in section 3.3, including a plan for the assignment of all the experts included in the tender. The operational plan must include the assignment times (periods and expert days) and assignment locations of the individual experts, the milestones as presented in section 2 and, in particular, describe all the necessary work stages in detail and in chronological order. The tenderer can define further milestones beyond those prescribed in section 2 and map them out in the plan of operations. Especially regarding the contractual steps for the Local Subsidies as prescribed by GIZ.

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3.4.2 Coordination with GIZ or the commissioning project (section 1.4.2 of the assessment grid)

In the tender, the tenderer is required to describe the procedure for coordinating with the commissioning project.

3.4.3 Steering or coordination of measures with the relevant implementing partner (section 1.4.3 of the assessment grid)

In the tender, the tenderer is required to name the implementing partners relevant for implementing the services and to describe and explain briefly and precisely the procedure for steering or coordinating the measures with them.

3.4.4 Monitoring (section 1.4.4 of the assessment grid)

In the tender, the tenderer is required to describe how it will regularly capture and document the status of completion of the tasks, the achievement of objectives, the results achieved and the risks in the area for which it is responsible in accordance with the specifications set out in section 2.

3.5 Further requirements (section 1.5 of the assessment grid)

– Not applicable –

4. Personnel

The tenderer is required to provide 'experts' for the positions referred to and described (scope of tasks and qualifications) in this section on the basis of corresponding CVs. **The requirements on the format and content of the CVs are described in section 6.**

The qualifications mentioned below correspond to the requirements for achieving the highest number of points in the technical assessment.

'One year of professional experience' is therefore defined as a cumulative 12 expert months with at least 18 expert days per month, provided no diverging definition is specified for individual qualifications.

Expert 1 - Team leader (section 2.1 of the assessment grid)

This position is a key expert.

Tasks of the Team Leader:

- Overall responsibility for the work packages of the contractor
- Ensuring the coherence and complementarity of the contractor's services with other services delivered by the project at local and national level

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- Oversight and cross-checking on the preparation, drafting, implementation, monitoring and evaluation of Local Contributions with selected partner institutions according to GIZs Local Contribution requirements and with a focus on strengthening institutional and financial resilience
- Ensuring financial and administrative compliance with GIZs regulations
- Selection and management of service provider to support additional external capacity development based on proposals and for the implementation of LS
- Oversee the development of an evaluation framework & the assessment of the improvements of institutional and financial resilience
- Capacity assessment and the evaluation of the improvement in the institutional or financial capacities of the organisations
- Responsibility for ensuring a non-discriminatory, human-rights based and do no harm approach during the implementation of the project
- Staff management, planning and managing the assignments and supporting experts as well as the external local service providers
- Ensuring that monitoring procedures are carried out
- Regular reporting in accordance with deadlines
- Responsibility for checking the use of funds and financial planning in consultation with the commission manager at GIZ
- Responsibility of consistent and regular communication with partner organisations and GIZ staff

Qualifications the Team Leader:

Education/training (section 2.1.1 of the assessment grid):	University degree (e.g. ‘master’s or German Diplom’) in business administration, development studies, economics, political science, public administration, organisational development, gender studies, finance, or a related discipline.
Language (section 2.1.2 of the assessment grid):	<p>Knowledge of</p> <ul style="list-style-type: none"> • English (C1) in the Common European Framework of Reference for Languages (4 out of a possible 10 points) • French (C1) in the Common European Framework of Reference for Languages (4 out of a possible 10 points) • Any African language (2 out of a possible 10 points)
General professional experience (section 2.1.3 of the assessment grid):	8 years of professional experience in the sector of international development cooperation (3 out of 10 points) and specifically Good Governance (2 out of 10 points), Financing Mechanisms in Development Cooperation (2 points out of 10 points), Gender equality (2 points out of 10 points) and Human Rights (1 point out of 10 points).
Specific professional experience (section 2.1.4 of the assessment grid):	<p>5 years of professional experience in each of the following technical fields</p> <ul style="list-style-type: none"> • strengthening institutional resilience (of state or non-state institutions/organisations), including governance structures, internal regulations, organisational systems, safeguarding mechanisms, succession planning, digitalisation, and security management (3 out of a possible 10 points). • strengthening financial resilience (of state or non-state institutions/organisations), including financial planning, funding strategies, diversification of income sources,

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	<p>reserve building, and risk mitigation (3 out of a possible 10 points).</p> <ul style="list-style-type: none"> designing, implementing, and monitoring capacity development measures and advisory processes for Civil Society Organisations (4 out of a possible 10 points).
Leadership/management experience (section 2.1.5 of the assessment grid):	5 years of management experience in projects, companies or other organisations with disciplinary leadership responsibility for at least 2 people and with budget responsibility for more than 1.000.000 EUR.
International professional experience outside the country/region of assignment (section 2.1.6 of the assessment grid):	Not applicable
Professional experience in the country/ region of assignment (2.1.7 of the assessment grid):	3 years of professional experience in implementing projects in Africa
Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	3 years of experience in development cooperation projects
Other (section 2.1.9 of the assessment grid):	<p>5 (Scientific) publications or proven project or activity references with regards to</p> <ul style="list-style-type: none"> gender-transformative and feminist approaches (3 out of 10 points) Participatory and auto-evaluative approaches in organisational development (3 out of 10 points) working with regional CSOs (2 out of 10 points) polit-economic analyses, integrated peace and conflict analyses, post-colonial debates on power relations (2 out of 10 points) <p><i>The CV is awarded the full number of points for each category provided that a total of five references have been listed, with at least one for that category.</i></p>

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Expert 2: Financial (Administration) and Contract Management (section 2.2 of the assessment grid)

Tasks of the Expert 2:

- Prepare, draft, sign and implement **15 out of 30 contracts** according to GIZ’s Local Contribution regulations
- Advise and monitor administrative and financial implementation of contracts according to GIZ’s Local Contribution regulations (see Annex)
- Settle contracts according GIZ’s Local Contribution regulations
- Support the development and assessment of the improvements of institutional and financial resilience
- Systematic documentation of learning experiences and presentation during final learning event
- Develop and manage contracts with local service providers based on proposals and for the implementation of LS

Qualifications of Expert 2:

Education/training (section 2.2.1 of the assessment grid):	University degree (Master’s or higher) in finance, economics, business administration, accounting, development finance, or a related discipline.
Language (section 2.2.2 of the assessment grid):	<ul style="list-style-type: none"> • English (C1) in the Common European Framework of Reference for Languages (4 out of a possible 10 points) • French (C1) in the Common European Framework of Reference for Languages (4 out of a possible 10 points) • any African language (2 out of a possible 10 points)
General professional experience (section 2.2.3 of the assessment grid):	5 years of professional experience in Finance and Administration (3 out of 10 points), of which 3 years in a development cooperation project context (3 out of 10 points), administering grants (2 out of 10 points) and supporting partners in grant management (2 out of 10 points).
Specific professional experience (section 2.2.4 of the assessment grid):	2 years of professional experience in financial and / or grant management (5 out of 10 points), accounting (2 out of 10 points), financial sustainability of civil society organisations (3 out of 10 points)
Leadership/management experience (section 2.2.5 of the assessment grid):	not applicable
International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid):	not applicable

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Professional experience in the country/ region of assignment (2.2.7 of the assessment grid):	1 year of professional experience in Africa
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	3 years of experience working within or with civil society organisations, non-profit organisations, or social enterprises (8 out of 10 points), preferably within development cooperation projects (2 out of 10 points)
Other (section 2.2.9 of the assessment grid):	<p>5 (Scientific) publications or proven project or activity references with regards to</p> <ul style="list-style-type: none"> • Advisory services on financial and administrative procedures within German and or European Development Cooperation Projects (4 out of a possible 10 points) • Capacity development measures provided to CSOs on financial and administrative procedures internally and with regards to grant management (4 out of a possible 10 points) • Implementing and monitoring compliance, anti-corruption and integrity measures and actively detecting or prosecuting cases of compliance (2 out of a possible 10 points) <p><i>The CV is awarded the full number of points for each category provided that a total of five references have been listed, with at least one for that category.</i></p>

Expert 3: Financial (Administration) and Contract Management (section 2.3 of the assessment grid)

Tasks of the Expert 3:

- Prepare, draft, sign and implement **15 out of 30** contracts according to GIZ's Local Subsidy regulations
- Advise and monitoring of administrative and financial implementation of contracts according to GIZ's Local Subsidy regulations (see Annex)
- Settle contracts according GIZ's Local Subsidy regulations
- Assess improvements of institutional and financial resilience
- Document learnings and present during final learning event
- Develop and manage contracts with local service providers based on proposals and for the implementation of LS
- Assess improvements of institutional and financial capacities

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Qualifications of Expert 3:

Education/training (section 2.3.1 of the assessment grid):	University degree (Master's or higher) in finance, economics, business administration, accounting, development finance, or a
Language (section 2.3.2 of the assessment grid):	<ul style="list-style-type: none"> English (C1) in the Common European Framework of Reference for Languages (4 out of a possible 10 points) French (C1) in the Common European Framework of Reference for Languages (4 out of a possible 10 points) any African language (2 out of a possible 10 points)
General professional experience (section 2.3.3 of the assessment grid):	5 years of professional experience in Finance and Administration (3 out of 10 points), of which 3 years in a development cooperation project context (3 out of 10 points), administering grants (2 out of 10 points) and supporting partners in grant management (2 out of 10 points).
Specific professional experience (section 2.3.4 of the assessment grid):	2 years of professional experience in financial and / or grant management (5 out of 10 points), accounting (2 out of 10 points), financial sustainability of civil society organisations (3 out of 10 points)
Leadership/management experience (section 2.3.5 of the assessment grid):	not applicable
International professional experience outside the country/region of assignment (section 2.3.6 of the assessment grid):	not applicable
Professional experience in the country/ region of assignment (2.3.7 of the assessment grid):	1 year of professional experience in Africa
Experience in the field of development cooperation (section 2.3.8 of the assessment grid):	3 years of experience working within or with civil society organisations, non-profit organisations, or social enterprises (8 out of 10 points), preferably within development cooperation projects (2 out of 10 points)
Other (section 2.3.9 of the assessment grid):	<p>5 (Scientific) publications or proven project or activity references with regards to</p> <ul style="list-style-type: none"> Advisory services on financial and administrative procedures within German and or European Development Cooperation Projects (4 out of a possible 10 points) Capacity development measures provided to CSOs on financial and administrative procedures internally and with regards to grant management (4 out of a possible 10 points) Implementing and monitoring compliance, anti-corruption and integrity measures and actively detecting or prosecuting cases of compliance (2 out of a possible 10 points)

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	<i>The CV is awarded the full number of points for each category provided that a total of five references have been listed, with at least one for that category.</i>
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The tenderer must assign all the proposed experts to the required qualifications and clearly present them in a separate table preceding the CVs. The summary presentation must mention only qualifications that are actually indicated in the CVs. Professional experience must be evidenced by meaningful references in the CVs. It is advisable to make explicit reference to each example of professional experience.

Soft skills of team members

In addition to their specialist qualifications, all team members are also expected to have the following qualifications:

- Team skills
- Initiative
- Communication skills
- Sociocultural and intercultural skills
- Efficient partner- and client-oriented working methods
- Interdisciplinary thinking

Soft skills are not evaluated.

Staff presentation

(section 2.11 of the assessment grid)

– Not applicable –

5. Costing requirements

In your tender, please do not deviate from the specification of inputs required in these ToRs (the number of experts and expert days, the budget specified in the price schedule). This is part of the competitive tender and is used to ensure that the tenders can be compared objectively. Please note only services that were commissioned by GIZ and rendered by the contractor will be remunerated. We would also like to point out that it may not be necessary to make use of the total number of proposed expert days.

5.1 Assignment of experts

The number of expert days corresponds to full working days.

Expert	Expert days in the country of residence	Availability of expert in the country of assignment*	Expert days in total	Consecutive stay > 3 months (see General Terms and	Number of international flights	Number of national flights
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	/remote	in expert days		Conditions, section 3.6.2)		
Expert 1: Team leader	74	0	74	No	0	0
Expert 2: Financial (Administration) and Contract Management	129	0	129	No	0	0
Expert 3: Financial (Administration) and Contract Management	129	0	129	No	0	0

5.2 National administrative staff

– Not applicable –

5.3 Travel expenses

5.3.1 Travel – sustainability considerations

GIZ would like to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, for example by selecting the lowest-emission booking class (economy) or using means of transport, airlines and flight routes that are more CO₂-efficient. For short distances, travel by train (second class) or e-mobility are the preferred options.

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](#) has published a [list of standards](#) (only in German available). GIZ recommends using the standards specified there.

Budget for CO₂ offsets for flights: **EUR 5,000.00**. An unalterable budget for CO₂ offsets for settlement against evidence is specified.

5.3.2 Travel expense requirements

Travel expense budget: **EUR 50,000.00**

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As the number and duration of the business trips is not yet clear, the above-mentioned unalterable travel expense budget for all trips in Germany and abroad for all experts and with one potential visit per local contribution recipient is specified in the price schedule. The budget contains the following travel expenses:

- Per-diem allowances and accommodation allowances
- Flights and transfer costs
- Ancillary travel expenses (visa acquisition costs, etc.)

Potential travel countries are Ethiopia, Benin, Botswana, Burkina Faso, Burundi, Cote D'Ivoire, Dschibuti, Gabun, Gambia, Ghana, Cameroon, Kenia, Malawi, Mozambique, Namibia, Nigeria, Ruanda, Zambia, Senegal, Sierra Leone, Zimbabwe, South Africa, South Sudan, Tanzania, Togo

The costs are reimbursed as a lump sum (per-diem allowances 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 the reimbursement of travel expenses (see <https://www.bundesfinanzministerium.de>) at the time the service is provided, or on presentation of evidence (airfares and other main transport costs).

Notes on the settlement of accommodation allowances outside Germany:

- Accommodation allowances up to 75% of the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement will be reimbursed **on a lump-sum basis**.
- Accommodation allowances up to the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement will be reimbursed in the **amount evidenced**.
- Accommodation allowances outside Germany that unavoidably exceed the maximum amount permissible under tax law as stipulated in the BMF circular on travel expense reimbursement (e.g. due to security requirements) **can only be settled against evidence on presentation of a written individual justification**.

All travel activities must be agreed in advance with the project manager. Travel expenses must be kept as low as possible.

5.4 Materials and equipment

– Not applicable –

5.5 Operating costs in the country of assignment

– Not applicable –

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5.6 Workshops, education and training

– Not applicable –

5.7 Local contributions

Budget for local contributions: **EUR 1,000,000.00**

The contractor is to manage Local Subsidies (LS) for 30 Organisations with an overall value of EUR 1,000,000.00. Each individual Local Grant is limited of up to EUR 50,000.00 and based on the proposals selected by the Participatory Grant Committee. The contractor enters into local subsidies with national organisations based on the GIZ template contract (appendix to the General Terms and Conditions), provides the funds, advises the local subsidy recipients, and manages and controls the proper use of funds, including documentation. The contractor maintains separate accounting for the Local subsidies according to the principles of proper accounting. The contractor is responsible for the appropriate use of funds. If documentation is lacking, GIZ will refuse to settle the Local Grants.

Local contributions are awarded on the basis of the attached annex 'Mustervertrag Örtliche Zuschüsse' (Contract template for local contributions) and in accordance with the provisions of the General Terms and Conditions and the annex 'Handreichung Örtliche Zuschüsse' (Guideline for local contributions) to the General Terms and Conditions.

5.8 Other costs

1) Service contracts with local service providers

Other occurring costs will be **EUR 200,000.00** for **service contracts with local service providers** for work package 2: "Contract local service provider to provide additional external capacity development measures to 30 civil society organisations on institutional and financial resilience based on proposals selected by the Participatory Grant Committee (PGC)."

The fixed, unalterable budget given above is earmarked in the price schedule for service contracts with local service providers. Settlement against evidence.

The local service providers are to be contracted to provide capacity development support which has been identified in the proposals selected by the PGC and during the capacity assessment which will be conducted by the contractor with all 30 organisations. Therefore 30 contracts are expected to be concluded. Areas of capacity development to improve the institutional and financial resilience could be for example be the following:

1. Governance and Management

- Definition and documentation of organisational roles, decision-making authority and accountability mechanisms.
- Streamline workflows, meeting structures, and documentation for efficiency.
- Develop succession plans and institutionalize knowledge transfer.

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2. Updated Policies

- Develop or update physical and digital security protocols, including staff safety measures,
- Improve data privacy policies and secure storage systems, ensuring compliance with local and international regulations.
- Review and update HR policies (recruitment, retention, well-being) to address staff turnover and burnout.

3. Organisational Systems and Capacities

- Automate routine tasks and improve record-keeping using affordable digital tools.
- Strengthen budgeting, forecasting, and internal controls; ensure transparency and staff training.
- Support the development of M&E frameworks and use participatory or real-time data tools; build local M&E capacity.
- Support the adopt secure, user-friendly platforms for communication and data management; provide staff training and tech support.
- Offer targeted training (e.g., financial literacy, digital skills) and cross-training for flexibility.

4. Protection and Security

- Conduct risk assessments (political, environmental, digital)
- Develop and test contingency plans (evacuation, data backup, crisis communications).
- Implement encryption, secure communication, and cybersecurity training; use affordable, open-source solutions.

5. Financial Resilience

- Explore new fundraising opportunities, social enterprise, local philanthropy, and partnerships with private actors.
- Strengthen accounting, auditing, and compliance systems; invest in staff training or outsourcing.

The Contractor shall prepare tender documents for the procurement of services through subcontractors. The selection of the subcontractors is carried out by the contractor in accordance with section 2.4.2 of the General Terms and Conditions.

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Implementation and monitoring shall be covered by the team of experts provided by the Contractor. The Contractor shall be responsible for the performance of tasks and outputs related to subcontractors.

2) Budget for administrative costs

Budget for administrative costs: EUR 1,000.00

The fixed, unalterable budget given above is earmarked in the price schedule for administrative costs, such as:

- Printing costs;
- Shipping costs for accountabilities
- IT costs;
- costs associated with sending payment receipts, which must be submitted in original form

Settlement against evidence

5.9 Flexible remuneration item

Budget for flexible remuneration: EUR 20,000.00

The fixed, unalterable budget above is earmarked in the price schedule for flexible remuneration. Flexible remuneration is intended to facilitate the flexible management of the contract by the commission manager at GIZ. The contractor can make use of the funds in accordance with section 3.6.5.7 of the General Terms and Conditions.

6. Requirements on the format of the tender

The structure of the tender must correspond with the structure of the ToRs. It must be legible (for example Arial, font size 11 or larger) and clearly formulated. The technical tender must be written in English.

The technical-methodological concept of the tender (section 3 of the ToRs) must not exceed 30 pages (not including the cover page, list of abbreviations, table of contents, brief introduction and CV for the back stopper). Additional annexes not requested will not be assessed. External content (e.g. links to websites) will also be disregarded.

The CVs of the staff proposed in accordance with section 4 of the ToRs must be in the EU format and not more than four pages in length. The CVs must also be submitted in English.

The CVs must clearly and unequivocally show what position the proposed person held, which tasks they performed and how long they worked during which period in the specified

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references. **The references contained in the CVs must therefore include the following information:**

- Name of the company/organisation/reference project in which the expert worked
- Position held and task(s) performed by the expert in the company/organisation/reference project
- Work outcomes or products produced by the expert, or expert's contribution to the completion of these outcomes and projects (if relevant)
- Duration of the expert's assignment in the company/organisation/reference project per calendar year in full-time expert days, weeks or months (for example: 2019: 2 months, 2020: 10 months, 2021: 1 month)
- Leadership experience/management: clear information on the reference projects or fixed positions within the company/organisation in which the requirements specified in section 4 were fulfilled (for example, period, number of persons for whom the expert had disciplinary responsibility, project budget)
- International professional experience/professional experience in the country of assignment: clear information on the reference projects or fixed positions in the company/organisation in which the requirements specified in section 4 were fulfilled (for example, actual duration of assignment on the ground in full-time expert days, weeks or months)

In order to facilitate the assessment, we request that you number the references sequentially and provide only references that are clearly related to the object of this tender.

7. Options or follow-on contract

7.1 Option to expand the service content/extend the contract term pursuant to section 132 (2) no. 1 German Act against Restraints of Competition (GWB)

GIZ can exercise the following option if it wishes to expand the tendered services. This is described in detail below.

Nature and scope:

While retaining the overall character of the contract, there is a possibility of GIZ continuing to obtain the services specified in section 2 of these Terms of Reference and/or of expanding the contract to include further services of the same kind. The overall contract term must not exceed three times the original contract term, and the overall contract value must not exceed twice the original contract value.

This option may be exercised if more than 30 Local Contribution Contracts can be supported because a larger number of small-volume proposals receive a positive funding decision under the Call for Proposals.

Additional expert days of a maximum of 2 days per contract for the team leader and a maximum of 4 days per contract for one Financial (Administration) and Contract Management Expert can be called under this option, depending on the number of additional local contributions.

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Precondition: The project has the necessary funds to increase the contract value, whether through funds already secured or if GIZ's commissioning party extends and/or provides additional funding for the current project or commissions a follow-on project and/or an agreement is concluded to provide cofinancing for the measure.

7.2 Option to procure materials and equipment pursuant to section 132 (2) no. 1 German Act against Restraints of Competition (GWB)

- Not applicable -

7.3 Follow-on contract pursuant to Section 14 (4) no. 9 German Ordinance on the Award of Public Contracts (VgV)

Pursuant to Section 14 (4) no. 9 VgV, GIZ reserves the right to award a follow-on contract to the contractor in order to procure similar services.

Scope of possible services:

The term of the follow-on contract must not exceed twice that of the original contract, and the value of the follow-on contract must not exceed twice that of the original contract.

Condition: The above option is subject to GIZ receiving a commission from the commissioning party or the conclusion of an agreement for cofinancing of the measure. Any follow-on contract must be awarded within three years of the award date of the original contract.

A follow-on contract under 7.3 can be considered only as an alternative to the option in 7.1.

8. Annexes

- a. Guideline on local contributions
- b. Template – Settlement Sheet for Local Contributions
- c. Documentation of the commercial and legal eligibility check
- d. Estimated budget (for local contribution)
- e. Factsheet SEA-T Programme
- f. Capacity development strategy SEA_T Programme