

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

CONFIDENTIAL

Reinforcing the technical competencies of CSOS to support persons affected by SGBV

**Project number/
cost centre:
G-012031-001**

**Tender number
10029419**

0.	List of abbreviations	2
1.	Context.....	3
2.	Tasks to be performed by the contractor	4
3.	Concept.....	6
	Technical-methodological concept	6
4.	Personnel concept.....	6
	Key expert 1	6
5.	Costing requirements	8
	Assignment of personnel and travel expenses	8
	Sustainability aspects for travel	8
6.	Inputs of GIZ or other actors.....	10
7.	Requirements on the format of the tender	10

0. List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
FK	Expert
FKT	Expert days
KZFK	Short-term expert
ToRs	Terms of reference

1. Context

“The Support to Human Rights, Gender Equality and Civil Society” in Ghana project (S(HE) Project) cooperates with the Commission on Human Rights and Administrative Justice (CHRAJ) through strengthening its institutional capacities and jointly identifying citizens-oriented means to better protect and empower victims/survivors of discrimination and human rights abuses. The project also aims to strengthen the competencies of Civil Society Organizations including women and youth organizations, through improving their range of services for responding to the needs of people affected by discrimination and those at risk of experiencing Sexual and Gender-Based Violence (SGBV). Overall, the project contributes to the quality characteristic of Gender Equality by focusing strongly on the relevant target groups and applying the tool of intersectionality in alignment with BMZ’s Feminist Development Policy Strategy (2023) and the United Nations (UN) Guiding principles of “Leave No One Behind” (LNOB). By employing a gender-transformative and multisectoral approach to ensure inclusion, respect for human rights and gender equality the project will contribute to the achievement of Ghana’s Medium National Term Development Policy Framework (2022-2025) through empowerment and promotion of women, girls and other marginalized groups participation in economic and social life.

SGBV and discrimination against particularly marginalized groups such as women and girls remain pervasive in Ghana, hindering progress towards gender equality and social justice. While there are existing legislative frameworks and support services such as the Domestic Violence and Victims Support Unit (DOVVSU), the phenomenon is usually underreported and unpunished due to fear, stigma, and lack of awareness on available support services for survivors. In addition, tackling discrimination and SGBV can be complex as it is often embedded in harmful social norms, prejudice and unequal power relations occurring in both public and domestic spheres. In addition, there is a widespread lack of knowledge in the majority population about the realities of life for the target group and a lack of understanding among stakeholders about the different needs for protection that stigmatized people have. Furthermore, the experiences of affected persons can further be exacerbated by other dimensions such as disabilities/impairment, age and social status known as multiple discrimination (Intersectionality).

According to a 2018 report from the Ministry of Gender, Children and Social Protection (MoGCSP), around 94% of children aged from one to 14 have already experienced one form of gender-based violence while more than 48% of women and girls in Ghana have been sexually abused. Violence now also often takes place on or using social media in the form of sexual exploitation, bullying, child trafficking, sextortion, and cyberstalking. In such instances, there is a lack of effective safeguards to ensure safety online and a lack of institutional knowledge about this new topic that is relevant to human rights.

Thus, in view of the context, since 2023, the GIZ Support to Human Rights, Gender Equality and Civil Society in Ghana Project has been contributing to the achievement of Ghana’s Medium Term Development Policy Framework (2022-2025) and the realization of commitments towards the 2030 Sustainable Development Goals (SDGs) specifically goals 5, 10 and 16. A key approach has been to build the institutional capacities of Civil Society Organizations (CSOs) who provide services to persons affected by discrimination and SGBV.

The goal is to improve advisory and protection services provided by non-governmental providers for people affected by sexual and gender-based violence and align them with the features of a gender-trans approach (the features include CSOs being able to prioritize the needs of those affected (survivor-centered), provide security, respect for privacy and

confidentiality, non-discriminatory services, respecting aspects of intersectionality and linking affected persons to support providers (e.g. for economic empowerment).

However, despite building the capacities of some selected CSOs in 2024 on survivor centered approaches and strengthening their capacities in responding to the needs of survivors there are still gaps. Gaps include inadequate knowledge and limited use of referral pathways, safety mapping protocols, monitoring and evaluation framework focusing on impact evaluation using a feminist methodology as well as conducting outcome harvesting, inadequate knowledge and application of data privacy and protection laws/policies, lack of formalized standard operating procedures and case management guidelines. In addition, there are challenges in effectively applying the concept of intersectionality including providing inclusive and accessible services for persons with disabilities. For some, they struggle with internalized biases that may act as barriers to effective services.

It is against this backdrop that the S(HE) Project seeks to engage the services of an international consultant to reinforce the trainings on survivor centered approaches for providing services in respect of SGBV, monitoring and evaluation with focus on impact evaluation and outcome harvesting using feminist methodologies, develop a module on providing inclusive and accessible services for Persons with disabilities, employ the use of the Values Clarification and Attitude Transformation (VCAT) to tackle biases, and finally ensure that CSOs are supported to come out with a final product of practical policies, protocols and tools that guide service delivery for affected persons. Therefore, this tender request is for the services of an international consultant to reinforce knowledge, translate learning into practice and ensure the development of practical policies, protocols and tools that guide service delivery in line with survivor centered and gender transformative approaches in line with international best practices.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

Review existing training materials, organizational policies, procedures and current SGBV response practices among the selected CSOs.

Design and deliver participatory, practice-oriented training sessions centred on Strengthening and reinforcing understanding of survivor- centred principles. The principles include:

- Prioritisation of the needs of affected people (survivor-based)
- Safety
- Respect for privacy and confidentiality
- Non-discrimination
- Elements of intersectionality
- Connect with other support providers (e.g. on economic empowerment)

The developed module must infuse gender sensitive language, examples, and case studies in all aspects of the training materials and advisory approaches.

Enhance skills and knowledge for accessible and inclusive service delivery for persons with disabilities (PWD) (including accessible communication, addressing stigma and discrimination).

Facilitate sessions on VCAT to assist providers to deal with their own biases and develop empathy for affected persons while enhancing their knowledge on intersectionality.

Strengthen practical case management and documentation, basic psychosocial support, safe disclosure and ethical response, and referral systems and inter-agency coordination.

Support participants through a structured facilitation session to co-develop, refine and institutionalize policies and tools aligned with Survivor-centred approaches, Gender-transformative programming and disability inclusion principles (these include case management guidelines, safety mapping protocols, referral pathways, data protection and privacy policies, safeguarding policies/survivor centred policies, disability inclusion checklist, intake and consent forms,).

Strengthen and develop a Monitoring and Evaluation Framework with a focus on impact evaluation, outcome harvesting and feminist methodologies on monitoring and evaluating projects.

Conduct a maximum of 3 capacity building sessions for a maximum of 16 CSOs who provide services for affected persons.

Establish clear indicators for measuring the impact of training materials, advisory approaches, and the capacity building exercise.

Develop a feedback mechanism during and after the capacity building exercise for continuous improvement.

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

Milestones/process steps/partial services	Deadline/place/person responsible
Inception meeting and Report with workplan and timelines clearly indicated.	August 2026
Reviewed existing training materials, organizational policies and procedures and current SGBV response practices among the selected CSOs.	August 2026
Adapted training materials to suit curriculum including the VCAT tool for this phase.	August 2026
Conducted a maximum of 3 participatory capacity building sessions for a maximum of 16 CSOs.	September 2026 -May 2027
Drafted and Final versions of SGBV Policy, SOPs, Referral Pathways, Case Management Tools, Disability Inclusion Tools/Checklists.	August 2026 – December 2026
Finalized and shared comprehensive report of the capacity building program with impact analysis, observations, and recommendations to project team.	April 2027

Period of assignment: from **beginning August 2026 until 30th April 2027**.

3. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 2 (tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 2 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 **Fehler! Verweisquelle konnte nicht gefunden werden.** (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.

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

4. Personnel concept

The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

Key expert 1

Tasks of key expert 1

- Overall responsibility for the advisory packages of the contractor (quality and deadlines).
- Review existing training materials, organizational policies, procedures and current SGBV response practices among the selected CSOs.
- Design and deliver 3 participatory capacity building sessions for selected CSOs, practice-oriented trainings in nature centred on Strengthening and reinforcing understanding of survivor- centred principles. The principles include:
 - i) Prioritisation of the needs of affected people (survivor-based)
 - ii) Safety
 - iii) Respect for privacy and confidentiality
 - iv) Non-discrimination
 - v) Elements of intersectionality
 - vi) Connect with other support providers (e.g. on economic empowerment)

The developed module must infuse gender sensitive language, examples, and case studies in all aspects of the training materials and advisory approaches.

- Enhance skills and knowledge for accessible and inclusive service delivery for PwD (including accessible communication, addressing stigma and discrimination).
- Facilitate sessions on VCAT to assist providers to deal with their own biases and develop empathy for affected persons, while enhancing their knowledge on intersectionality.
- Strengthen practical case management and documentation, basic psychosocial support, safe disclosure and ethical response, and referral systems and inter-agency coordination.
- Support participants through a structured facilitation session to co-develop, refine and institutionalize policies and tools aligned with Survivor-centred approaches, Gender-transformative programming and disability inclusion principles (these include case management guidelines, safety mapping protocols, referral pathways, data protection and privacy policies, safeguarding policies/survivor centred policies, Disability inclusion checklist, intake and consent forms,).
- Strengthen and develop Monitoring and Evaluation Framework with a focus on impact evaluation, outcome harvesting and feminist methodologies on monitoring and evaluating projects.
- Establish clear indicators for measuring the impact of training materials, advisory approaches, and the capacity building exercise.
- Develop a feedback mechanism during and after the capacity building exercise for continuous improvement.
- Coordinating and ensuring communication with GIZ, partners and others involved in the project.
- Regular reporting in accordance with deadlines.
- Facilitation plan outlining daily schedules and methodologies.
- Comprehensive report highlighting key outcomes, challenges, and recommendations.

Qualifications of key expert 1

- Education/training (2.2.1): Master's degree or equivalent in Gender Studies. Specialized training or certificates in Gender Transformative Programming, Social Behavioural Change Communication (SBCC), Human Rights and/or Sexual and Gender - Based Violence response and prevention.
- Language (2.2.2): C2 -level language proficiency English language.
- General professional experience (2.2.3):
 - 10 years' experience in designing and delivering gender transformative programs and developing advisory approaches for CSOs including (5/10)
 - 10 years expertise in the field of SGBV response mechanisms (5/10).
- Specific professional experience (2.2.4):
 - 10 years' experience in employing survivor centered methodologies, human rights, gender transformative approaches, human rights, intersectionality tool, behavioural change, and prevention work in ending SGBV ensuring that survivors experiences and perspectives are integrated in all aspects of programming and services in line with international best practices (2.5/10).
 - 10 years' experience in feminist research and analytical work including data analysis and assessment in addressing discrimination and Sexual and Gender Based Violence (2.5/10).
 - 10 years' experience in facilitating workshops with focus on gender related and SGBV focused topics (2.5/10).
 - 5-year experience in facilitating VCAT sessions (2.5/10).
- Regional experience (2.2.6): 3 reference projects in Human Rights, Gender and Sexual and Gender Based Violence and 1 reference project in Ghana.
- Development Cooperation (DC) experience (2.2.7): 10 years of experience in Development Cooperation Projects.

5. Costing requirements

Assignment of personnel and travel expenses

Per diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable from the [German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2026 \(GERMAN ONLY\)](#)).

Accommodation allowances are reimbursed as detailed in the specification of inputs below.

With special justification, additional Accommodation costs up to a reasonable amount can be reimbursed against evidence.

All business travel must be agreed in advance by the officer responsible for the project

Sustainability aspects for travel

GIZ has undertaken an obligation to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means of transport, airlines and flight routes with higher CO₂ efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO₂ emissions caused by air travel must be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The [Development and Climate Alliance \(German only\)](#) has published a [list of standards \(German only\)](#). GIZ recommends using the standards specified there.

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Designation of key expert	1	50	50	Will work within a span of 11 months for 50 days.
Travel expenses	Quantity	Number of experts	Total	Comments
Per-diem allowance in country of assignment	20	1	20	Inception Meeting, development of materials and reports would all be done in home country. The 3 capacity building programs would be conducted

				in Ghana. 3 days per each session and dates would be agreed with Project team.
Overnight allowance in country of assignment	10	1	10	<p>GIZ will take care of overnight accommodation and dinner during the capacity building program (see point 6. Inputs of GIZ or other actors)</p> <p>Overnight stays abroad:</p> <p>Note: Under the BMF travel expense regulations, overnight allowances not exceeding 100% of the lump sum amounts can be submitted for reimbursement against evidence. Up to 75% of the maximum rates specified in the travel expense regulations can be submitted for reimbursement on a lump-sum basis.</p> <p>Please indicate in the price schedule whether your offer is on a lump-sum basis or against evidence.</p>
Transport	Quantity	Number of experts	Total	Comments
International flights Ghana	3	1	3	GIZ will cover the cost of 3 return flights to Ghana for the capacity building sessions.
National Flights	3	1	3	National Flights across Ghana where capacity building are being held beyond Accra.
CO₂ compensation for air travel	6	130,00	780,00	A budget of EUR 780,00 is earmarked for settling carbon offsets against evidence.
Travel expenses (train, car) • Transportation	10	1	10	Travel within the country of assignment, transfer to/from airport etc.

Other travel expenses	2	1	2	visa costs and cost of sim card
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	6.300,00	6.300,00	A budget of EUR 6.300,00 is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.

6. Inputs of GIZ or other actors

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

- Transportation on site to the venue for the capacity building program will be catered for by GIZ.
- Logistics for workshops will be provided by GIZ.
- GIZ will coordinate and provide administrative support for the training.
- GIZ will cover for overnight accommodations and conference package including lunch and dinner during the capacity building program

7. Requirements on the format of the tender

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

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

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in English (language).

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.