

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

CONFIDENTIAL

Design and Implementation of Simulation Games to challenge Limiting Socio-cultural Norms on women's economic integration	Project number/ cost centre: G-012263-001
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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

Gender equality is increasingly recognized as a prerequisite for sustainable development, effective governance, and inclusive economic growth. Yet, despite important progress, Morocco continues to face structural challenges in achieving parity. Women's labor force participation remains very low compared to global averages, and persistent barriers—including social norms, limited access to economic opportunities, and unequal distribution of care responsibilities—hinder their full contribution to the national economy.

At the policy level, Morocco has taken significant steps, including constitutional commitments to equality, the National Strategy for Gender Equality, and sectoral programs promoting women's empowerment. However, in the day-to-day life of the Moroccan population, socio-cultural barriers limiting the economic integration of women continue to persist. This results in missed opportunities to leverage women's potential as a driver of inclusive growth, innovation, and social cohesion.

The German Development Cooperation project "Women Economic Inclusion in Future Sectors" addresses these challenges. To improve women's access to decent and sustainable employment, the project adopts a **systemic approach**, built around three complementary levels of action:

Output 1: Strengthen the capacity of public institutions to plan and implement **gender-sensitive public policies** tailored to regional realities.

Output 2: Encourage companies to create more **inclusive work environments** that foster the recruitment of women.

Output 3: Equip women with **technical, entrepreneurial, and personal skills** while raising awareness among their social environment, to overcome individual and socio-cultural barriers.

The project therefore seeks to design and implement innovative approaches/Methods and formats that allow the multi-actor beneficiaries to challenge persisting socio-cultural barriers that limit women's economic integration in Morocco. Since simulation games facilitate a change of perspective, they are uniquely positioned to stimulate inclusive and participatory behavior among both public and private sector beneficiaries as well as among women themselves and their social environment.

The aim of this consultancy is thus to develop and implement different behavioral simulations that will contribute to the project's indicators as outlined below and indicated in the result matrix (see Annex I).

2. Tasks to be performed by the contractor

Hence the subject matter of the contract set out to tender, is **the conceptualisation and implementation of simulation games**, allowing the participants to 1) challenge persisting socio-cultural barriers in an innovative format as well as 2) conceptualize/test gender sensitive public policies and therefore potentially contributing to the following Indicators of the INEFF project:

Outcome Indicator 4:

60% of 300 men who were reached by an awareness-raising programme confirmed that they had supported women's economic empowerment by giving an example.

Output indicator 1.2

7 proposals at the national, regional, or provincial level aimed at promoting women's economic participation in future-oriented sectors are developed by public actors, in collaboration with private-sector or civil society organizations

Output indicator 3.2

40 Awareness-raising measures by local, state or non-state actors that address socio-cultural barriers to women's access to the labour market have been implemented.

The contractor's contribution to the described indicators should therefore primarily consider the following two thematic components (see below). When designing the interventions, the contractor, the GIZ team, and project partners will jointly determine whether one adaptable simulation game per component is sufficient to meet project objectives or whether more than one version is required.

1) Men as allies: challenging stereotypes and social barriers to women's economic integration

When drafting the design of the intervention the contractor, the GIZ team as well as potentially project partners will decide together if one adjustable simulation game will suffice to reach the project objectives or if more than one simulation needs to be formulated.

The Learning Outcome of participants

- Participants will be able to identify existing socio-cultural barriers to women's integration to the labour market in their local context
- Participants acquire knowledge on the topics of gender equality, positive masculinities as well as unpaid care work, shared parenting
- Participants will be able to put themselves in the position of others to address gender stereotypes in a playful way
- Participants practise soft skills such as conflict resolution, constructive communication, critical thinking
- Participants will develop self-awareness regarding their own subtle or unconscious gender stereotypes and reflect on how these may influence their behaviours and decisions.

The contractor is responsible for providing the following services:

- **Conduct a light context analysis** and needs assessment to orient the game content regarding socio-cultural norms, define a low-threshold identification strategy to mobilize participants (e.g. Tea or coffee shops)
- **Simulation Game Design and Development:** Designing and Developing a simulation game for the awareness raising between men in the project's intervention regions (Tanger-Tetouan-Al Hoceima; Casablanca Settat; Beni Mellal)
- **Preparing Game Handover for Sustainable Application:** To ensure the sustainability of the application of the developed game, the contractor (in cooperation with the project team) is responsible for defining potential partner organization that could continue the application of the simulation game after the end of the contract. These potential partners shall be identified early on in order to familiarize them with the simulation game and to integrate their views already during game development
- **Simulation Game Testing:** Develop a Minimum Viable Product of the simulation game and conduct a test-run with selected target beneficiaries, The feedback collected is used to enhance and finalize the simulation game
- **Simulation Game Show Case:** Showcase a short version (or just beginning) of the simulation game during a 1-1,5h the GIZ Sector Network MINO in June 2025 in Morocco
- **Simulation Game Implementation I:** Implement the simulation game through a series of workshops in the project's region, reaching min. 50 men per region – a total of 150 men
- **Training of Trainers (ToT): 10** Members of the pre-identified partner-organisation(s) will learn how to implement simulation games with beneficiaries. The workshops will cover didactical training units on general simulation game implementation as well as practical sessions on the developed game
- **Simulation Game Implementation II:** The ToT beneficiaries implement the simulation with 25 additional male beneficiaries per region - a total of 75 male **beneficiaires**
- **Monitoring and Evaluation:** The participants of each measure provide feedback on the intervention. Three months after the intervention, a survey will be conducted among all participants of the simulation game mentioned under point 3 in order to see to what extent they use the acquired skills.

2) Testing Gender-Responsive Public Policy Projects

Participants in the simulation game will be drawn from an executive education program hosted by INEFF, during which they will have already developed concrete gender-responsive public policy proposals. This means the target group is pre-identified, and the simulation game will serve as a practical, experiential platform for participants to test, challenge, and refine the projects they have formulated during the training. The simulation therefore acts as the applied component of the learning process, bridging capacity-building with real-world policy feasibility testing.

Learning Outcomes for Participants

- Participants will be able to identify institutional, financial, and socio-cultural barriers affecting the feasibility of their gender-responsive public policy proposals.
- Participants learn to adopt multiple stakeholder perspectives and test policy ideas in a realistic, playful environment.
- Participants practice soft skills such as negotiation, strategic communication, systems thinking, and collaborative problem-solving.

Services to Be Provided by the Contractor

- Conduct a light assessment to align the game content with participants’ policy themes and identify an accessible strategy to mobilize participants, preselected by the GIZ team
- Design and develop a simulation game enabling participants to test and refine the feasibility of their gender-responsive public policy initiatives.
- Implement the simulation game in one workshop, reaching approx. 12 participants.
- Train the members of the GIZ team on simulation facilitation and on the practical implementation of the developed game in order to allow for replication on regional level
- Collect participant feedback after the workshop. Three months later, conduct a follow-up survey with participants to assess how the acquired skills have been applied.

Overarching responsibilities

- The contractor is responsible for selecting, preparing, training and steering the international and national, short experts assigned to perform the advisory tasks.
- The contractor provides equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
- The contractor reports regularly to GIZ in accordance with the current AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

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

Milestones/process steps/partial services	Deadline	Deliverables
Kick-off Meeting with GIZ project team and potentially political partner	May 2026	Minutes of Meeting, Timeline Implementation
Partner Selection together with project team	End of May 2026	Partner Mapping, Written Confirmation of Cooperation
Development of Simulation Game	End of May 2026	Game Material as well as Methodology
Testing First Version of Simulation Game	Mid June 2026	Participant Feedback
Evaluation of Test	End of June 2026	Evaluation report
Simulation Game Show Case – GIZ Conference	June 2026	Shorter Version Show Case Game
Simulation Game Implementation I	November 2026	Participants List, Participant Feedback

Simulation game Gender Responsive Public Policies (GRPP)	December 2026	Participants List, Participant Feedback
1 st evaluation report	March 2027	Analysis of Participant Feedback
Training of Trainers	November 2026	Training Material Participant List
Simulation Game Implementation II	April 2027	Participants List, Participant Feedback
Monitoring and Evaluation post-game	August 2027	Report (including participants' feedback)

Period of assignment: May.2026 until 15. November 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 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2). For this purpose, the tenderer is required to write a 1 page game pitch for workstream 1 “Men as allies” (A4, font size 11, Arial). This game pitch will be evaluated under (1.1.2.)

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them. Here, the tenderer is required to include a pre-identification of national partners that can be included in the service, in order to ensure its sustainability. The pre-identification will be evaluated in 1.2.

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and its contribution to the **results-based monitoring system** (1.3.2).

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

The tenderer is required to describe its contribution to promote scaling-up effects (1.5.2) under **learning and innovation**.

Project management of the contractor (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail.

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

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

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering the assignment
- Regular reporting in accordance with deadlines
- Coordination of Game Design, Development and implementation in coordination with key expert 1
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Qualifications of the team leader

- Education/training (2.1.1): university degree (German 'Diplom'/Master) in social sciences, development studies, international relations or another relevant field
- Language (2.1.2): C1-level language proficiency in French
- General professional experience (2.1.3): 10 years of professional experience in behavioural simulation games
- Specific professional experience (2.1.4): 8 years of project implementation with civil society organizations
- Leadership/management experience (2.1.5): 6 years of management experience as project team leader or manager in a company with staff responsibility
- Regional experience (2.1.6): 2 years of experience in projects in MENA
- Development cooperation (DC) experience (2.1.7): 3 years of experience in DC projects
- Other (2.1.8): n a

Key expert 1 (International)

Tasks of key expert 1

- Coordination of a (light) context analysis and needs assessment in the 3 project regions as a basis for game design
- Coordination of Game Design, Development and implementation in coordination with the team lead

- Simulation Game Testing
- Development of Training for Trainers
- Monitoring and Report Writing

Qualifications of key expert 1

- Education/training (2.2.1): University qualification (Master/Diplom) in Social Sciences, Development Studies, International Relations or another related field
- Language (2.2.2): C1 -level language proficiency in French (5 points), C1 level in Arabic/Darija- Moroccan Dialect (5 points)
- General professional experience (2.2.3): 8 years of experience in project consulting (4 points); and 4 years of professional experience in behavioral simulations (6 points)
- Specific professional experience (2.2.4): 3 years of professional experience in the field of gender equality
- Leadership/management experience (2.2.5): n/a
- Regional experience (2.2.6): 7 years of professional experience in the MENA region
- Development Cooperation (DC) experience (2.2.7): 3 years of professional experience in DC projects
- Other (2.2.8): 2 years of experience with activities in the fields of positive masculinities and/or unpaid care work

Short-term expert pool with minimum 3, maximum 10 members

For the technical assessment, an average of the qualifications of all specified members of the expert pool is calculated. Please send **three exemplary CVs** (see below Chapter 7 Requirements on the format of the bid) for the assessment.

Tasks of the short-term expert pool

- Coordination of a (light) context analysis and needs assessment in the 3 project regions as a basis for game design
- Support Game Design, Development and implementation in coordination with the team lead
- Mobilization of beneficiaries in all three project regions
- Organizational Support to the project implementation
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Qualifications of the short-term expert pool

- Education/training (2.6.1): All experts with University qualification (Master/Diplom) in Social Sciences, Development Studies, International Relations or another related field
- Language (2.6.2): 2 experts with C1-level language proficiency in French (4 Points), 3 Experts with C1-level language proficiency in Arabic (6 Points)
- General professional experience (2.6.3): All experts with 4 years of professional experience in the employment sector; 1 expert with 4 years of experience in simulation games
- Specific professional experience (2.6.4): All experts with 4 years of professional experience in Gender Equality (3 Points), 2 experts with 2 years of professional experience in the cooperation with Moroccan Civil Society Organisations (4 Points) and

- 1 expert with 3 years of experience in cooperation with the Moroccan public sector (3 Points)
- Regional experience (2.6.5): All experts with 5 years of experience in MENA (5 Points), 2 experts with 3 years of experience in Morocco (5 Points)
- Development cooperation (DC) experience (2.6.6): All experts with 3 years of experience in DC
- Other (2.6.7): 1 expert with 2 years of experience in projects on positive masculinities (5 Points), and 1 expert with 2 years of experience with regional (on the ground) projects in Morocco (5 Points)

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

5. Costing requirements

Assignment of personnel and travel expenses

Per diem 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 2025 \(GERMAN ONLY\)](#)).

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 a 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

Team Lead	1	41	41	
Key Expert 1	1	61	61	
Pool d'expert	1 Pool	80	80	
Travel expenses	Quantity	Number per expert	Total	Comments
Fixed travel budget	1		11.045	A budget is earmarked for travel to the following countries: Morocco. A fixed budget of EUR 11.045 is earmarked for settling travel expenses against evidence.
Transport	Quantity	Number per expert	Total	Comments
CO₂ compensation for air travel	1		400	A fixed budget of EUR 400 is earmarked for settling carbon offsets against evidence.
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	10.000 EUR	10.000	A budget of EUR 10.000 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.
Workshops	Workshop budget depending on activity outline	20.000 EUR	20.000 EUR	The budget contains the following costs: catering during workshop days, workshop materials, logistical costs for participants, training rooms only if necessary. GIZ will take care of logistical costs – this budget is only integrated in case of needed. If it is used, it has to be factured against evidence.

6. Inputs of GIZ or other actors

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

- Logistics for workshops: GIZ is planning to take of logistical costs for workshops and support their organisations. This includes catering, accommodation, transport costs for participants as well as potential costs for workshop rooms (only if needed). However – for the case that GIZ cannot cover these costs for individual cases, this contract includes a workshop budget that can be used in case of need.

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 organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English (language).

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

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

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

8. Outsourced processing of personal data

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. 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.

9. Annexes

- Results Matrix of the INEFF project
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