

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

CONFIDENTIAL

Gender Training and Advisory Services for the RSC	Project number G-011550-001 Output 01 (11550010000)
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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
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung <i>Federal Ministry for Economic Cooperation and Development</i>
DC	Development Cooperation
FK	Expert
FKT	Expert days
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
HR	Human Resources
KPI	Key Performance Indicator
KZFK	Short-term expert
RSC	Ready-Made Garment Sustainability Council
SCAIP	Skills for Self-Monitoring and Compliance with Clean and Fair Production in the Textile Industry
ToR	Terms of reference

1. Context

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is a federal enterprise with worldwide operations. GIZ supports the German Government in the field of international cooperation for sustainable development. GIZ has been working as a development partner of Bangladesh since 1972 under bilateral agreement. Currently, we are working in the areas of renewable energy, adaptation to climate change, private sector development and technical education, biodiversity, as well as good governance and displacement.

GIZ was commissioned by the Federal Ministry for Economic Cooperation and Development (BMZ) to implement the project 'Skills for Self-monitoring and Compliance with Clean and Fair Production in the Textile Industry' (SCAIP) with the objective to strengthen the capacities of the Ready-Made Garment Sustainability Council - RSC in order to ensure compliance with safety, labour and environmental standards in the textile and garment industry in Bangladesh. To achieve this goal, three outputs are defined:

- 1) **Output 1:** The RSC's technical and organisational capacity for inspecting and auditing safety, labour and environmental standards in the textile and garment sector have been strengthened. Output 1 will focus on analysing the technical operations of the RSC, improving data management processes and reporting and increasing its personnel competencies to ensure transparent and reliable inspections of safety and environmental standards in the textile and garment industry of Bangladesh.
- 2) **Output 2:** A cooperation between the RSC and relevant public inspection institutions e.g. Department of Environment (DoE) and Department of Inspection for Factories and Establishments (DIFE) has been established. Output 2 will focus on strengthening strategic collaboration and coordination to foster efficiency and effectiveness of inspections.
- 3) **Output 3:** Workers in the textile and garment industry in Bangladesh have been qualified adequately. Output 3 will focus on empowering workers through training and advisory services to ensure safety, labour and environmental standards in factories.

In line with its mandate and broader international commitments to gender equality and inclusive development, RSC aims to further institutionalise gender-responsive approaches within its organisational structures, human resource policies and capacity development activities. Gender equality is not only a human rights principle but also a prerequisite for organisational effectiveness, sustainable institutional development and credible stakeholder engagement. A Gender Analysis conducted in 2024/2025 identified significant structural and organisational gender gaps within RSC.

While initial steps have been taken, such as the development of a Draft Gender Policy, institutionalisation of gender mainstreaming remains limited. In line with BMZ's Feminist Development Policy and the participatory gender audit approach applied in the Gender Analysis, RSC seeks structured support to operationalise the recommendations, to strengthen its institutional gender responsiveness and to:

- Strengthen gender awareness among staff and management (across departments within RSC)
- Empower women within the organisation through targeted capacity development (targeted group)

- Review and further develop HR policies and processes to ensure they are gender-sensitive and aligned with international standards.

The assignment will draw on internationally recognised approaches and other established gender mainstreaming and organisational development methodologies.

Against this background, GIZ intends to commission a contractor to provide training and advisory services to the RSC.

2. Tasks to be performed by the contractor

The overall objective is to strengthen RSC's institutional capacity to integrate gender equality into its organisational culture, internal processes and human resource management, in line with the recommendations of the 2025 Gender Analysis.

The assignment consists of three interlinked components:

1. Gender Awareness Training for RSC staff and management
2. Women's Empowerment Training for selected female staff
3. Gender-Sensitive HR Policy Review and Advisory Support

The contractor is responsible for providing the following services:

Component 1: Gender Awareness Training

- **Objective:**
To increase knowledge and awareness of gender equality, gender mainstreaming and unconscious bias among RSC staff and management, and to promote practical application in daily work.
- **Target group:**
Selected RSC staff and management (e.g. relevant departments such as Training, Complaint Mechanism and HR, as well as selected managers and RSC knowledge carriers)
- **Tasks of the Contractor:**
 - Review the gender analysis 2025
 - Develop a tailored training concept and agenda
 - Design interactive training materials adapted to the RSC context
 - Facilitate a 2 day in-person training.
 - Conduct pre- and post-training assessments to measure learning progress.
- **Content:**
The training will combine foundational gender knowledge with practical application in the RSC context. It will introduce key gender concepts and directly link them to organisational realities and challenges identified in the Gender Analysis.

Content will include, but is not limited to:

- Key gender concepts (sex vs. gender, gender roles, power relations)
- Gender equality in the workplace

- Unconscious bias and stereotypes
- Gender mainstreaming principles and practical tools
- Relevance of gender equality for the textile and garment sector and for RSC's mandate
- Reflection on RSC's institutional context
- Gender dynamics in field operations, including challenges related to authority and recognition of female technical staff
- Influence of organisational culture and informal norms on gender equality

Component 2: Women's Empowerment Training

- **Objective:**
To strengthen leadership, communication and self-advocacy skills of female staff members and support their professional development within RSC.
- **Target group:**
Selected female staff of the RSC, including women from different departments and hierarchical levels, with potential for further professional development.
- **Tasks of the Contractor:**
 - Design a targeted empowerment training concept.
 - Facilitate a 3-day interactive training.
 - Integrate peer-learning elements.
 - Support participants in developing individual action or development plans.
- **Content:**
 - Leadership styles and self-reflection
 - Communication and negotiation skills
 - Career development pathways
 - Addressing structural barriers and workplace challenges
 - Building professional visibility, networks and mentorship approaches

Component 3: Gender-Sensitive HR Policy Review and Advisory Support

- **Objective:**
To assess existing HR policies and processes and provide concrete, actionable recommendations for enhancing gender sensitivity and equal opportunity within RSC.
- **Target group:**
RSC HR staff (primary), as well as management involved in HR processes and decision-making.
- **Focus Areas Based Gender Analysis Findings**
The review shall specifically assess:
 - Recruitment procedures (gender balance in applicant pools)
 - Promotion and KPI evaluation systems (bias risk regarding leave/overtime)
 - Salary grading transparency
 - Maternity and paternity policies
 - Childcare policy impact
 - Mentoring and career development pathways
 - Grievance mechanisms (including gender-disaggregated data collection)
 - Gender representation targets in leadership roles

- **Tasks of the Contractor:**

1. Conduct a desk review of relevant HR documents, including:
 - Recruitment and selection procedures
 - Job descriptions
 - Performance appraisal systems
 - Promotion and career development policies
 - Leave policies and flexible working arrangements
 - Safeguarding and grievance mechanisms
2. Conduct selected interviews with HR staff and management.
3. Develop:
 - A gender-responsive HR Improvement Roadmap
 - Practical implementation tools /checklists/templates)
4. Provide advisory support to the RSC on the further development and finalisation of its Gender Policy, including the preparation of structured inputs and recommendations to support submission to the Board of Directors for review, discussion and decision-making.
5. Facilitate a validation workshop with HR and management to discuss findings and prioritise measures.

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
Kick-off meeting, inception phase, review of relevant documents and finalisation of work plan	1 week after contract start / online / GIZ & contractor
Preparation of training concepts and materials (Gender Awareness & Women's Empowerment Training)	4 weeks after contract start / online / contractor
Delivery of Gender Awareness Training (2 days)	6 weeks after contract start / Dhaka / contractor
Delivery of Women's Empowerment Training (3 days)	6 weeks after contract start / Dhaka / contractor
Desk review and analysis of HR policies and processes	7 weeks after contract start / online / contractor & RSC
Facilitation of workshop (1 day)	7 weeks after contract start / Dhaka / contractor
Submission of final report and provision of all training materials	8 weeks after contract start / online / contractor

Period of assignment: from beginning of June 2026 until 30 November 2026.

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).

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them. The tenderer is required to identify and present the relevant actors within its area of responsibility (1.2.1) and to describe and justify its strategy for establishing cooperation and working effectively with these actors (1.2.2).

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 knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

Further requirements (1.7)

Gender equality and women's empowerment are the core objectives of this assignment. The contractor shall ensure that the entire expert team applies a gender-responsive and gender-transformative approach throughout all phases of the assignment (desk phase, training delivery and reporting), taking into account intersectional dimensions of inequality (e.g. age, socio-economic background, disability, migration status).

As part of the technical proposal, the tenderer shall provide a concise description of the methodological approach and concrete measures to meet the requirements below.

Inclusive, participatory and gender-transformative learning approach (methodology)

The contractor shall demonstrate how training methods will be inclusive, participatory and gender transformative.

4. Personnel concept

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

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

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
- Regular reporting in accordance with deadlines
- Developing training materials
- Designing and delivering training

Qualifications of the team leader

- Education/training (2.1.1): university degree (German 'Diplom'/Master) in Gender Studies, Social Sciences, Development Studies, Human Resource Management, Organisational Development or any related field
- Language (2.1.2): C1-level language proficiency in German (5/10) and English (5/10) language
- General professional experience (2.1.3): 7 years of professional experience in gender equality, organisational development or human resource management
- Specific professional experience (2.1.4): 5 years in designing and delivering gender training programmes
- Leadership/management experience (2.1.5): 5 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 3 years of experience in projects in South Asia
- Development cooperation (DC) experience (2.1.7): 5 years of experience in DC projects

Key expert 1

Tasks of key expert 1

- Designing and delivering training, including development of training materials
- Adapting training content to the RSC context and target group
- Contribute to documentation and reporting of training results

Qualifications of key expert 1

- Education/training (2.2.1): university degree (German 'Diplom'/Master) in Gender Studies, Social Sciences, Development Studies, Human Resource Management, Organisational Development or any related field
- Language (2.2.2): C1-level language proficiency in German (5/10) and English (5/10) language
- General professional experience (2.2.3): 5 years of professional experience in gender equality, organisational development or human resource management
- Specific professional experience (2.2.4): 3 years in designing and delivering gender training programmes
- Regional experience (2.2.6): 1 year of experience in projects in South Asia
- Development cooperation (DC) experience (2.2.7): 2 years of experience in DC projects

Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

- Team skills
- Initiative
- Communication skills
- Socio-cultural skills
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

Trainer/facilitator standards and safeguarding (delivery quality)

The trainers/facilitators will:

- Act as role models for respectful and inclusive interaction
- Be able to identify and address informal bias (e.g. exclusionary behaviour, inappropriate comments)
- Be familiar with gender dynamics and workplace challenges in the Bangladesh ready-made garment sector, including intersectional barriers faced by different groups of women
- Ensure a psychologically safe learning environment
- Apply a zero-tolerance approach to sexual harassment, discrimination and abuse during all training activities
- Adhere to safeguarding standards

Gender-responsive monitoring and feedback (where applicable)

Where assessments, surveys or feedback tools are used, the contractor shall, to the extent feasible:

- Collect and analyse data in a gender-disaggregated manner and, where appropriate, consider additional intersectional variables
- Reflect gender- and diversity-related differences in participation, learning outcomes and barriers
- Integrate gender- and intersectionality-related findings into reporting and recommendations

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 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
Designation of TL	1	21	21	
Designation of Key Expert 1	1	21	21	
Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem allowance in country of assignment	10 days	2	20	Calculated based on 8 full days and 2 travel days.
Overnight allowance in country of assignment	9 nights	2	18	Includes weekend days between assignment periods Overnight stays abroad: 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.

				Please indicate in the price schedule whether your offer is on a lump-sum basis or against evidence.
Transport	Quantity	Number per expert	Total	Comments
International flights	1	2	2	Travel to the place of service delivery: return flights to Dhaka, Bangladesh
CO₂ compensation for air travel	4	90,00	360,00	A fixed budget of EUR 360,00 is earmarked for settling carbon offsets against evidence.
Travel expenses (train, car) • Airport pick up/drop off with the car	1	2	2	Transfer to/from airport etc.
Other travel expenses	1	2	2	e.g. visa costs
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	5.400,00	5.400,00	A budget of EUR 5.400,00 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.
Other costs	1	100,00	100,00	The budget contains the following costs: developing and printing of training materials.

Workshops, events and trainings

The contractor implements the following workshops and training courses:

- Gender Awareness Training (2 days, in-person, Dhaka)
- Women's Empowerment Training (3 days, in-person, Dhaka)

Each training shall be conducted with a **maximum of 15 participants** to ensure an interactive and practice-oriented learning environment.

Participants will be selected in close coordination with the RSC. The contractor is expected to provide clear recommendations on participant profiles and composition to ensure

that the training objectives are effectively achieved.

Participants are responsible for arranging their own travel to the training venue.

GIZ will be responsible for organising and covering the costs for the training venue and catering. If the training venue is not located at the consultants' accommodation, GIZ will arrange local transport (project vehicle) for the consultants.

The contractor is responsible for the conceptual design, preparation and delivery of the trainings, including all training materials.

In addition to the technical and methodological design of the trainings, the contractor shall ensure that a gender-sensitive perspective is consistently integrated into the content, language, examples and facilitation approach throughout the workshop and training.

The contractor shall ensure that training design, facilitation and materials:

- Use gender-sensitive and inclusive language throughout all materials and facilitation
- Explicitly address gendered patterns in technical and decision-making roles, including barriers to women's participation and leadership
- Avoid reinforcing stereotypes or assumptions (e.g. regarding mobility, leadership or technical roles)
- Reflect diverse and intersectional realities (e.g. age, socio-economic background, rural-urban dynamics) through context-specific examples

Beyond this, the trainings shall apply a gender-transformative approach in their facilitation methodology and learning formats. For this assignment, "gender-transformative" refers to actively challenging restrictive gender norms and stereotypes through reflection, discussion and practical learning formats, while recognising how these norms intersect with other dimensions of inequality.

This includes:

- Ensuring balanced participation and active inclusion of all participants
- Applying participatory methods (e.g. group work, simulations, role plays) to reflect on norms, bias and power relations
- Creating an enabling, culturally appropriate and inclusive learning environment that considers diverse participant backgrounds

6. Inputs of GIZ or other actors

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

- Transportation on site with own project vehicle
- Logistics for workshops, including provision and booking of training venue, catering and necessary equipment (e.g. projector, flipcharts)

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. 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.