



Caritas Zambia

TERMS OF REFERENCE (TOR)

**FOR THE DEVELOPMENT OF AN ORGANISATIONAL
ANTI GENDER-BASED VIOLENCE (GBV)
WORKPLACE POLICY**

**PROJECT NAME: VOICES OF ACCOUNTABILITY
PROJECT**

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1.0. BACKGROUND

Caritas Zambia is a Faith-Based Institution operating under the auspices of the Zambia Conference of Catholic Bishops (ZCCB). Its mandate is centered on advancing the Social Ministry of the Catholic Church in Zambia through the promotion of integral evangelisation, an approach that addresses both the spiritual and physical well-being of individuals and communities. In line with the universal mission of the Catholic Church, Caritas Zambia, through its Justice and Peace Programme, serves as a key vehicle for promoting human dignity, social justice, and sustainable development across all ten provinces of Zambia.

To fulfil its mandate, Caritas Zambia works collaboratively with a range of local and international partners. Among these partnerships is its collaboration with Save the Children International Zambia (SCI), with financial support from the Swedish International Development Cooperation Agency (Sida), to implement a three-year project titled **“Voices of Accountability: Advancing Child Rights Through Monitoring, Reporting and Advocacy”** (2025-2028). This project seeks to strengthen child rights monitoring, reporting, and advocacy mechanisms in Zambia by enhancing evidence-based advocacy, improving accountability systems, and promoting meaningful child participation in governance and policy processes.

In addition, the partnership focuses on strengthening the institutional capacity of local Civil Society Organisations (CSOs) through the development and enhancement of organisational policies, systems, and governance structures that promote accountability, effectiveness, and sustainability. Therefore, it is within this context that Caritas Zambia, with support from SCI, is developing an Anti-Gender-Based Violence (GBV) Workplace Policy. The policy is intended to provide a comprehensive framework for preventing and responding to all forms of gender-based violence, harassment, discrimination, and workplace misconduct. It will promote equality, fairness, dignity, and respect for all employees regardless of gender, while fostering a safe, inclusive, and supportive work environment.

Furthermore, the policy will support equitable employment practices, enhance opportunities for recruitment and career advancement, strengthen organisational accountability, and contribute to improved staff morale, productivity, and well-being. Ultimately, it will reinforce Caritas Zambia's commitment to safeguarding human dignity and creating a workplace culture that reflects its core values and mission and in alignment with the national and international human rights standards.

1.1. INTRODUCTION

Caritas Zambia is committed to fostering a safe, inclusive, equitable, and respectful working environment where all employees, contractors, consultants, volunteers, interns, and stakeholders are protected from all forms of gender-based violence (GBV), sexual harassment, exploitation, abuse, discrimination, intimidation, and other harmful workplace practices.

Recognising the significant impact of GBV on employees' wellbeing, productivity, organisational culture, and institutional accountability, Caritas Zambia seeks to develop a comprehensive Anti GBV Workplace Policy. The policy will need to be aligned with applicable

national legislation, international human rights standards, safeguarding principles, labour laws, and Caritas Zambia's values and principles.

2.0. PURPOSE OF THE CONSULTANCY

The purpose of this consultancy is to develop a comprehensive, legally compliant, and contextually appropriate Gender-Based Violence Workplace Policy and implementation framework that strengthens the organization's commitment to preventing and responding to GBV within the workplace in line with the Catholic Social Teachings, the National; and International related legal frameworks. The consultancy will be conducted under the specific objectives.

2.1. Main Objective

The policy will provide a framework for prevention, reporting, response, accountability, survivor-centered support, confidential case management, and institutional learning to ensure a workplace free from violence and discrimination.

2.1.1. Specific Objectives of the Consultancy

The consultant will:

- i) Assess the organization's current policies, procedures, practices, and capacity related to workplace GBV prevention and response.
- ii) Review relevant national legal frameworks, labour laws, safeguarding
- iii) regulations, and international best practices applicable to workplace GBV.
- iv) Identify institutional risks, gaps, and opportunities relating to workplace GBV prevention and management.
- v) Facilitate participatory consultations with management, employees, and key stakeholders.
- vi) Develop a comprehensive GBV Workplace Policy.
- vii) Develop implementation tools and operating guidelines or procedures to operationalize the policy.
- viii) Develop an action plan aimed at building staff understanding of the policy through validation and orientation sessions.

3.0. SCOPE OF WORK

Under the supervision of Programme Specialist – Child Protection and Peace Building and the office of the Head of Programmes, the consultant shall undertake the following tasks:

Step 1: Inception and Document Review

- a) Hold an inception meeting with key and relevant staff to provide more context on the expected outcomes and deliverable including signing of contract.
- b) Review existing organizational documents that will be shared by the Programme Specialist, which will include the following:

- ✓ Human Resource Manual
 - ✓ Code of Conduct
 - ✓ Safeguarding and Protection Policy
 - ✓ Gender workplace Policy
 - ✓ Other supporting documents that will be shared
- c) Review of relevant International and National human rights legislation and standards.
- d) Prepare an inception report outlining methodology, work plan, and stakeholder engagement approach. Scourge

Step 2: Development of Implementation Tools

The consultant shall develop:

- i. Standard Operating Procedures (SOPs).
- ii. GBV reporting forms.
- iii. Confidential incident reporting templates.
- iv. Investigation guidelines.
- v. Referral pathway framework.
- vi. Survivor support guidelines.
- vii. Awareness and communication materials.
- viii. Monitoring and reporting templates.
- ix. Management action checklist.

Step 3: Validation and Finalisation

The consultant shall:

1. Facilitate staff validation meeting (online).
2. Incorporate staff feedback.
3. Produce the final policy and implementation toolkit.

Present findings and recommendations to management through both a detailed written report and an online meeting with Management

Step 4: Organisational GBV Risk and Capacity Assessment

The consultant shall:

1. Conduct a gender and GBV workplace risk assessment.
2. Assess institutional systems for:
 - ✓ Prevention
 - ✓ Reporting
 - ✓ Investigation
 - ✓ Referral and survivor support
 - ✓ Accountability mechanisms
3. Review workplace culture and power dynamics.
4. Assess barriers to reporting and access to GBV related support services.

5. Identify capacity gaps among staff and management.
6. Produce a strategic or diagnostic assessment report based of the finding with clear intervention strategies or recommendations.

Step 5: Stakeholders Consultations

The consultant shall facilitate consultations through interviews, or KIIs with the following:

- Caritas Zambia senior management
- The ZCCB Human Resource personnel
- Caritas Zambia staff members
- Few selected project staff of officers from selected dioceses (online)
- Some Gender Focal Point partners under the Sida CSO Programme

Key information which the aforementioned stakeholders and staff hell help to provide information regarding: Existing workplace practices

- ✓ GBV risks and vulnerabilities
- ✓ Reporting challenges
- ✓ Support needs
- ✓ Accountability expectations
- ✓ Organizational culture

The consultant shall ensure confidentiality and application of survivor-centered principles throughout the consultation process.

Step 6: Development of the GBV Workplace Policy

The consultant will develop a comprehensive policy covering, but not limited to:

A. Policy Statement

This should include; Organizational commitment to zero tolerance for GBV and a clear commitment to dignity, respect, equality, and non-discrimination.

B. Applicability

The assignment shall cover the provision of technical expertise and support in the prevention, mitigation, response, and risk reduction of Gender-Based Violence (GBV) within Caritas Zambia and across all its programmes and operations. The consultant shall work to ensure that GBV prevention and response interventions are effectively integrated into the organisation principles and values and including but not limited to programmes and project design, implementation, monitoring, evaluation, and reporting processes, in line with national legislation, international standards, and donor requirements.

This consultancy shall cover the entire shall apply to all project activities, implementing partners, staff, volunteers, contractors, community structures, and beneficiaries engaged under the project. Particular attention shall be given to women, girls, children, persons with

disabilities, refugees, internally displaced persons, and other groups that may be disproportionately affected by GBV.

4.0. EXPECTED DELIVERABLES

The consultant will submit:

No.	Activity	Description
1	Inception Report	Detailed methodology, workplan and stakeholder engagement plan
2	Organizational Assessment Report	Analysis of risks, policy gaps and recommendations
3	Draft GBV Workplace Policy	Comprehensive draft policy
4	Draft Implementation Toolkit	SOPs, forms, referral pathways and guidance materials
5	Validation Workshop Report	Summary of consultations and recommendations
6	Final GBV Workplace Policy	Final revised policy
7	Final Implementation Toolkit	Complete operational package
8	Consultancy Completion Report	Summary of process, outcomes and recommendations
9		

5.0. METHODOLOGY

The consultant is expected to apply a participatory and survivor-centered methodology, including:

- ✓ Desk review
- ✓ Key informant interviews
- ✓ Focus group discussions
- ✓ Staff surveys
- ✓ Institutional risk assessments
- ✓ Stakeholder workshops
- ✓ Validation meetings

All processes must uphold confidentiality, informed consent, safeguarding principles, and ethical standards.

6.0. DURATION OF ASSIGNMENT

The consultancy is expected to be completed within **25 days** from contract signing.

An indicative timeline is provided below:

No.	Activity	Duration
1	Hold inception and documents review	3 days
2	Conduct assessment and consultations with key informants	4 days

3	▪ Development of the Anit GBV workplace draft Policy ▪ Drafting of the report with key findings and recommendations	9 days
4	Validation process (review of the draft policy and validation of the data on the status of the organisation on GBV)	3 days
4	Hold an online meeting for the preparation of the key findings /report to Management	1 day
5	Cleaning up and compilation of the report findings and finalising the Anti GBV workplace policy	3 days
6	Presentation of the final Anti GBV workplace Policy including all annexes (template.	1 day
7	Presentation of the report highlighting key findings and strategies or recommendations	1 day

7.0. REPORTING AND SUPERVISION

The consultant will report directly to the Caritas Zambia Head and will work closely with the Programme Specialist - CPPB who is also the Caritas Zambia Safeguarding Focal Point Person.

Therefore, for the success of this assignment, Caritas Zambia will provide the following;

- ✓ All relevant policy documents.
- ✓ Providing and support coordination and mobilisation of key informants (staff and management and other key stakeholders)
- ✓ Provide feedback on draft deliverables as presented on the table above.

8.0. SAFEGUARDING STANDARDS

The Consultant must comply with the ZCCB Safeguarding and Protection Policy and Code of Conduct, uphold a zero-tolerance approach to abuse or inappropriate behaviour towards children and vulnerable adults, use approved consent forms when engaging with or documenting children and vulnerable adults. The consultant will also be expected to sign a Safeguarding and PSEAH Declaration forms, and adhere to all safeguarding requirements throughout the assignment. Caritas Zambia will provide a copy of the policy for reference during the consultancy, which must be returned upon completion of the assignment.

9.0. ETHICAL CONSIDERATIONS

The consultant shall:

- ✓ Adhere to survivor-centered and do-no-harm principles.
- ✓ Ensure confidentiality and data protection.
- ✓ Obtain informed consent during consultations.
- ✓ Comply with the organization's safeguarding and PSEA policies.
- ✓ Maintain professional independence and impartiality.

10. APPLICATION REQUIREMENTS

Interested consultants/firms should submit:

1. Technical Proposal demonstrating understanding of the assignment and methodology.
2. Financial Proposal with detailed budget.
3. Updated CV(s) of key personnel.
4. Examples of similar policies developed.
5. At least three professional references.
6. Company registration certificate (for firms).
7. Tax compliance certificate (where applicable).

11. CONSULTANT QUALIFICATIONS

The consultant should possess the following qualifications:

a) Education

- Master's Degree or higher in Gender Studies, Human Rights, Law, Social Sciences, Labour Relations, Organizational Development, Psychology, or a related field.

b) Experience

- A minimum of 7 years of proven experience in GBV programming, safeguarding, workplace harassment prevention, or organizational policy development.
- The candidate must demonstrate experience in developing GBV, Safeguarding, PSEA, Child Protection, or Human Resource (HR) or other related policies.
- Experience in conducting organisational assessments and institutional strengthening assignments.
- They must have experience in facilitating stakeholder consultations and policy validation workshops or engagements and
- Must have excellent report writing and policy drafting skills.

12. APPLICATION PROCESS

Interested applicants should send their proposal/ expression of interest, resume (CVs) and proposed budgets to: matangamunkonze@gmail.com, cc: edmondkanga@gmail.com, and caritaszambiazec@gmail.com by: 13th October, 2026 close of business.