DRC DANISH REFUGEE COUNCIL

DRC Terms of Reference (TOR)

for Strengthening the Safeguarding Journey of DRC and its partners

- Safeguarding essentials for local partners -

1. Who is the Danish Refugee Council?

Founded in 1956, the Danish Refugee Council (DRC) is a leading international NGO and one of the few with a specific expertise in forced displacement. Active in 40 countries with 9,000 employees and supported by 7,500 volunteers, DRC protects, advocates, and builds sustainable futures for refugees and other displacement affected people and communities. DRC works during displacement at all stages: In the acute crisis, in displacement, when settling and integrating in a new place, or upon return. DRC provides protection and life-saving humanitarian assistance; supports displaced persons in becoming self-reliant and included into hosting societies; and works with civil society and responsible authorities to promote protection of rights and peaceful coexistence.

2. Primary purpose of the consultancy

The overall purpose of this consultancy is to strengthen the capacity of DRC's partners in designing preventative, reporting and response mechanisms for handling safeguarding issues.

DRC seeks proposals from a consultant to develop and deliver a Safeguarding Package Training of Trainers (ToT) customisable for internal use within DRC, and its partners. The ToT will target DRC's Safeguarding Focal Points at regional and country operations to enhance their capacity to support local and national partners to develop and implement internationally recognized safeguarding minimum standards as a benchmark. These may entail measures to prevent and respond to safeguarding concerns, and may include supporting local and national partners to uphold essential safeguarding standards, such as how to:

- undertake safe selection and recruitment processes
- develop clear code of behaviours and corresponding policies, and
- establish confidential and accessible reporting mechanisms and
- professionally manage cases and consequences for any misconduct in line with corresponding policies and procedures.

Additionally, DRC requests the development of a safeguarding self-assessment tool drawing on internally recognised safeguarding minimum standards as a benchmark for the local and national partners, that would form part of the ToT package and later undertaken with some of the local and national partners.

3. Background

As part of our global efforts to enhance safeguarding practices and to promote the work of local actors and partners, build self-sustaining local capacity and improve our collective responsibility to be accountable to affected populations, DRC aims to support its local implementing partners from across the globe to develop and implement a harmonised safeguarding essentials framework, in line with DRC's 2025 Strategy Go Local and Be Accountable.

Through this initiative, DRC seeks to support the capacity of our partners to assure the safety and well-being of those who come into contact with their programmes and activities, making sure we do no harm to people we support or work for us, nor expose them to abuse or exploitation. It is important that our local implementing partners, as first responders, and often receiving feedback raised by people affected by crisis, including safeguarding concerns, have the necessary tools and know-how to prevent and mitigate safeguarding risks, identify, and respond correctly if such cases might occur.

4. Scope of work

The core objectives (and deliverables) of this consultancy are to:

1. Develop a **ToT training package** inclusive of a manual with facilitation notes, presentations, and exercises to help DRC staff to support DRC's local and national partners in developing and implementing their safeguarding infrastructure based on internationally recognized safeguarding minimum standards as a benchmark. The ToT will be for DRC's Safeguarding Focal Points at regional and country operations levels. Examples of the 'basics' of safeguarding should be included, such as, but not limited to: minimum standards related to undertaking safe recruitment, developing conduct policy/ies, accessible and confidential reporting mechanisms and dealing accountably with misconduct cases.
2. Develop a **'Safeguarding minimum standards self-assessment tool'** (in the format of a MAPS, Assess, Plan, Support – MAPS tool) for the local implementing partners, that would be part of the ToT training package and ToT in-person session.
3. Train a **pool of safeguarding professionals** able to support, understand the local needs and constraints and further train DRC's local and national partners in developing and implementing internally recognised safeguarding minimum standards across their systems and operations. The training would be for DRC's safeguarding focal points at regional and country operations.
4. **Offer follow-up coaching sessions** to DRC staff who received the ToT and who are responsible for supporting the local and national partners who have voluntarily decided to carry out the safeguarding self-assessment in order to have an overview of what they are doing well, and what they might need to improve upon and how.

5. Scope of work and Methodology

The Consultant will be required to prepare a detailed methodology and work plan indicating how the objectives and the deliverables of the project will be achieved, and the support required from DRC.

DRC itself will share with the consultant existent internal policies, guidelines and standards, which are expected to be considered and reflected within the deliverables.

While preparing the methodology and work plan, the consultant shall consider and reflect the diversity of partnerships DRC has at local and national levels, working with partners varying from large national NGOs to small volunteer-based CBOs. Additionally, the consultant shall consider within the above objectives and deliverables, to develop user-friendly and easy to understand tools for DRC's safeguarding focal points and eventually for DRC's local and national partners.

6. Deliverables

The Consultant will submit the following deliverables as mentioned below:

Phase	Expected deliverables	Indicative description tasks	Maximum expected timeframe
Phase 1	Training of Trainer's (ToT) Package on **Safeguarding minimum standards for local implementing partners**	Prepare a full ToT package inclusive of: • a manual (pdf) with facilitation notes, • presentations (ppt), • hand-outs, and • exercises To assist DRC staff (i.e., DRC safeguarding focal points) to support DRC's local and national partners in developing and implementing their safeguarding infrastructure based on internationally recognized safeguarding minimum standards as a benchmark. These shall encompass the three pillars of safeguarding – prevention, enabling reporting and response, focusing on how to: - undertake safe selection and recruitment processes (of staff, volunteers), - develop clear code of behaviours and corresponding policies, - establish confidential and accessible and confidential reporting mechanisms and - professionally handle cases and consequences of misconduct. At all times, it must be kept in mind possible constraints and challenges the local and national partners might face, when it comes to: • available budget and personnel • areas of implementation, access, security levels and related risks and limitations • social norms, attitudes, and behaviours, and • local or national laws. Additionally, the ToT package must: - be developed in line with DRC's visibility guidelines. - reflect the diversity of partnerships DRC has at local and national levels, working with partners varying from large national NGOs to small volunteer-based CBOs and	Preparation and reconnaissance (3 days) Development of ToT package inc. self-assessment (16 days) **Expected: 19 January 2023**

Phase	Expected deliverables	Indicative description tasks	Maximum expected timeframe
		their different needs and capacities to develop and implement related safeguarding tools. - be designed in a format which allows it to be used both in person and remotely (online). Throughout the ToT development, the consultant must consider using conducive, trustful, relation-based, respectful, equitable approaches when working with partners.	
Phase 2	Safeguarding minimum standards self-assessment tool for local partners	Develop the self-assessment tool (excel) in the format of a Map, Assess, Plan, Support – MAPS tool for the local implementing partners, following the internally recognized safeguarding minimum standards as a benchmark, which will be shared by DRC and shall fall under the 3 pillars of safeguarding – prevention, enabling reports and response. The safeguarding self-assessment MAPS tools must: - have incorporated a score card for the Map and Assess part, on which the Plan and Support will be based. - be developed in line with DRC's visibility guidelines. - Be included within the ToT package materials.	Self-assessment tool (4 days) **Expected: 19 January 2023**
Phase 3	In-person global ToT training session for DRC's safeguarding focal points	Delivery of a global in-person ToT session, based on the developed training package (including the safeguarding self-assessment tool), for DRC's Safeguarding Focal Points at regional and country operations level on how to support local and national partners to develop and implement their safeguarding infrastructure based on the internally recognized safeguarding minimum standards. The target audience will be DRC's Safeguarding Focal Points at regional and country operations level. The exact number of participants is still to be determined; however, it will be between 35 to 45 people. The global ToT session will take place in one of DRC's regional offices (TBC), for 3 days.	3 days training 2 travel days Expected: February / March 2023

Phase	Expected deliverables	Indicative description tasks	Maximum expected timeframe
Phase 4	3 remote coaching sessions (2 hours each) within a 9-month period following the delivery of the training. Schedule to be set in advance.	Follow up coaching sessions with DRC staff who received the ToT and will support local and national partners who voluntarily decided to carry out the safeguarding self-assessment, in order to have an overview of what they are doing well, what they might need to improve upon and how. The consultant is required to be available for 3 remote coaching sessions of 2 hours each within a 9-month period and develop a schedule in advance for this, considering: - DRC's preferences based on activities' annual planning - Estimated timeframe for properly implementing each phase of the self-assessment MAPS tools After each coaching session and based on the discussions, there should be a best practices and lessons learnt document drafted.	2 days 1 day preparation, 1 day (6 hours) of follow up coaching **Expected: all sessions to be ideally completed by December 2023**

The Consultant will provide the documentation ***by email in the formats described above.***

7. Duration, timeline, and payment

The total expected duration to complete the assignment will be no more than ***30 working days,*** *as follows:*

Preparation	3 days
ToT Package incl. Self-assessment	20 days
In-person delivery of global ToT session, incl 2 travel days and 3 days for delivering the session	5 days
Follow up coaching (1 day preparation, 1 day (6 hours) of follow up coaching)	2 days

The consultant shall be prepared to complete the assignment no later than **December 31, 2023.**

Payment will be provided upon completion of the deliverables according to the associated payment scheduling below:

Deliverable	Due Date	Approving Party	Associated Payment

Phase 1 & 2 (ToT development and self-assessment tool): 20 days in total The first payment will be paid immediately at this stage, upon successful completion of the core outputs. DRC reserves the right for at least two rounds of feedback to the products completed, which the consultant shall reflect in these final deliverables.	Latest January 20, 2023	Primary point of contact - Madalina Lumaicu	71.7% (138,000 DKK)
Phase 3 & 4 Delivery of Global ToT in-person session: 5 days in total; expected delivery in February or March 2023 (for the ToT) and agreed coaching to take place as per agreed schedule. Payment for phases 3 & 4 are to be paid following at least one coaching session after the ToT. The ToT will take place in one of four of DRC's regional offices TBC.	Expected in February or March 2023 (for ToT) Coaching sessions dates are to be established with the consultant. The consultant will receive payment after two coaching sessions.	Primary point of contact - Madalina Lumaicu	28.3% (54,500 DKK)

In total, the consultant will receive **192,500 DKK** for all services. Payments will be in two instalments, as outlined above.

8. Eligibility, qualification, and experience required

Essential requirements:

- At least 5 years' experience designing and implementing comprehensive safeguarding systems within humanitarian de development contexts, both for international and especially for local actors, which can be proven and sustained by examples (an example of a designed and implemented safeguarding system must be shared during the submission process).

- Understanding of international standards and practices on safeguarding and practical application in various local contexts.
- Proven ability to develop appropriate tools, resources, training materials and facilitate effective online and in-person training (an example of developed training material must be shared during the submission process, that can be an indicative of the skills in user-friendliness and facilitation).
- Demonstrable experience in providing capacity building support to both INGOs and local organisations.
- Ability to communicate technical concepts clearly to frontline programme staff.
- Excellent interpersonal skills and the ability to engage appropriately with staff across various contexts.
- Excellent cross-cultural skills and ability to contextualize key concepts in various cultural contexts.
- Excellent written and verbal communications in English. Working knowledge of French is an advantage.

Eligibility:

The consultant has the authorisation to work from anywhere in the world.

The global ToT session will take place in one of DRC's regional offices. The consultant will be responsible for their visa process.

9. Technical supervision

The selected consultant will work under the supervision of:

- ***Safeguarding (PSEAH) Global Advisor,*** *Madalina Lumaicu – madalina.lumaicu@drc.ngo*
- ***Global Accountability and Participation Advisor,*** *Joanna Nevill – joanna.nevill@drc.ngo*
- ***Civil Society Partnerships Compliance Global Advisor****, Helena Christensen – helena.christensen@drc.ngo*

10. Location and support

For Phases 1 & 2 the consultant can work from any location as the work should be completed remotely. All matters related to taxation issues shall be managed by the consultant depending on their country of tax residency.

For phase 3, the consultant will be expected to travel to one of four of DRC's regional offices TBC. The associated travel costs (including accommodation and flights), as well as insurance for this travel will be covered by DRC.

For phase 4 coaching sessions, the consultant can complete this work remotely.

The Consultant will provide their own computer and mobile telephone.

11. Travel

All travel for phase 2 will be organised by DRC. Travel costs and per diem associated with the travel are factored into the costs. The consultant will be expected to arrange transportation to the airport at their origin and return to their home. All other transportation can be covered by DRC regional offices.

For the ToT, the consultant will be provided with breakfast and lunch.

12. Submission process

Deadlines for submissions are **Friday 09 December**.

Applicants will be notified by **16 December 2022.**

The work shall commence as soon as possible and be submitted by **20 January 2023** for revision, as described within the Deliverables section.

DRC reserves the right for at least two rounds of feedback to the products completed, which the consultant shall reflect in the final deliverables.