

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

PUBLIC

Political Analysis and consultancy – framework service contract	Project number/ cost centre: B300029
	Tender number 10029019

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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

GIZ Iraq requires continuous and rapid political analysis and assessments to support security assessments, operational decision-making, and the safeguarding of programme implementation. In particular, the possibility for ad hoc analysis and consultations (e.g. meetings, inputs and Q&A discussions during meetings and workshops) are urgently required to strengthen GIZ Iraq's risk assessment and information triangulation capacities in a highly dynamic environment. This is also true for specific analysis on defined project- or project development related topics related to the thematic areas of the GIZ Iraq portfolio projects and respective conclusions for action with specific focus on the complex political and partner system with regional differences in Federal Iraq (FI) and the Kurdistan Region (KRI). The availability of such regular insights is becoming increasingly evident for effective and sustainable implementation and steering. Further, specific focus topic analysis are regularly requested from current and future donors and therefore key to portfolio development

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

- Analytical consultation services and Q&A sessions, e.g. preparation of inputs for in-person and online meetings, content-related preparation and facilitation of workshops
- Tailor-made and needs-oriented analysis on specific questions or topics upon ad-hoc request
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.

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
Provision of requested number of analytical consultation services and Q&A sessions, e.g. preparation of inputs for in-person and online meetings, content-related preparation and facilitation of workshops	According to requested date and time of meeting, workshop, consultation session
Elaboration of requested number of tailor-made and needs-oriented analysis on specific questions or topics	2 – 3 weeks after request

Period of assignment: from 08.07.2026 until 31.03.2029.

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 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.

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.

The tenderer is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

Further requirements (1.7)

The tenderer is required to provide **reference projects/** services delivered during the past 5 years including a **list of topics of specific analysis** conducted.

The tenderer is required to take specific aspects such as regional and local differences (FI/ KRI, governorates), different groups (gender, religious groups and minorities, migration affected groups such as IDP's, refugees, returnees), perspectives of different ministries and/or political parties into account and include climate- and environmental as well as social aspects into the analysis where applicable. Further, data and data sources should be included.

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.

The presented expert pool must cover the required regional expertise and language skills as well as the general expertise on political analysis in Iraq (FI and KRI) plus specific expertise on the key topics of the Iraq portfolio, in particular Migration, Conflict, Social Inclusion, Civil Society and Gender, Security, Economy, Employment, Public Finance, Environment and Water, Climate, Renewable Energy and related nexus topics.

The expertise needs to be proved with a list of reference projects and contracts attached to the CV.

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 assigning the right expert for the specific tasks including 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
- Consultation services

Qualifications of the team leader

- Education/training (2.1.1): university degree ('Diplom'/Master) in political science, international relations or similar
- Language (2.1.2): C2-level language proficiency in English, Kurdish, Arabic
- General professional experience (2.1.3): 12 years of professional experience in the Political Development sector
- Specific professional experience (2.1.4): 5 years
- Leadership/management experience (2.1.5): 8 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 10 years of experience in projects in Security and Political Analysis in Iraq with specific context expertise on both, Federal Iraq and the Kurdistan region (region)
- Development Cooperation (DC) experience: 5 years

Key expert 1

Tasks of key expert 1

- Provision of regular analytical information products (weekly executive-directed political insights and monthly Snap Analysis)
- Provision of high-quality consultation services and Q&A sessions, e.g. preparation of inputs for in-person and online meetings, content-related preparation and facilitation of workshops
- Elaboration of tailor-made and needs-oriented analysis on specific questions or topics upon ad-hoc request

Qualifications of key expert 1

- Education/training (2.2.1): university degree ('Diplom'/Master) in political science, international relations or similar
- Language (2.2.2): C2 -level language proficiency in English
- General professional experience (2.2.3): 6 years
- Specific professional experience (2.2.4): 4 years

- Regional experience (2.2.6): 5 years in Iraq with specific context expertise on both, Federal Iraq and the Kurdistan region as well as regional experiences on Governorates level
- Development Cooperation (DC) experience (2.2.7): 6 years

Tasks of key expert 2

- Provision of regular analytical information products (weekly executive-directed political insights and monthly Snap Analysis)
- Provision of high-quality consultation services and Q&A sessions, e.g. preparation of inputs for in-person and online meetings, content-related preparation and facilitation of workshops
- Elaboration of tailor-made and needs-oriented analysis on specific questions or topics upon ad-hoc request

Qualifications of key expert 2

- Education/training (2.3.1): university degree ('Diplom'/Master) in political science, international relations, international development or similar
- Language (2.3.2): C2 -level language proficiency in English, Kurdish and Arabic
- General professional experience (2.3.3): 6 years
- Specific professional experience (2.3.4): 4 years
- Regional experience (2.3.6): 5 years in Iraq with specific context expertise on both, Federal Iraq and the Kurdistan region as well as regional experiences on Governorates level
- Development Cooperation (DC) experience (2.3.7): 6 years

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

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/key expert/-term expert pool	3	50	150	Framework contract „up to“ quantity upon request
Designation of TL/key expert/short-term expert pool				
Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem allowance in country of assignment				
Overnight allowance in country of assignment				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. Overnight stays in Germany (deviation from the travel expense regulations): Note: Overnight allowances of up to EUR 130 can be submitted for reimbursement against evidence. Up to EUR 80 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				Travel to the place of service delivery
Domestic flights				Flights within the country of assignment during service delivery
CO ₂ compensation for air travel				A fixed budget of EUR is earmarked for settling carbon offsets against evidence.
Travel expenses (train, car) • •				Travel within the country of assignment, transfer to/from airport etc.
Other travel expenses				e.g. visa costs
Fixed travel budget	15.000 EUR	3	45.000 EUR = 70,000,000 IQD	A budget is earmarked for travel to the following countries: domestic flights and accommodation in Iraq

				A fixed budget of EUR is earmarked for settling travel expenses against evidence. You can find further information on the travel expense budget in the 'Price schedule' document. Please use the 'Explanations' column in the price schedule to break down the individual items. Settlement is possible only until the budget is depleted.
Other costs	Number	Price	Total	Comments
Flexible remuneration				A budget of EUR 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				The budget contains the following costs . <i>Alternatively:</i> Please calculate a budget for workshops taking the following cost items into account:
Subcontracts				The budget contains the following costs .
Procurement of materials and equipment				The budget contains the following costs .
Local contributions				The contractor administers the following local <i>contributions</i> in accordance with Section 2.7 AVB: .
Other costs				The budget contains the following costs .

6. Inputs of GIZ or other actors

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

- Logistics and technical preconditions of events

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 5 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.