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

PUBLIC

Expert Pool for Government Advisory Services in Iraq	**Project number/ cost centre: G-012282-003** **Tender number 10049052**

0. List of abbreviations 2

1. Context 3

2. Tasks to be performed by the contractor 3

3. Concept 5
   Technical-methodological concept 5
   Project management of the contractor (1.6) 6

4. Personnel concept 7
   Team leader/ Coordinator 7
   Expert Pool 1 (Minimum 3 maximum 5) 8
   Expert Pool 2 (Minimum 4 maximum 6) 9

5. Costing requirements 10

6. Requirements on the format of the tender 13

7. Option 14

0. List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
BMZ	German Federal Ministry for Economic Cooperation and Development
ESG	Environmental, social, and governance measures
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
ProDIGI	Promoting Employment in the Digital and Green Economy in Iraq
MSMEs	Mirco, Small, Medium Enterprises
ToRs	Terms of reference

1. Context

The project “Promoting Employment in the Digital and Green Economy in Iraq” (ProDIGI) is a multi-donor action co-financed by the European Union and the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. ProDIGI addresses the root causes of irregular migration among Iraqi youth and women by strengthening the digital and green economy as a source of decent employment.

The project pursues four outputs: Output 1.1 (access to green and digital business development services), Output 1.2 (strengthened entrepreneurial, financial and employability skills), Output 1.3 (access to finance for self-employed persons and MSMEs) and Output 1.4 (increased availability of evidence-based recommendations and instruments in support of legislative and regulatory frameworks on green and digital businesses).

This tender is directed at Output 1.4. Output 1.4 supports Iraqi public institutions, regulators and public-private dialogue platforms in developing evidence-based policies, laws, regulations, strategies and data tools that improve the framework conditions for green and digital businesses. Output 1.4 comprises three activity areas:

- A1.4.1 – Public-private dialogue and partnerships between government, private sector, academia, civil society and development partners.
- A1.4.2 – Policies, strategies, laws and regulations, including diagnostics, drafting, benchmarking and implementation roadmaps.
- A1.4.3 – Data tools, evidence and policy instruments, including dashboards, repositories, trackers and diagnostic research.

The objective of this assignment is to provide demand-driven, short-term expert advisory services, technical assistance and capacity development to Iraqi public institutions, regulators and public-private dialogue platforms in support of evidence-based, legislative and regulatory frameworks for green and digital businesses in Iraq, in Federal Iraq and the Kurdistan Region of Iraq. Individual assignments under this contract will be initiated and approved by GIZ according to partner demand, project priorities, feasibility and political-economy considerations. The contractor does not independently decide which policy or regulatory reform to pursue.

2. Tasks to be performed by the contractor

The contractor maintains and manages a qualified, multidisciplinary pool of national, regional and international short-term experts and mobilises them against individual, GIZ-approved assignment requests. The contractor is responsible for providing the following services:

- Maintain and manage a roster of qualified experts covering the thematic areas specified in **Section 2** and propose suitable experts in response to approved assignment requests.
- Prepare an assignment-specific methodology, work plan, expert-day estimate and deliverable schedule for each individual assignment, for GIZ approval prior to mobilisation.
- Brief and onboard mobilised experts on the relevant ProDIGI’s objectives, Output 1.4, the applicable Iraqi institutional context, assignment requirements, and relevant GIZ contractual, security, safeguarding, data-protection, confidentiality, conflict-sensitivity, and gender equality and inclusion requirements.

- Review, edit and harmonise deliverables, as necessary, and ensure their timely submission in the language(s) specified in the respective individual assignment (English and/or Arabic; Kurdish where required for KRI assignments).
- Provide technical and policy advisory on clearly defined topics within the fields of expertise specified in **Section 2**.
- Prepare, contribute to, review, or provide technical input to selected reports, studies, analyses, policy papers, guidelines, action plans, strategies, implementation arrangements, and other policy or regulatory documents, as specified in the respective individual assignment.
- Conduct targeted research, analysis, benchmarking and diagnostics, including the identification of policy, institutional, regulatory, market or implementation constraints and the development of relevant policy options and recommendations.
- Support stakeholder consultations, public-private dialogue, workshops, conferences and policy dialogues where required under an approved individual assignment.
- Support legal and regulatory analysis and, where specifically requested, provide technical input to the development, review or revision of policies, legislation, regulations, instructions, standards and guidelines.
- Support the design, methodology and review of selected data tools, dashboards, repositories, trackers and diagnostic research relevant to the digital and green economy and, where explicitly specified in the individual assignment, provide limited technical development support.
- Ensure that mobilised experts comply with applicable contractual requirements concerning confidentiality, data protection, security, safeguarding and conflicts of interest.
- Submit agreed assignment-completion documentation and contract-level progress reports in accordance with the reporting requirements specified in the contract.
- Submit agreed assignment-completion documentation and contract-level progress reports in accordance with the reporting requirements specified in the contract.
- Facilitate appropriate knowledge transfer to GIZ and relevant partner institutions and maintain an organised electronic repository of approved deliverables and supporting materials produced under the contract.

The contractor is responsible for providing short-term experts in various fields, including but not limited to:

- **Digital Economy & Governance:** digital transformation roadmaps, cross-border digital services, cybersecurity policy and critical digital infrastructure resilience, artificial intelligence governance and emerging-technology policy, digital connectivity, broadband/spectrum policy, satellite communication (policy/regulatory only).

- **Green Economy, Climate & Energy:** renewable energy policy, licensing, grid-connection and market design, circular economy, resource efficiency, waste-to-value regulation, climate finance, carbon markets and green taxonomy/incentive design, green industrial policy and sustainable manufacturing standards, ESG frameworks.

- **Private-Sector & Investment Climate: Investment** climate reform and investment-promotion frameworks, company law modernization relevant to digital and green business models, MSME policy, regulatory impact assessment and "better regulation"

methodologies, business partnership frameworks and joint venture enabling conditions.

- **Institutional & Governance Reform:** public-private dialogue design and multi-stakeholder facilitation, regulatory governance, inter-ministerial coordination mechanisms, change management and institutional capacity development.

- **Evidence, Data & Foresight:** policy dashboards, observatories and reform trackers, economic and political-economy analysis (reform readiness, stakeholder mapping), applied research methodologies (surveys, RIAs, sector diagnostics), foresight/horizon-scanning on digital and green regulatory trends globally and regionally, to keep Iraqi policy from lagging comparator markets.

Reporting: the contractor submits the following:

- An inception report within six weeks of contract start, including the expert-pool mobilisation plan, quality-assurance plan and assignment-request/approval workflow.
- An assignment initiation note and an assignment completion report for each individual assignment.
- A final contract report covering the entire assignment period, including an updated assignment and budget tracker.

Milestones/process steps/partial services	Deadline/place/person responsible
Kick-off meeting with the Team Leader / Pool Coordinator (in person/remotely)	Within 2 weeks of contract start
Submission of inception report, expert roster by thematic area and quality-assurance plan	Within 6 weeks of contract start
A report for each requested assignment	When the assignment is concluded
Final contract report and archive of approved deliverables	Within 4 weeks prior to the contract end

Period of assignment: from contract start, expected in January 2027 until 30.04.2028.

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.

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 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**.

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 describe a personnel assignment plan or call-off procedure as below:

GIZ issues an assignment request describing the background, objective, thematic area, expected deliverables, required expertise, location, indicative timing and available expert days/budget.

The contractor submits a proposed expert or team (CV or roster reference), confirmation of availability, a conflict-of-interest declaration, a technical approach, an assignment work plan, the proposed allocation of expert days, travel assumptions and a deliverable schedule.

GIZ reviews and approves, rejects or requests modification of the proposal. No work begins without written GIZ approval.

The contractor mobilises the approved expert(s). Draft deliverables are reviewed by GIZ and, where appropriate, by partner institutions.

The contractor revises the deliverables based on consolidated comments; GIZ confirms acceptance of the final deliverables.

Expert days and reimbursable costs are invoiced in accordance with the contract and supporting documentation.

The contractor is expected to be able to propose suitable experts within 5–10 working days of an assignment request under normal circumstances, and to mobilise experts on shorter notice by mutual agreement in urgent cases.

The tenderer is required to describe its backstopping concept. The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored

into the fee schedules of the staff listed in the tender in accordance with Section 3.1 of the GIZ AVB:

- Service-delivery control and process-oriented technical and conceptual steering of the consulting services.
- Managing adaptations to changing framework conditions and steering short-notice mobilisation.
- Ensuring the flow of information between the contractor's field staff and GIZ.
- Assuming personnel responsibility for the contractor's experts, including onboarding and replacement management.
- Ensuring the administrative management of the project, compliance with reporting requirements and financial/budget oversight.
- Sharing and making local use of lessons learned by the contractor.

4. Personnel concept

The tenderer is required to provide 'experts' for the positions referred to and described (scope of tasks and qualifications) in this section on the basis of corresponding CVs. Depending on the assignment, the contractor can be required to identify further experts, whose qualifications will be defined by the project. **The requirements regarding the format and content of the CVs are described in section 6.**

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

'One year of professional experience' is therefore defined as a cumulative 12 expert months with at least 20 expert days per month, provided no diverging definition is specified for individual qualifications. The number of actual days per month must therefore be stated for each reference. If there is any doubt that 20 days per month were actually worked for a reference, for example due to overlapping reference projects, the unclear information will not be taken into account.

Team leader/ Coordinator

Tasks of the team leader/coordinator

- Coordinate the overall delivery of individual assignments, including liaison with the GIZ project team on the scope, required expertise, deliverables, timelines, mobilisation, and other assignment requirements.
- Identify and propose suitable experts from the pool in response to assignment requests approved by GIZ and coordinate and supervise their mobilisation and implementation of the respective assignments.
- Brief mobilised experts on assignment requirements and applicable contractual, procedural, security, safeguarding, confidentiality, data-protection, conflict-sensitivity, and other relevant GIZ requirements.
- Ensure coherence and consistency across assignments and, where relevant, complementarity with other activities supported by the project.
- Ensure that relevant cross-cutting considerations, including gender equality and inclusion, are appropriately reflected where applicable to the respective assignment.

- Ensure appropriate quality assurance and technical review of expert outputs and their timely submission to GIZ in accordance with the agreed scope, quality requirements, and deadlines.
- Monitor the utilisation of approved expert days, contractual resources, and assignment budgets, maintain the required assignment documentation, and inform GIZ of any anticipated deviations.
- Ensure compliance of the expert pool with applicable contractual requirements, including confidentiality, data protection, security, safeguarding, conflicts of interest, and other relevant GIZ procedures.
- Ensure compliance with the agreed provisions concerning the use of generative AI and AI-assisted tools in carrying out assignments under the contract.
- Ensure timely submission of required contract-level progress reporting and other agreed documentation.

Qualifications of the coordinator

- Education/training (2.1.1): University degree in economics, development economics or other social sciences.
- Language (2.1.2): knowledge in English C2-level in the Common European Framework of Reference for Languages (10/10 points); Arabic is an advantage but is not a mandatory requirement.
- General professional experience (2.1.3): 7 years of general professional experience of general professional experience in international advisory, strategy development or project management (cumulative)
- Specific professional experience (2.1.4): 4 years of experience managing multidisciplinary expert pools or framework contracts involving short-term experts.
- Leadership/management experience (2.1.5): 4 years of experience managing multidisciplinary expert pools or framework contracts involving short-term experts.
- Regional experience (2.1.6): 5 years of professional experience in the MENA region, of which at least 1 year in Iraq.
- Development cooperation (DC) experience (2.1.7): 4 years of experience in DC projects
- Other (2.1.8): Not applicable.

Expert Pool 1 (Minimum 3 maximum 5)

The experts in these pools are not part of the technical assessment, so no CVs need to be submitted with the tender. The qualifications specified for the pool are therefore minimum requirements, the fulfilment of which must be confirmed by GIZ before the experts are assigned.

The experts will be selected on a case-by-case basis during the actual implementation of the project and are expected to deliver the following tasks:

Tasks of the expert pool 1

(High-level) expert advisory focuses on the preparation of policy recommendations, strategies, regulatory proposals and technical assessments in selected areas related to Iraq's digital and green economy

- Provide technical and policy advisory on clearly defined topics related to the digital and green economy. **(section 2 for relevant fields of expertise)**.

- Prepare or contribute to selected reports, analyses, policy papers, guidelines, action plans, strategies, or regulatory recommendations.
- Review and provide technical comments on documents prepared by partner institutions.
- Conduct targeted research, benchmarking, and assessments required for specific assignments.
- Support stakeholder consultations and public-private dialogue related to the respective assignment.
- Provide technical inputs and facilitation for selected workshops, consultations, and conferences.
- Deliver targeted knowledge-transfer or capacity-development activities directly related to the technical assignment.

Qualifications of the expert pool 1

- Education/training: University degree (Master's or equivalent) in economics, finance, political sciences, legal studies, public management.
- Language: Knowledge of English C2-level language proficiency in the Common European Framework of Reference for Languages
- General professional experience: 8 years of professional experience in economic policy, development, private sector (cumulative)
- Specific professional experience: 5 years of specific professional experience in the required field (see Section 2) of expertise
- Regional experience: 5 years of professional experience in Iraq or in West Asia/Middle East or North Africa region.
- International professional experience outside the country/region of assignment: 5 years of experience in the international context on the required files **(check section 2)**.
- Development cooperation (DC) experience: 3 years of experience in development cooperation projects
- Other: N/A

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

Expert Pool 2 (Minimum 4 maximum 6)

The experts in these pools are not part of the technical assessment, so no CVs need to be submitted with the tender. The qualifications specified for the pool are therefore minimum requirements, the fulfilment of which must be confirmed by GIZ before the experts are assigned.

The experts will be selected on a case-by-case basis during the actual implementation of the project and are expected to deliver the following tasks:

Tasks of the expert pool 2

Expert advisory focuses on contextual analysis, adaptation of policy recommendations to Iraqi institutions, stakeholder engagement, and practical implementation support in selected areas related to Iraq's digital and green economy.

- Provide policy expertise on clearly defined topics related to the digital and green economy, with particular attention to the Iraqi institutional, regulatory and socio-economic context (see Section 2 for relevant fields of expertise).
- Conduct country-specific research, diagnostics, data collection and assessments to identify policy gaps, institutional challenges, implementation.
- Contribute to the preparation and contextualisation of reports, studies, policy papers, guidelines, action plans, strategies and regulatory recommendations, ensuring their relevance, feasibility and applicability within the Iraqi context.
- Review existing national policies, legislation, regulations, institutional frameworks and documents and provide inputs and recommendations for improvement.
- Support the assessment of policy options and the design, adaptation, validation or review of selected data tools and policy instruments.
- Facilitate engagement and coordination with relevant Iraqi public institutions, private-sector representatives and other stakeholders.
- Provide technical and organisational support for workshops, consultations and conferences, including preparing relevant materials, facilitating discussions and documenting findings and recommendations.
- Develop and deliver targeted training, knowledge-transfer and capacity-development activities for relevant Iraqi institutions and stakeholders.

Qualifications of the expert pool 2

- Education/training: University degree in economics, statistics, finance, political sciences, legal studies, public management, or other relevant fields.
- Language: Knowledge of Arabic, C2-level in the Common European Framework of Reference for Languages. Knowledge of English, C1-level in the Common European Framework of Reference for Languages.
- General professional experience: 5 years of general professional experience in economic policy, development, private sector (cumulative)
- Specific professional experience: 3 years of specific professional experience in the required field **(see Section 2)** of expertise
- Leadership/management experience: N/A
- Regional experience: 5 years of professional experience in Iraq or in West Asia/Middle East or North Africa region.
- Development Cooperation (DC) experience : 3 years of experience in development cooperation projects for each expert
- Other: N/A

5. Costing requirements

Assignment of personnel and travel expenses

Iraq has a high security risk, and foreigners are obliged to follow certain rules and regulations when traveling in the country. The tenderer is obliged to make themselves familiar with the national guidelines and procedures and plan accordingly. GIZ also has its own operative risk management office in place which will provide further advise and support in the implementation process. Specific details will be shared with the tenderer once the contract is concluded. Any information-sharing is to be understood as non-binding and information will only ever be shared without any claim to be complete or guarantee of completeness or that the information is of use to the recipient.

Baghdad

Due to security reasons, it is recommended to book secured accommodation. GIZ can provide a list of the accommodations in Baghdad used for other GIZ assignments upon request.

Erbil

In Erbil, it is recommended to book secure accommodation. There a more options available, and GIZ can provide a list of the accommodations in Erbil used for other GIZ assignments upon request.

Flights

International flights will be reimbursed against evidence. At the moment, for certain nationalities, The e-visa can be obtained one week before the assignment and costs 206500 IQD. When going to Erbil the expert first has to get a visa on arrival in Baghdad and then get a connecting flight to Erbil. When going back it can be a direct flight from Erbil.

Sustainability aspects for travel

GIZ has undertaken an obligation to reduce greenhouse gas emissions (CO_2 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 higher CO_2 efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO_2 emissions caused by air travel must be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

Specification of inputs

Expert	**Expert days in the country of residence/ remote**	**Availability of expert in the country of assignment in expert days**	**Expert days in total**	**Number of international flights**	**Number of national flights**
Team Leader/ Coordinator	15	n/a	15	0	0
Expert pool 1	45	20	65	10 (*included in fixed travel budget)*	0

Expert pool 2	65	25	90	5 (*included in fixed travel budget)*	10 (*included in fixed travel budget)*

Travel expenses item	**Number/ quantity**	**Total**	**Comments**
Fixed travel budget *(including international + national flights, accommodation, per diem and visa)*	1	**EUR 27.485**	**Against evidence** For international and national flights Economy class only
CO2 offset for flights	1		A fixed budget of EUR 1000 is earmarked for settling carbon offsets against evidence.

All travel activities must be agreed in advance with the officer responsible for the project. Travel expenses must be kept as low as possible.

Operating costs in the country of assignment

a fixed budget of **EUR 15.750,00** shall be included in the financial bid for security-related cost for the implementation of missions to Iraq of the short-term experts (security concept required in section 1.7).

This budget should cover security as well as transportation services with low-profile armoured vehicles for missions in Baghdad (up to EUR 350 per day for up to 45 days). These costs can be reimbursed against evidence.

For this contract, "security provider" means a specialist security company engaged by the contractor as a subcontractor to provide mission security and secure transportation services. The contractor is responsible for selecting and engaging the provider and ensuring its compliance with the following requirements throughout service delivery.

The security provider must:

- Hold current ICoCA Certified Member status or valid PSC.1 certification issued by an appropriately accredited certification body.
- Have at least ten years of documented, verifiable experience providing security services in Federal Iraq.
- Maintain established liaison arrangements with relevant Iraqi authorities, security actors, and community and tribal leaders in Baghdad.

- Demonstrate discretion, professionalism and reliability through documented experience and references, including experience responding to security incidents.
- Maintain a 24/7 operations room in Baghdad.
- Apply documented threat and risk assessment procedures and a journey management process appropriate to the mission, including context and actor mapping where required.
- Ensure that weapons, where deployed, are registered with the competent Iraqi authorities and are handled by appropriately authorised and trained personnel in accordance with applicable law and documented safety procedures.
- Provide appropriately certified armoured vehicles, with documentary evidence of their protection specifications. Vehicles must have been armoured outside Iraq, with the relevant international certification provided.
- It is strongly recommend using B6 armoured vehicles for all movements of international personnels
- Reimbursement of security and secure transportation costs is conditional on prior written approval of the mission, provider arrangements and costs, and submission of invoices and evidence of services delivered. Reimbursement remains subject to the contractual rates, ceilings and other payment conditions. Approval does not create entitlement to exhaust the budget.

6. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. It must be legible (for example Arial, font size 11 or larger) and clearly formulated. It must be drawn up in English language.

The technical-methodological concept of the tender (section 3 of the ToRs) must not exceed 15 pages (not including the cover page, list of abbreviations, table of contents, brief introduction and CV for the backstopper). Additional annexes not requested will not be assessed.

The CVs of the staff proposed in accordance with Chapter 4 of the ToRs must be submitted using the EU format and 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 they worked during which period in the specified references.

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.

The references contained in the CVs must therefore include the following information:

- Name of the company/organisation/reference project in which the expert worked

- Position held and task(s) performed by the expert in the company/organisation/reference project
- Work outcomes or products produced by the expert, or expert's contribution to the completion of these outcomes and projects (if relevant)
- Duration of the expert's assignment in the company/organisation/reference project per calendar year in full-time expert days, weeks or months (for example: 2019: 2 months, 2020: 10 months, 2021: 1 month)
- Leadership experience/management: clear information on the reference projects or fixed positions within the company/organisation in which the requirements specified in had disciplinary responsibility, project budget) (if relevant)
- International professional experience/professional experience in the country of assignment: clear information on the reference projects or fixed positions in the company/organisation in which the requirements specified in section 4 were fulfilled (for example, actual duration of assignment on the ground in full-time expert days, weeks or months) (if relevant)

7. Option

Not applicable.