

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

CONFIDENTIAL

---

**Study on Indicators for Alternative Development strategies and projects in Latin America and the Caribbean (LAC)**

**Project number/  
cost centre:  
G-012492-005**

**Tender number  
10036895**

---

0.	List of abbreviations .....	1
1.	Context .....	2
2.	Tasks to be performed by the contractor .....	3
3.	Concept .....	7
	Technical-methodological concept .....	7
4.	Personnel concept .....	7
	Key Expert .....	7
5.	Costing requirements .....	8
	Assignment of personnel and travel expenses .....	9
	Sustainability aspects for travel .....	9
6.	Inputs of GIZ or other actors .....	10
7.	Requirements on the format of the tender .....	10

## **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

The federal enterprise Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is a service provider of international cooperation for sustainable development and education work worldwide.

Illicit drug crop cultivation, manufacture, trafficking, and use are global phenomena. The global drug market is recognized as one of the largest illicit economies worldwide, posing significant international challenges. Along its supply chain, illicit drug economy involves socio-economically vulnerable groups reliant on drug-related sources of income. Countries in the global south are particularly vulnerable to the harmful impacts of the illicit drug economy due to their lower resilience against its negative effects.

The Global Partnership on Drug Policies and Development (GPDPD) adopts a holistic approach to address this global challenge. Commissioned by the Federal Ministry for Economic Cooperation and Development (BMZ), the GPDPD operates under the political patronage of the Commissioner of the Federal Government for Drug and Addiction Policy. The aim is to collaborate with interested governments and international partner organisations to promote gender-sensitive, development-centred, health-oriented, and human rights-based approaches in drug policy, setting a new international standard. These approaches prioritize the well-being of individuals. By integrating rural development strategies, sustainable solutions to the global drug situation are identified.

On behalf of BMZ, the GPDPD together with international partner organizations, provides technical advice to governments interested in adapting their national drug policies toward gender-sensitive, development, public health and human rights-oriented approaches. Moreover, the GPDPD also seeks to advance scientific research and innovation to ensure evidence-based international drug policies.

Concerning illicit drug supply related activities (cultivation, manufacture, trafficking), GPDPD concentrates on tackling the causes, addressing the complex development challenges in affected regions through holistic approaches. The GPDPD's conceptual framework in this matter is the Alternative Development approach (AD) by the [German Federal Ministry for Economic Cooperation and Development \(BMZ\)](#), and the European Union "[Council Conclusions on Alternative Development](#)".

At the UN level, since 2015 the GPDPD, on behalf of the BMZ has been involved in the efforts of the governments of Germany, Peru and the Kingdom of Thailand, with the support of the United Nations Office on Drugs and Crime (UNODC), to enhance the relevance of the AD approach as development-oriented drugs supply control strategy. The most recent milestone of this endeavor, is the resolution "[Appendix to Complement the United Nations Guiding Principles on Alternative Development \(UNGP on AD\)](#)", adopted at the 69<sup>th</sup> UN Commission on Narcotics Drugs-CND (March 9-13, 2026), promoting more environmentally-sensitive, gender-responsive, territorial and community-driven AD strategies, to sustainable transiting away from illicit drug economies. One of the aspects addressed by the implementation measures of the Appendix, refers to improving "*the assessment of the impact and effectiveness of alternative development programmes, including through the use of relevant human development indicators, environmental sustainability criteria and other appropriate measurements, and, where appropriate, to further strengthen context-specific methodologies for their measurement, monitoring and evaluation*".

### **a) Context of the Cooperation Programme Between Latin America, the Caribbean and the European Union on Drugs Policies (COPOLAD)**

*The Cooperation Programme between Latin America, the Caribbean and the European Union on Drugs Policies (COPOLAD)* is a delegated cooperation programme funded by the European Union. The third phase (COPOLAD III) started in 2021, led by the Foundation for the Internationalization of Public Administrations (FIAP), in a consortium with IILA (Organizzazione Internazionale Italo-Latino Americana), with the GIZ (GmbH) as collaborating partner, and in partnership with the European Union Drugs Agency (EUDA).

As collaborating partner of COPOLAD III, the GIZ (GmbH) has been leading the thematic design and implementation of the "Comprehensive and Sustainable Alternative Development" (DAIS, Spanish Acronym) Subcomponent, firstly via the Sector Project "Sustainable Rural Areas" (08/2021 - 09/2024), and then via the GPDPD. In this context, under the lead of the GIZ (GmbH), several activities on DAIS have been carried out:

- Intra-regional exchanges of good practices and capacity building of specific aspects in the field of Alternative Development (AD).
- Fostering south-south- and triangular-cooperation, with a specific focus on countries where AD has not yet been implemented on the ground.
- Exploring the broadening of the AD concept towards a more integrated approach that may include the development of viable economic alternatives for communities affected by or at risk of illicit drug crop cultivation and other illicit drug-related activities in urban and rural areas.

Specifically, during COPOLAD III, GIZ commissioned an exploratory study on [Innovative Alternative Development](#), moving beyond traditional models and rural contexts of illicit cultivation of drug crops. The study focused on the relevance and adaptability of DAIS in diverse terrains and social contexts affected by illicit drug supply activities. In addition, aware of the enhanced difficulties for women in illicit crop cultivation areas, under COPOLAD III an online training and practical guide on [Addressing Gender in Alternative Development Projects](#) were designed.

Considering the evolving context of illicit drug economies in Latin America and the Caribbean (LAC), the recent developments at the UN level in the field of AD through the adoption of the Appendix to Complement the UNGP on AD, as well as the activities being implemented by the GIZ under the DAIS subcomponent of COPOLAD III, these terms of reference seek to define the scope of a consultancy to conduct a study on *"Indicators for Alternative Development strategies and projects in Latin America and the Caribbean (LAC)"*.

## **2. Tasks to be performed by the contractor**

The contractor is responsible for providing the following services:

The objective of the study on *"Indicators for Alternative Development strategies and projects in Latin America and the Caribbean (LAC)"* is to provide technical guidance on how to establish indicators for the assessment of Alternative Development strategies and initiatives in LAC, incorporating the UNGP on AD implementation measure *"to improve the assessment of the impact and effectiveness of alternative development programmes, including through the use of relevant human development indicators, environmental sustainability criteria and other appropriate measurements, and, where appropriate, to further strengthen context-specific methodologies for their measurement, monitoring and evaluation"*, in the light of the complemented UNGP on AD, as well as relevant applicable international references on gender

and development indicators, and the good practices and lessons learnt from AD experiences in LAC.

The study should consist of approximately **40-60 pages, font size 11**, excluding footnotes, references and annexes.

**The study should be structured as follows (or similar):**

1. Introduction
2. Overview of international reference frameworks, good practices on indicators applicable to AD in the light of the UNGP on AD (e.g. Sustainable Development Goals, indicators at the Economic Commission for Latin America and the Caribbean-ECLAC, Organisation for Economic Cooperation and Development-OECD, OECD-Development Assistance Criteria), existing and potential linkages to AD strategies in LAC (within the scope of the UNGP on AD).
3. Case studies on indicators and monitoring and evaluation of different experiences of AD and drug-related contexts in LAC (e.g. AD in illicit cultivation of drug crop areas, AD in illicit drug transit areas, AD in rural and urban settings), looking at programmes or projects at the local/regional/national level and their indicators and monitoring and evaluation mechanisms, good practices, lessons learnt.
4. Conceptual framework for indicators for AD in LAC, incorporating the findings from chapters 2 and 3 (e.g. baseline/monitoring/evaluation, short/mid/long-term indicators, effectiveness/impact assessment, human development dimensions, gender perspective, ethnic perspective, environmental criteria and sustainability, territorial approaches, etc.)
5. Practical Guide for the formulation of indicators to improve the measurement of AD strategies and projects in LAC countries, in line with the UNGP on AD.

**The contractor is responsible for the following tasks:**

- Participate in a kick-off meeting with the GPDPD team and other involved stakeholders to define the detailed scope of work and the content of the final deliverable.
- Elaborate a draft report structure of the study which describes the matters mentioned above (1 – 5)
- Participate in virtual meetings with the LAC countries interested (10-15) in the study and other relevant stakeholders to hold a dialogue about their understanding on indicators within AD initiatives in their national contexts, in the light of the UNGP on AD.
- Address and include comments from the GPDPD team and other involved stakeholders on the draft report structure.
- Conduct study visits in up to five selected countries to collect relevant information for the purpose of the study, specifically for the chapters 4 and 5 of the study structure proposed above. The experiences to be selected seek to cover the wide range of AD and illicit drug-related contexts in LAC (chapter 3 of the structure proposed above). The selection and planning process needs to be done in close coordination with the GPDPD team. The final decision on the selection of countries lies within the GPDPD team.

**Preliminary planned visits for the case studies “Indicators for Alternative Development strategies and projects in Latin America and the Caribbean (LAC)”**

Potential case studies	Context - AD/illicit drug-related activity	Scope of the AD strategy/projects (national/regional/local, international cooperation; strategy/programme/project)	Indicators-related themes* for data collection and analysis
Bolivia Colombia Peru	AD in areas characterized by Illicit cultivation of drug crops	National-level AD programmes, International Cooperation funded/implemented projects, regional-local level projects and initiatives.	Economic aspects (e.g market access, income), land tenure and rights, ethnic perspective, gender perspective, environmental sustainability criteria, baseline conditions (e.g. multidimensional poverty, socioeconomic conditions dependence on illicit cultivation of drug crops), Territorial approaches, Intersectoral collaboration, multistakeholder, engagement, public-private partnerships
Brazil	Transit areas, trafficking in urban areas	National-level strategy/programme, international cooperation funded/implemented projects, regional/local-level led projects	Baseline indexes on socioeconomic conditions, territorial collaboration, ethnic perspective, gender perspective, inter-sectoral collaboration
Saint Vincent and the Grenadines Paraguay	AD in the context of legal medicinal Cannabis and industrial hemp value chains, and alternative agricultural diversification	National programme-level, regional/local level projects	Inclusiveness of traditional cannabis farmers in legal medicinal cannabis and industrial hemp value chains, diversification of legal livelihoods, public-private partnerships, skills and knowledge development, market access and development

\*Preliminary identified themes.

The **descriptive presentation of cases** should include the following aspects and follow the same structure:

- a. Summary of general strategy/programme/project, country/local context
  - b. Description of main elements of the AD strategy/programme/project (objectives, target groups, institutional settings, components and activities)
  - c. Detailed information on the indicators used to monitor and assess the AD strategy/programme/project, type of information/data (quantitative, qualitative, geographical), thematic classification (e.g. economic, social, environmental, gender perspective), integration of the measurements into broader drug policy and development assessment mechanisms:
  - d. Good practices and lessons learned regarding indicators/monitoring and evaluation, limitations, etc.
- Draft a 40-60 pages (excluding footnotes, references and annexes) study on *Indicators for Alternative Development strategies and projects in Latin America and the Caribbean (LAC)*, according to the structure proposed above: 1) Introduction; 2) Overview of international reference frameworks and good practices on indicators applicable to AD in LAC; 3) Case studies description; 4) Conceptual framework for indicators on AD in LAC in the light of the UNGP on AD; 5) Practical Guide for the formulation of indicators to improve the measurement of AD strategies and initiatives in LAC countries, in line with the UNGP on AD.

The Chapter 5 “Practical Guide for the formulation of indicators to improve the measurement of AD” shall consider the wide range of illicit contexts in which AD can be implemented in LAC (e.g. illicit cultivation of drug crops, drug transit areas, trafficking in urban areas), as well as the different level of the AD strategies and initiatives (e.g national, regional, local).

- Address and include comments from the GPDPD team and other involved stakeholders to the draft study.
- Produce a final version of the study.

Certain milestones, as laid out in the table below, are to be achieved during the contract term:

<b>Milestones/partial works</b>	<b>Deadline/place/person responsible</b>	<b>Criteria for acceptance</b>
Submission of a proposal of the report structure with main aspects to be covered in each chapter and timeline.	End of September 2026/ /Contractor	The report structure incorporates the relevant aspects for the study and the feedback from the GPDPD team.
Submission of a 40-60 pages draft study on <i>Indicators for Alternative Development strategies and projects in Latin America and the Caribbean (LAC)</i>	End of January 2027/Contractor	The draft study complies with the content proposed in Chapter 2 of the ToR.

Submission of the final study on <i>Indicators for Alternative Development strategies and projects in Latin America and the Caribbean (LAC)</i>	End of March 2027/Contractor	The final study incorporates the feedback from the GPDPD.
---	------------------------------	---

Period of assignment: from 15.08.2026 until 31.03.2027.

### 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).

#### 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 describe the **key processes** for the services for which it is responsible and create an **operational plan** or schedule 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).

### 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.

#### Key Expert

##### Tasks of the Key Expert

- 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 (if applicable), as well as planning and steering assignments and supporting local and international short-term experts
- Regular reporting in accordance with deadlines

### Qualifications of the Key Expert

- Education/training (2.2.1): university degree (German 'Diplom'/Master) in social sciences, geography, development studies, rural or territorial development, agricultural or environmental sciences or other related studies.
- Language (2.2.2): C1-level language proficiency in English and C1-level language proficiency in Spanish
- General professional experience (2.2.3): 5 years of professional experience in the development cooperation sector or academia.
- Specific professional experience (2.2.4): 3 years in alternative development and drug policy.
- Regional experience (2.2.6): 3 years of experience in projects in Latin America and the Caribbean.
- Development cooperation (DC) experience (2.2.7): 1 year of experience in DC projects
- Other (2.2.8): evidence of experience in researching and writing concepts, studies as well as reports. Evidence of experience in the monitoring and assessment and evaluation of public and DC programmes and projects, indicators. (mention in the CV applicable/relevant studies, add links to publications -if available)

### 5. Costing requirements

**Please note the Price cap of 60.000 EUR incl. travel cost in this tender. Offers exceeding this amount will be excluded from the tender.**

The following basic calculations for the contract for works are a reference value based on the acceptance criteria for each partial work/milestone specified in Chapter 2 (Tasks to be performed by the contractor).

Since the contract to be concluded is a contract for works, we would ask you to offer your services at a lump sum price.

In addition, the assessment of the financial bid is also based on the underlying daily rate. Please also provide the underlying daily rate. A breakdown of days is not required.

<b>Milestones/partial works</b>	<b>Estimated expert days for orientation</b>	<b>Deadline</b>
<b>Milestone 1</b> –Submission of a proposal of the report structure with main aspects to be covered in each chapter and timeline.	8	End of September 2026
<b>Milestone 2</b> -Submission of a 40-60 pages draft study on <i>Indicators for Alternative Development strategies and initiatives in Latin America and the Caribbean (LAC)</i>	57	End of January 2027
<b>Milestone 3</b> - Submission of the final study on <i>Indicators for Alternative Development</i>	15	End of March 2027

<i>strategies and initiatives in Latin America and the Caribbean (LAC)</i>		
--	--	--

### 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 (CO<sub>2</sub> 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 CO<sub>2</sub> efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO<sub>2</sub> 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

Travel expenses	Quantity	Number per expert	Total	Comments
<b>Fixed travel budget against evidence</b>	1	1	20.000	<p>A budget is earmarked for travel to the following countries: Bolivia, Colombia, Peru, Brazil, Saint Vincent and the Grenadines, and Paraguay.</p> <p>A fixed budget of EUR 20.000 is earmarked for settling travel expenses against evidence.</p> <p>You can find further information on the travel expense budget in the 'Price schedule' document.</p>

				Please use the 'Explanations' column in the price schedule to break down the individual items. Settlement is possible only until the budget is depleted.
<b>CO<sub>2</sub> compensation for air travel</b>	1	1	800	A fixed budget of EUR <b>800</b> is earmarked for settling carbon offsets against evidence.

## 6. Inputs of GIZ or other actors

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

- Contacts info of COPOLAD III and GPDPD partner organizations

## 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. The CVs can also be submitted in English.

As the contract to be concluded is a contract for works, please offer a fixed lump sum price that covers all relevant costs (including the travel expenses). The price bid will be evaluated on the basis of the specified lump sum price. In addition, please also provide the underlying daily rate. A breakdown of days is not required.