

# Terms of Reference

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## Capacity Assessment of CSOs– Building Local Civil Society Capacities to Fight Corruption in Iraq 2022-2024

### 1. General Information

Title of Consultancy: Capacity Assessment of CSOs – Building Local Civil Society Capacities to Fight Corruption in Iraq 2022-2024

Application Closing Date: 10 November 2022

Consultancy Start Date: 21 November 2022

Location of Consultancy: Remote and in country missions to Iraq (required)

### 2. Background

Transparency International (TI) is the global civil society organisation leading the fight against corruption. Through more than 100 chapters worldwide and an international secretariat in Berlin, Germany, TI raises awareness of the damaging effects of corruption and works with partners in government, business, and civil society to develop and implement effective measures to tackle it.

Transparency International aims to achieve change in two main areas: policy and institutional change and behaviour change. However, in some contexts, raising awareness is a big achievement in itself. Since 2014, TI has been using its Impact Monitoring Approach with the aim of building a more robust body of evidence of what works to stop corruption and to improve our learning and accountability.

TI is subsequently implementing a project entitled “Building Local Civil Society Capacities to Fight Corruption in Iraq.” The specific objective of this project is to support governance and state-building initiatives through the promotion of greater transparency and accountability among Iraqi civil society, public state actors and private sector. By tackling corruption, this project contributes to Iraq’s key priorities to ensure sustained improvements in governance which can contribute to more sustainable development and economic growth.

The project is a two-year programme and contributes to the multi-donor ‘Private Sector Development & Employment Promotion’ project co-financed by the European Union (EU) and the Federal Ministry for Development and Cooperation (BMZ) and implemented by the Gesellschaft für Internationale Zusammenarbeit (GIZ).

### 3. Objective

The overall objective of the consultancy assignment is to conduct an in-depth capacity assessment of each participating CSO, and to work with the individual CSOs to establish a capacity development plan as well as a technical capacity development plan for CSO staffs. The aim of this capacity development is to strengthen CSOs internal governance structure to effectively implement projects, raise funds, conduct campaigns (advocacy, awareness, communications etc), and support diagnostic anti-corruption work.

The objectives are as follows:

- Assess the capacities of a selected number of Iraqi CSOs identified by TIS team.
- Based on the assessment findings, develop a capacity building plan for each of the selected CSOs and related state actors.
- Provide concrete recommendations for updating and developing the capacity assessment tool developed by TI-S.

The project’s proposal, activity plan, and the TI-S Capacity Assessment Tool are available upon request. It is expected that the consultant takes a gender-sensitive, inclusive, and participatory approach.

#### 4. Expected Deliverables

The assignment is foreseen to be implemented in four distinct phases. Implementation of Phases II to IV shall be conditional on acceptance by TI and the concerned partner organisations/contact groups.

Phase		Deliverable	Timeline
I	Conceptualisation	Concept paper describing proposed approach to the assignment for discussion with <b>partner organisations/contact groups</b> in Iraq, reflecting three distinct elements (capacity assessment, strategic planning and/ or network formation and development, implementation of capacity development interventions)	21 to 28 November 2022
II	Capacity Assessment and Planning	I. Organisational Capacity Assessment Report for partner organisations / contact groups, based on an in-depth on-site organisational capacity assessment including but not limited to Governance and legal structure, financial management and internal control systems, administration and procurement systems, human resources systems, Program management, Project performance management (using the TI Capacity Assessment Tool)  II. Organisational Capacity Development Plans for partner organisations / contact groups in Iraq, prioritising capacity interventions for strengthening key organisational abilities, strategic planning, and network formation and development	28 November to 09 December 2022

<b>III</b>	Reporting	Detailed assessment report	09 to 14 December 2022
<b>IV</b>	Capacity Development (Upon agreement between TI-S and the Consultant)	Remote and on-site (as required): Facilitation of prioritised capacity development activities and/or strategic planning and network formation and development	January and February 2023

**Level of Effort Required (to be reviewed at the end of each phase, travel days included)**

<b>Phase I: 3 days</b>	2 days preparation of concept, 1 day exchange with TI on the concept and finalisation
<b>Phase II: 8 days</b>	7 days of engagement, incl. on-site capacity assessment + 1 day interaction with TI-S
<b>Phase III: 3 days</b>	Including 1-day interaction with TI-S
<b>Phase IV: To be determined</b>	Number of days of engagement in the country are to be determined according to types of capacity development training
<b>Total: 14 confirmed days</b>	(More days can be added if both parties agree on Phase IV)

The total period of the provision of service is 14 working days (More days can be added if both parties agree on an intervention approach for Phase IV) and is expected to start on 21 November 2022. The results are to be provided in instalments at the end of each assignment. Delays must be notified in advance before the due dates and mutually agreed.

The consultant shall work in close cooperation with the project team at TI-Secretariat and seek feedback to ensure deliverables are developed according to organisational standards and policies. The consultant will prepare and discuss the suggested approach with the TI Secretariat. A feedback loop will be built in to allow the TI-Secretariat to review the deliverables produced under this consultancy.

All submissions are required in English, in electronic form, in accordance with the deadlines. The Consultant is responsible for editing and quality control of language. The TI-Secretariat retains the sole rights with respect to all distribution, dissemination, and publication of the deliverables.

## 5. Selection Criteria

The Consultant should have the following qualifications:

- Substantive and demonstrable experience in institutional capacity assessment
- Expertise in quantitative and qualitative data collection and analysis
- Experience in working across cultures
- Excellent networking, communication, and interpersonal skills
- Experience of working in the MENA and particularly in Iraq (an advantage);
- Experience of working with clients in civil society, particularly advocacy-oriented NGOs;
- Fluency in Arabic and English (written/spoken);
- Fluency in Kurdish(written/spoken) (an advantage)

## 6. Remuneration and Cost

The Consultants should provide their estimated total fee as a lump sum or as standard daily or hourly rates.

### **For candidates based in the EU, EEA, UK, and Switzerland**

Transparency International e.V. is registered as a Business Entity in Germany with VAT identification number DE273612486. EU reverse charge applies. Service providers should issue invoices with zero VAT.

Consultants who are based in Germany and do not charge German VAT must confirm their small entrepreneur status.

## 7. Application Submission

The application should include the following documents in English:

- Letter describing your motivation and qualifications for the assignment;
- Curriculum vitae of key personnel involved in undertaking the assignment;
- A cost estimate of the above-mentioned services and outputs;
- A short overview of how the work will be approached, which methods will be used;
- Two examples of and references to other similar work that has been undertaken previously (if available);

Applicants must also state their nationality in their tenders and provide the usual proof of nationality under their national legislation. This allows us to ensure that we comply with the European Commission procurement rules, in particular the rule of nationality. See “selection criteria” above.

Please email your application package in English by close of business on 10 November 2022 to [CapacityA@transparency.org](mailto:CapacityA@transparency.org) Please indicate “Capacity Assessment – Iraq” in the subject line of your email application.

Please note that only shortlisted applicants will be contacted.

The Transparency International Secretariat is committed to creating an inclusive work environment where diversity is valued and where there is equality of opportunity. We actively seek a diverse applicant pool and therefore welcome applications from qualified candidates of all regions, countries, cultures, and backgrounds.

Selection of candidates is made on a competitive basis, and we do not discriminate on the basis of national origin, race, colour or ethnic background, religious belief, sex, gender identity and expression or sexual orientation, marital or family status, age, or ability. We kindly ask applicants to refrain from including in their application information relating to the above as well as from attaching photos.

### **Data protection**

When you respond to this tender and submit your application, you provide consent that Transparency International e. V. keeps your application materials for the period of ten years according to German legal requirements. Afterwards Transparency International will delete your application and any personal data included in it. If you have any questions, please reach out to [dataprotection@transparency.org](mailto:dataprotection@transparency.org).

## **8. Guidelines for handling overhead and travel expenses**

### **Overhead**

Regular overhead expenses associated with the Consultants maintaining their place of business, such as rent, telephone, utilities, or stationery, are included in the Consultant's professional fee, except where explicitly agreed otherwise in the contract.

### **Travel**

Travel and accommodation expenses will as far as possible, and where applicable, be recovered from the institutions and companies hosting events or using the outputs provided by the Consultant.

Where such cost recovery is not possible, all travel is subject to prior approval by TI-S staff responsible for the financial management of the Project or TI Budget Line that will support the costs of travel. TI shall not issue travel advances to the Consultants. For accommodation or travel by air, rail, or coach, they will instead have to contact TI-S that will make travel arrangements on the Consultant's behalf.

All travel booked by TI-S will include **travel health and accident insurance** with worldwide coverage and Economy class only; accommodation will aim to achieve best value for money up to a 4-star category.

Consultants shall be entitled to invoice TI-S **only** for local transportation and visa cost (if applicable).

Subsistence allowance (per diems) and expenses for individual meals cannot be claimed. These are part of Consultant's business expenses.