

I. Terms of reference (ToRs) for the procurement of services below the EU threshold

Third Party Monitoring for SERNOS Employability Projects in NES	Project number/ cost centre: 21.1814.9-001.00
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1. 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
TPM	Third Party Monitoring
NES	Northeast Syria
SERNOS	Strengthening the socio-economic resilience in Northeast Syria
MSME	Micro, small and medium size enterprise

2. Context

Since March 2011, Syria has been subject to a complex and multi-layered armed conflict, which has resulted in one of the worst humanitarian catastrophes in recent history. Since the onset of the armed conflict, more than 500,000 people have been killed and over 5.5 million people were forced to flee Syria, with 6.1 million becoming internally displaced.

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ, as a federally owned enterprise, GIZ supports the German Government in achieving its objectives in the field of international cooperation for sustainable development.) has been commissioned to support NGOs, civil society actors, cooperatives, MSMEs, entrepreneurs and further vulnerable groups of selected areas in Syria by strengthening their capacities, networks and livelihood, and by supporting them with the implementation of local initiatives that promote social and economic resilience, conflict prevention and resilience against extremist influences. The programme thus commissioned is called 'Strengthening the socio-economic resilience in Northeast Syria' (SERNOS) and aims to improve socio-economic livelihood and the social cohesion of vulnerable populations in selected parts of Northeast Syria (Ar-Raqqa, Deir ez-Zor (Eastern and western areas as well as rural areas) and southern Al-Hasakeh).

In the Syria context, GIZ operates through a mode of remote management, meaning that all measures of implementation inside Syria are conducted via downstream partner organizations.

The SERNOS measures inside selected parts of Northeast Syria are conducted under the following three components:

1. **Improve livelihood and income generating opportunities for target groups** with the focus on i) food production & processing (e.g., dairy production) and technical sectors (e.g., solar energy), based on labour market assessments, ii) Support for MSMEs and start-ups with training and coaching, distribution of equipment and in some cases also small cash grants and iii) rehabilitation of economic assets (excluding construction)
2. **Increase organizational and entrepreneurial capacities of civil society organizations, local business associations, farmer cooperatives and self-help groups.** This includes their business development with focus on operational and human capital development of the targeted organizations, enabling their resilience through peer-to-peer exchange and networking opportunities as well as with material and equipment support (e.g., office stationery, laptops, etc.)
3. **Strengthen participatory decision-making and conflict management capacities of local civil society actors.** The focus here is on supporting regular participatory community-level exchange processes, increasing cohesion and diversity within and between MSMEs, practical trainings on conflict resolution, peaceful and participatory decision-making etc. while keeping the economic development as entry point for all above mentioned activities.

For reasons of quality assurance, accountability, and an improved steering capacity in the highly volatile context of the Syrian conflict and under the conditions of remote management, GIZ seeks to contract a reputable and reliable service provider for Third Party Monitoring (TPM) services covering monitoring of multiple project implementations related to our social cohesion component (component 3). The requested TPM activities for those projects, include but not limited to the verification of services delivery, and the material or in-kind distribution

on behalf of the SERNOS programme. In addition to TPM activities, the contractor is required to conduct a social cohesion study in selected areas across NES.

3. Tasks to be performed by the contractor

The contractor shall implement TPM related service packages as stated below for ten social cohesion project implementations and conduct a social cohesion study.

In the following we will differentiate between tasks for:

- TPM services and
- Social Cohesion study

3.1 Tasks to be performed – TPM Services

For the TPM services, the below list provides key information about each project i.e. the governate and subdistrict in NES ["Locations"] where the implementation took or still takes place which you can find in the column ["Delivery Status"]. In addition, the list provides information about the relevant direct beneficiaries, who the contractor will need to engage with (based on the sampling strategy which to be agreed during the preparation phase) ["# Direct Beneficiaries (Dialogue workshops + Committee)"] and when is the project's (planned-) finish date ["Planned finish date"]. It is important to differentiate that some of the projects has been implemented with local NGOs inside NES (local subsidy contract) where some others were implemented through international or regional partners (grant contract) ["Contract Type"].

The projects based on local subsidy contracts, have been designed to run in three subsequent phases for each project. Each phase runs under a dedicated legal contract between GIZ and the implementing local partner. All five projects who run in this modality have the same set of objectives and deliverables but with different location and target audience.

Here is a short explanation for each of the three phases including expected output:

Phase	Objectives
Phase-1	<ul style="list-style-type: none"> • Interviews and assessment within local community • Select representative committee of (~12 persons per committee) • Provide capacity development and training as well as exchange for the committee members • Engage the committee members with and their communities in a structured community dialogue workshops to discuss the local socio-economic challenges and agree on an economic vision for the community • Survey community to measure social cohesion status (pre-survey)
Phase-2	<ul style="list-style-type: none"> • Engage with the committee and their communities (same as in phase I) to prepare a list of potential micro measures (called initiatives) that will serve socio-economic needs of the community

	<ul style="list-style-type: none"> • In a participatory manner, select up to three initiatives and set up implementation plans for them • Oversee the implementation of the agreed initiatives and provide a final report with recommendations
Phase-3	<ul style="list-style-type: none"> • The focus is again on the dialogue sessions with a planned social cohesion survey (post-survey) • Identify new initiatives and oversee their implementation • Final discussion and exchange among the committee and the community on the ongoing initiatives (identifying potential sustainability plans)

For the projects running under grant contracts, the focus of the social cohesion projects was accompanied with the implementation of socio and economic strengthening measures for the selected communities and for local MSMEs. The measures with the MSMEs include negotiations skills, dispute management and MSME support including in-kind distribution among other activities. There are two further upcoming projects who will focus on related topics, but those two projects are still in planning and GIZ will most likely only be able to provide further information during the implementation of this underlying TPM contract. Hence potential contractors must plan for these two TPM projects based on average figures of the other projects. For now, one of these two projects will focus on establishing mobile maker-spaces to increase social cohesion of youth and the other will focus on utilizing serious games to increase awareness of effects of economic decisions on community.

Here the list with meta data about the projects to be monitored under this TPM contract:

No.	Contract Type	Location(s)	Delivery Status	# Direct Beneficiaries (Dialogue workshops + Committee members)	# initiatives to be monitored	Planned finish date
Project 1)	Local subsidy	Al-Hasakeh, Markada	Phase-2	332 + 12	2	Phase 1 – 29.02.2024 Phase 2 – 30.09.2024 Phase 3 – 30.04.2025
Project 2)	Local subsidy	Deir ez-Zor, Hajin	Phase-2	199 + 12	2	Phase 1 – 19.04.2024 Phase 2 – 30.03.2025 Phase 3 – 31.10.2025

No.	Contract Type	Location(s)	Delivery Status	# Direct Beneficiaries (Dialogue workshops + Committee members)	# initiatives to be monitored	Planned finish date
Project 3)	Local subsidy	Deir ez-Zor, Albusairah	Phase-2	185 + 15	2	Phase 1 – 31.05.2024 Phase 2 – 30.02.2025 Phase 3 – 31.09.2025
Project 4)	Local subsidy	Ar-Raqqa, Ath-Thawrah	Phase-2	179 + 12	2	Phase 1 – 31.05.2024 Phase 2 – 06.01.2025 Phase 3 – 30.04.2025
Project 5)	Local subsidy	Al-Hasakeh, Shadadah	Phase-2	140 + 12	2	Phase 1 – 15.03.2024 Phase 2 – 31.12.2024 Phase 3 – 30.07.2025
Project 6)	Grant	Ar-Raqqa, Western Sahlabiyeh and Mansoura	Ongoing	181 MSMES (no committee)	0	31.12.2024
Project 7)	Grant	Ae-Raqqa, Al Tabqa // Deir ez-Zor, Hajin	Ongoing	200 (no committee)	0	30.08.2025
Project 8)	Grant	Deir ez-Zor, Sur and Kisreh	Ongoing	432 (no committee)	0	31.12.2025
Project 9)	Grant	In NES	In planning	Not known yet	0	Approx. Q3/2026
Project 10)	Grant	In NES	In planning	Not known yet	0	Approx. Q3/2026

3.2 Tasks to be performed – Social Cohesion Study

The purpose of this activity is to conduct an Outcome Harvesting study in selected communities in six sub-districts in Northeast Syria to assess the impact and effectiveness of participatory economic dialogue processes on social cohesion. The contractor will engage diverse

stakeholders, including local NGOs, INGOs, committee members, community members, and GIZ staff, utilizing various data collection methods, such as surveys, interviews, and focus group discussions (FGDs). The study will track changes in social cohesion since January 2024 and produce actionable recommendations for future initiatives. Findings from the study will measure changes in social cohesion, inform future programming and enhance ongoing initiatives, with tasks including data collection, analysis, validation, and reporting.

Overview of respective service packages for all above mentioned tasks to be conducted by the contractor:

The contractor is responsible for providing the following service Packages:

The expected TPM service packages are related to social cohesion projects that are implemented the NES governments: Ar-Raqqa, Deir ez-Zor and Al Hasakeh as highlighted above. More detailed partner information and detailed locations will be provided to the winning TPM service provider upon contracting. Here are details for the service packages:

1. TPM service package for projects based on local subsidy contracts:
 - a. Interview the respective implementation partner's staff (managerial and/or field staff). The goal is to get understanding of the project, their methodology and service delivery approach as well as receive needed documentations and connections to the beneficiaries and schedule of any upcoming project activities.
 - b. Conduct qualitative interviews with appropriate number of the selected committee (20% of specified total number committee members across all projects and phases). In total 50% of the interviewees must be female. The goal of the qualitative interview is to verify the quality and relevance of received training, their improvement recommendations and overall observations including photos and other possible evidence.
 - c. Conduct qualitative interviews with appropriate number of the participants of the community dialogue sessions. (5-10% of specified total number of community dialogue sessions participants). In total 50% of the interviewees must be female and 50% of the total sample are to be youth (defined as 15-31 years old). The goal of the qualitative interview is to verify the reach and relevance of the dialogue sessions, their improvement recommendations and overall observations including photos and other possible evidence.
 - d. Conduct spot-checks for ongoing activities, like community dialogues sessions or initiatives' implementation sessions. Including interviews with implementation teams of each initiative and with the persons who directly benefiting from each initiative (minimum 7 interviews per initiative are to be conducted). The goal of the interviews and spot-checks is to verify the quality and relevance of the initiative's implementation, their improvement recommendations and overall observations including photos and other possible evidence.
 - e. Conduct interviews with in-direct beneficiaries of the projects (neither from the committees nor from the participants of the dialogue sessions). The goal of the interview is to assess how they've encountered the project implementation in

their communities. Document their satisfaction with the selection criteria but also with the initiatives implemented and ask for their recommendations to improve potential follow up projects.

2. TPM service package for projects based on grant contracts:

- a. Interview the implementation partner's staff (managerial and field staff). The goal is to get understanding of the project, their methodology, verify their procurement approach as well as receive needed documentations and connections to the beneficiaries and schedule of any upcoming project activities.
- b. Conduct qualitative interviews with appropriate number of the participants of the community dialogue and exchange sessions. In total 30% of the interviewees must be female. The goal of the qualitative interview is to verify the reach and relevance of the dialogue and exchange sessions, their improvement recommendations and overall observations including photos and other possible evidence.
- c. Make representative number of qualitative interviews or spot checks activities and the MSMEs that were supported during the intervention. In total 30% of the interviewees must be female. The goal from this task is to verify receiving the services and or the equipment, report on the quality of the implementation, the readiness of the MSMEs to benefit and progress in their businesses as well as the overall observations including photos and other possible evidence. The schedule of the remaining project activities can be collected upfront from the implementation partner. Each spot check must be concluded with a detailed report.
- d. Conduct interviews with in-direct beneficiaries of the projects. The goal of the interview is to assess how they've encountered the project implementation in their communities. Document their satisfaction with the selection criteria and with the initiatives implemented and ask for their recommendations to improve potential follow up projects.
- e. For Project 6) listed in the table above to additionally conduct income tracer interviews with up to 20 beneficiaries. The goal of these interviews is to assess any improvements of the income situation of the beneficiaries 6 months after the end of the intervention which will be starting 01.07.2025. Here it is expected that 30% of the interviewees to be female where possible.

3. Service package for the Social Cohesion Study:

- a. **Planning and Preparation:** Review existing documentation, including partner reports, GIZ monitoring data, and any other relevant materials, to identify potential outcomes and refine data collection tools. Develop an inception report detailing the methodology and work plan based on the outcome harvesting methodology. Propose a stakeholder engagement strategy and determine a

minimum number of stakeholders¹ to reach through surveys, interviews, and FGDs.

- b. **Stakeholder Engagement:** Begin by establishing connections with GIZ staff and implementation partners and conducting initial interviews to understand the project’s methodology, service delivery approach, and available documentation.
- c. **Community-Based Data Collection:** Engage stakeholders through targeted data collection methods designed to capture diverse perspectives and experiences. Interview indirect beneficiaries who were not directly involved in committees or dialogue sessions to assess how the project has influenced their communities. Gather feedback on satisfaction with implemented initiatives and suggestions for improvement. For community members actively engaged in dialogue sessions, use a mix of surveys and Key Informant Interviews (KIIs) to capture their direct experiences and feedback. With committee members, facilitate Focus Group Discussions (FGDs) and qualitative interviews to assess group dynamics, decision-making processes, and their overall impact. Partner organizations, including local NGOs and iNGOs, should be engaged through KIIs to gather operational insights, while GIZ staff should also be interviewed to document institutional perspectives and their views on project outcomes.
- d. **Validation:** Share preliminary findings with stakeholders, including partners and community members, through feedback sessions. Validate key outcomes by consulting independent sources as required.
- e. **Analysis and Reporting:** Analyze data using the outcome harvesting framework, identifying significant changes and their attribution to the intervention. Produce a comprehensive study report (min 25 pages, max 40 pages), tracking changes in social cohesion, with actionable recommendations and insights, and present findings in a validation workshop with GIZ.

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

	Milestone	Deadline
1	Development of project implementation strategy, detailed workplan, and methodology for all projects activities – including GIZ SERNOS team sign-off	2 Weeks after Kick-off date
2	Conduct desk research and create all TPM- and Survey- tools (Questionnaires, KIIs, spot check lists etc.)	+6 weeks
3	Conducting all site-visits, spot checks and interviews for all projects that run under a local subsidy agreement. In addition, conduct the same TPM activities for one project that runs under grant agreement including the income tracer survey Provide one TPM report per implementation partner (minimum 10 and maximum 15 pages per report), that includes summary of the project implementation including the quality of the implementation, achieved results, findings of the	+8 weeks

¹ Minimum number to be discussed with and confirmed by GIZ

	interviews and spot checks as well as other observations – including GIZ SERNOS team sign-off.	
4	Conduct all surveys, FGDs, KIIs and others related to the social cohesion study and submit a relevant report (min 25, max 40 pages) – including GIZ SERNOS team sign-off	+8 weeks
5	Conducting all site-visits, spot checks and interviews for all remaining projects Provide one TPM report per implementation partner for all finished projects (minimum 10 and maximum 15 pages per report), that includes summary of the project implementation including the quality of the implementation, achieved results, findings of the interviews and spot checks as well as other observations – including GIZ SERNOS team sign-off	+18 weeks
6	Final summarized report for all project activities and recommendations – including GIZ SERNOS team sign-off	~April 2026

Period of assignment: from 01.05.2025 until 30.06.2026.

4. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter Tasks to be performed by the contractor (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.

A. 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 Context Context) (1.1.1). Following this, the tenderer presents a strategy for the implementation including a justified location approach with which it intends to provide the services for which it is responsible (see Chapter Tasks to be performed by the contractor Tasks to be performed) (1.1.2).

The tenderer is required to present his experiences and **steering measures** with multiple partners and beneficiaries **(1.3.1)** and its experiences in **result monitoring** relevant for the services for which it is responsible **(1.3.2)**.

The tenderer is required to describe the key **processes and methodologies (1.4)** for the services for which it is responsible and create a **field monitoring plan** including training and coaching (1.4.2) and an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter Tasks to be performed by the contractor (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps, the **project management (1.6)** and the

coordination with **GIZ**, other **stakeholders** and target groups (beneficiaries) in accordance with Chapter 2 (Tasks to be performed).

The following **Further requirements (1.7.)** must be provided by the tenderer demonstrating having run similar monitoring projects and can demonstrate the usage of tools and methodologies that add effectiveness and reliability to the data collected. In addition, the contractor reporting capabilities is considered key. Furthermore, the tenderer is required to provide examples from former similar project experiences preferably on behalf of similar international donor organizations under similar.

5. Personnel concept

2.1 Team leader

General qualifications:

- a) Education (2.1.1): University qualification (bachelor's/master's) in Social Sciences or equivalent
- b) General professional experience (2.1.3): Minimum five years of experience in M&E of which two years in challenging environments
- c) Professional experience (2.1.4): Minimum five years of experience in the stabilisation, humanitarian/development, social cohesion or closely related field, and extensive experience in working with major donors, international cooperation and governments
- d) Minimum of five years of experience in the Middle East, minimum of three years of experience in the Syrian context or in similar fragile context (2.1.6)
- e) Language skills (2.1.2): business fluency in English is required, fluency in Arabic is advantage

2.2 Expert 1: Data Analyst

General qualifications:

- a) Education (2.2.1): university qualification (bachelor's/master's) in Statistics or Social Science or related fields
- b) Professional experience (2.2.4): Minimum three years' experience in Monitoring and Evaluation as well as data analysis
- c) Minimum of three years implementation experience in Syria or in similar fragile context (2.2.6)
- d) Language skills (2.2.2): business fluency in Arabic and in English are required¹.

2.3 Expert Pool - 1: Social Cohesion Team including Field Monitors

General qualifications:

A pool of 2-4 field experts where some will be engaged in building the Social Cohesion study and some others will be engaged in the field to conduct interviews, perform field visits or spot checks and other TPM or Social Cohesion study related tasks.

- a)** Education (2.6.1): university qualification (bachelor's/master's/PhD) in Statistics or in Social Science or related fields.
- b)** Professional experience (2.6.4): Minimum five years' experience in the field of peace building, research writing, negotiation skills, mitigation and generally social cohesion in fragile contexts.
- c)** Pool experts who will work as field monitors must have a minimum of three years implementation experience in Syria or in similar fragile context (2.6.5)
- d)** Language skills (2.6.2): business fluency in Arabic is required, ability to draft reports in English is an advantage

2.4 Expert Pool - 2: Entrepreneurship Field Monitor Team

General qualifications:

A pool of 1-2 field experts who will be engaged in the field and conduct interviews, field visits, spot checks and various other TPM activities besides of verification of some technical aspects in the implementation and conduct the income tracer survey.

- a)** Education (2.7.1): university qualification in social studies or related fields.
- b)** Professional experience (2.7.4): Minimum five years' experience in Agri - business or enablement of micro-entrepreneurs or related fields
- c)** All pool experts must have a minimum of three years implementation experience in Syria or in similar fragile context (2.7.5)
- d)** Language skills (2.7.2): business fluency in Arabic is required, ability to draft reports in English is an advantage

The tenderer must provide a clear overview of all proposed short-term experts and their individual qualifications.

6. Costing requirements

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. Therefore, please divide the lump sum price into the milestones described below. The price per milestone must contain all relevant costs (fee, travel expenses etc.).

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.

Milestones/partial works	Estimated measure and quantity for orientation	Estimated rates
Milestone 1 and 2	Expected ~5 days for expert 1 (the team leader) and ~5 days for expert 2 (the data analyst) as well as ~ 8 days by the pool	
Milestone 3	Six reports in total. Each report will require ~3 days from the expert 1 and ~5 days by the expert 2 and ~4 days from the pool	
Milestone 4	One Study that requires: ~12 days from the expert 1 and ~12 days by the expert 2 and ~40 days from the pool	
Milestone 5	Four reports in total. Each report will require ~3 days from the expert 1, and ~5 days by the expert 2 and ~5 days from the pool	
Milestone 6	Final report which will require ~4 days from the expert 1 and ~4 days by the expert 2	

7. Inputs of GIZ or other actors

GIZ staff will provide contextual input and explanation of the projects during the kick-off stage, link the contractor with the three implementation partners and provide review capabilities and guidance where needed during the implementation

8. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToRs. 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. In addition to the 10 pages, the contractor can provide external content (e.g. links to websites). Although the contractor must specify the external content as such with its date of creation.

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