

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

Third Party Monitoring for SERNOS Income & Initiatives focused 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
PwD	People with Disabilities
CSO	Civil Society Organization

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).

Since the fall of the regime in Syria beginning of December 2024, GIZ SERNOS has started planning some measures to take place in different parts of Syria, while NES remain the focus area of SERNOS inside Syria.

The SERNOS measures 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.

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.

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. The requested TPM activities for those projects, include but not limited to the verification of services delivery, the material or in-kind distribution, and the monitoring of progress indicators agreed between the GIZ SERNOS project and the implementing partner (via log-frames). In addition to TPM activities, the contractor is required to conduct an income tracer survey.

3. Tasks to be performed by the contractor

The contractor shall implement TPM related service packages including income tracer survey for multiple project implementations as stated below.

The below list provides key information about each project i.e. the governate in Syria ["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 that we expect the contractor to suggest and which to be agreed during the preparation phase) ["# Direct Beneficiaries"] and how many economic actors (NGOs, CSO, Unions or cooperatives, etc.) were reached by the project with i.e. capacity development for their staff ["# Economic Actors"] as well as how many initiatives were implemented through the economic actors or other entities that were purposely selected by the projects ["# Initiatives"]. Even though an estimation for the indirect beneficiaries is not provided below, but the feedback of indirect beneficiaries is expected to be considered in the overall TPM findings as well.

Here the list with overview data about the sixteen projects to be monitored under this TPM contract

No.	Development Sector	Location	Delivery Status	# Direct Beneficiaries	# Economic Actors/Civil Society	# Initiatives
Project 1)	Livelihood & Cooperatives Development	Ar-Raqqa	Finalized	274	23 Cooperatives	n.a.
Project 2)	Cooperatives Development	Ar-Raqqa, Deir ez-Zor	Finalized	n.a.	13 Unions	n.a.
Project 3)	Livelihood, TVET & Cooperatives Development (Solar Energy)	Ar-Raqqa	Finalized	340 (shop owners) 50 (TVET solar Technicians)	10 Cooperatives	n.a.
Project 4)	Saving groups – (Micro SMEs)	Al-Hasakeh, Ar-Raqqa	Due to finish on 14.08.2025	400	~20 Saving groups	n.a.
Project 5)	Female-only saving groups – (Micro SMEs)	Ar-Raqqa, Deir ez-Zor	Due to finish on 31.07.2025	600	~40 Saving groups	n.a.
Project 6)	Livelihood (TVET for PwD)	Ar-Raqqa, Deir ez-Zor	Due to finish in 30.05.2026	200	n.a.	n.a.
Project 7)	Rehabilitation of two Marketplaces	Deir ez-Zor, Al-Hasakeh	Due to finish on 30.05.2026	48 (shop owners) ~500 in Two Marketplaces	2 Marketplaces	n.a.
Project 8)	Women led start-ups and establishing of two business incubators	Ar-Raqqa, Deir ez-Zor	Due to finish on 31.07.2026	75	2 Incubation centers	n.a.
Project 9)	Livelihood (TVET)	Online	Due to finish on 30.04.2026	50	n.a.	n.a.
Project 10)	Private sector initiatives	Ar-Raqqa, Deir ez-Zor, Al-Hasakeh	Due to finish on 30.04.2026	n.a.	n.a.	10

No.	Development Sector	Location	Delivery Status	# Direct Beneficiaries	# Economic Actors/Civil Society	# Initiatives
Project 11)	Cooperatives Development	Deir ez-Zor, Al-Hasakeh	Due to finish in 30.03.2026	n.a.	Up to 20 economic actors	Up to 40
Project 12)	Livelihood (TVET for PwD)	Ar-Raqqa	Due to finish on 30.10.2025 with potential 6 months extension	50	n.a.	n.a.
Project 13)	Livelihood (TVET for PwD)	Ar-Raqqa	Due to finish on 30.10.2025 with potential 6 months extension	50	n.a.	n.a.
Project 14)	MSME Support (partially Agri)	In planning (Potentially also outside NES)	Due to finish in 30.03.2026	~377	n.a.	n.a.
Project 15)	Livelihood (TVET)	In planning (Potentially Online and/or outside NES)	Due to finish in 30.03.2026	~100	n.a.	n.a.
Project 16)	Capacity Development & Livelihood (partially Agri)	NES, Latakia and Daraa	Due to finish in 30.03.2026	t.b.d	5 (CSO Staff)	n.a.

The contractor is responsible for providing the following service Packages:

The above list contains high-level information for each project. The exact partner information and locations as well as other relevant data will be provided to the winning TPM service provider upon contracting. Here are the expected deliverables from the contractor:

1. TPM service package for finished or ongoing projects (13 projects):
 - a. Visit the respective implementation partner and interview their 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 documentation and connections to the beneficiaries and related other.

- b. Conduct **qualitative interviews** with appropriate number of direct and indirect beneficiaries. In total 50% of the interviewees must be female whenever possible. The goal of the qualitative interviews is to verify the quality and correctness of received services (i.e. training units and/or in-kinds), their improvement recommendations and overall observations including photos and other possible evidence.
 - i. For projects that are focused on **organizational development** (capacity development for economic actors, building cooperatives or saving groups, establishing incubation centres etc.) the contractor needs to additionally assess the ability of the staff or the volunteers who manage those cooperatives or centres. In addition to collecting photos and other possible evidence that proof the continuation of the activities provided and assess on the qualitative aspects of the achievements.
 - ii. For projects that are focused on **implementing initiatives** (Project #10 and #11), it is additionally expected to assess the effectiveness and sustainability aspects of the initiatives, while interviewing the individuals who were directly involved in planning and implementing the initiatives but also the (semi-direct) beneficiaries from the community. Sampling can be used, and we expect the contractor to suggest a sampling approach to select the initiatives which will part of the TPM exercise.
 - iii. For the project related to the rehabilitation of the **two marketplaces** (Project #7) to assess the correctness of the rehabilitation measures while including experts with proven understanding of engineering activities (i.e. solar panels, windows, shadows, sidewalks, etc.)
 - iv. For the project related to installing **solar panels** (Project #3) in Ar-Raqqa, the contractor must assess the correctness of the installation while including experts with proven understanding of solar systems.
- c. Make representative number of **spot checks** for relevant ongoing activities. The goal from this task is to verify the quality of conducting the activity as well as the overall observations including photos and other possible evidence. The exact date and time for all scheduled activities must be obtained beforehand from the implementing partner, and we expect the spot checks to be - as the name suggests - without prior notification unless for some reasons not possible, which is to be clarified with GIZ beforehand.
 - i. Since some projects are about to finalize, we expect a prioritization for conducting the spot checks ahead of other TPM tasks.
 - ii. For the project related to the rehabilitation of the **two marketplaces** (Project #7), we expect the spot checks to be executed more frequently during the execution phase and to be conducted by field-staff who are knowledgeable in engineering or expert in conducting site-monitoring for construction. The exact timing will be shared with the potential TPM contractor upon start of the TPM project.
 - iii. In case of procurement of equipment and other in-kinds for organizations (i.e., solar panels etc.), verify the procured items have been installed and put into operation in the dedicated spaces including photo documentation and other evidence (exact in-kind type, BoQs and their location information will be provided at kick-off).

- d. Conduct **income tracer survey** with minimum 10% of the direct beneficiaries stated in the table above (and a minimum of 10 income surveys per project). The goal of these surveys is to assess any improvements of the income situation of the beneficiaries (in percent). This assessment must take place at least 6 months after the end of the intervention. The earliest starting date for conducting these surveys will be discussed during the kick-off with the contractor. We expect minimum 30% of the interviewees for each project to be female where possible.
 - i. For some livelihood activities the 6-month period won't be met during the duration of this TPM contract, hence the potential TPM contractor is to suggest alternative methods to measure the expected income generation.
 - ii. For the project related to the rehabilitation of the two marketplaces we will only conduct a tracer survey for the shop owners (which means for ten shop owners)
2. TPM service package for projects that are still in planning process [Projects: #14, #15 & #16]. These projects are still in planning and not yet contracted. It is expected that those projects will be signed soon and for budget-requirements, these projects need to be finalized by latest end of March 2026. The TPM tasks for this service package are the same tasks as under the 1st service package for finished and ongoing projects above but since some important aspects like final locations, total number of beneficiaries are not known or may slightly change still, we expect some flexibility from the potential contractor to i.e. operate in different locations in Syria (not only NES) but also to be able to prioritize TPM tasks for these projects specially when it comes to spot checks.
3. Provide monitoring reports for all above listed projects. The TPM monitoring reports must include all used methodologies (checklists, tools, surveys with beneficiaries, spot check results, other observations, recommendations, photos, and any other evidence). Each report must act as independent and additional evidence towards service delivery of the underlying project.
4. Provide a final summary TPM report that includes summaries of findings from the individual TPM reports as well as lessons-learned from the TPM monitoring project itself.

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

	Milestone	Deadline
1	Workplan and methodology concerning M&E & income tracer survey of all projects is completed	2 Weeks after Kick-off date
2	Development of tools for the interviews and for the spot-checks as well as income tracer surveys for 5 projects – including GIZ SERNOS team sign-off	+ 4 weeks

3	Conducting all visits, spot checks, interviews and surveys for projects 1 to 5 (those that are finalized or at least the income survey may be conducted shortly after the start of the TPM). Provide one report per implementation partner (ca. 15-20 pages) The photos, interview protocols are to be provided as annex and are not considered of the minimum number of pages – including GIZ SERNOS team sign-off.	+ 8 weeks
4	Development of tools for the interviews and for the spot-checks as well as income tracer surveys for 8 projects - including GIZ SERNOS team sign-off	+ 4 weeks
5	Conducting all visits, spot checks, interviews and surveys for 8 projects. Provide one report per implementation partner (ca. 15-20 pages) The photos, interview protocols are to be provided as annex and are not considered of the minimum number of pages – including GIZ SERNOS team sign-off.	+ 16 weeks
6	Development of tools for the interviews and for the spot-checks as well as income tracer for projects: for the last 3 projects (where some information like Governate is still undefined) – including GIZ SERNOS team sign-off	+4
7	Conducting all visits, spot checks, interviews and surveys for the last 3 projects. Provide one report per implementation partner (ca. 15-20 pages). The photos, interview protocols are to be provided as annex and are not considered of the minimum number of pages – including GIZ SERNOS team sign-off.	+ 18 weeks
8	Final summary report delivered (ca. 5-7 pages) – including GIZ SERNOS team sign-off	+ 4 weeks

Period of assignment: from 01.08.2025 until 30.09.2026.

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 **personal assignment plan (1.6.2)** 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) Specific professional experience (2.1.4): Minimum five years of experience in the stabilisation, humanitarian/development, employment promotion 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) General professional experience (2.2.3): Minimum three years of experience in Monitoring and Evaluation as well as data analysis or related fields
- c) Specific professional experience (2.2.4): Minimum three years' experience in development data collection and analysis tools
- d) Minimum of three years implementation experience in Syria or in similar fragile context (2.2.6)
- e) Language skills (2.2.2): business fluency in Arabic and in English are required.

2.3 Expert Pool - 1: Field Monitors

General qualifications:

A pool of 2-4 field experts where some will be engaged in drafting income tracer surveys or conduct interviews, perform field visits including or spot checks for construction sites and other TPM related tasks.

- a)** Education (2.6.1): university qualification (bachelor's/master's/PhD) in Statistics or in Social Science, Engineering or related fields.
- b)** Professional experience (2.6.4): Minimum five years' experience in the field of livelihood support, employment promotion, Engineering or related fields 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

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 3 (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 ~10 days for expert 1 (the team leader) and ~10 days for expert 2 and ~2 days from the pool	
Milestone 3	Five reports: Expected ~25 days for expert 1 and ~25 days for expert 2 as well as ~35 days from the pool	
Milestone 4 – 5	Eight reports: ~40 days from the expert 1 and ~40 days by the expert 2 and ~56 days from the pool	
Milestone 6 – 7	Three reports: ~18 days from the expert 1 and ~18 days by the expert 2 and ~24 days from the pool	
Milestone 8	Final report which will require ~5 days from the expert 1 and ~5 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 4) 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.