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

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Impact Assessment and Indicator Verification for GIZ BRIDGE Project in Syria	**Project number/ cost centre: G-012393-001** **Tender number 10047054**

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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
BRIDGE	Strengthening the capacity of the Syrian Civil Society
WP	Work Package

1. Context

1.1 About GIZ:

As a service provider in the field of international cooperation for sustainable development and international education work, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) is a worldwide experienced actor in a wide variety of areas, including economic development and employment promotion, energy and the environment, and peace and security. The diverse expertise of GIZ is in demand around the globe – from the German Government, European Union institutions, the United Nations, the private sector, and governments of other countries. GIZ works with businesses, civil society actors and research institutions, fostering successful interaction between development policy and other policy fields and areas of activity. Together with partners in national governments worldwide and cooperation partners from the worlds of business, research and civil society, GIZ works flexibly to deliver effective solutions that offer people better prospects and sustainably improve their living conditions.

In GIZ, each project is committed to a Results-based Monitoring (RBM) approach to oversee the entire change process of an intervention. The RBM provides regular, data-based information on where the project stands in relation to the intended impacts and within the planned process, and whether the chosen path promises the desired success. Tailored to the specific needs of the programming context, each project's change process is depicted in a results matrix and is monitored by means of indicators, which entails quantitative and qualitative data collection. Results-based monitoring serves to steer the project, lays the foundation for evaluations (e.g., project evaluations) and regular (quarterly, semi-annual, or annual) reporting to the projects' donors, and contributes to learning.

Certain disadvantages and pitfalls remain for RBM in Syria. As following the fall of the Assad regime and the quick changes on the ground, GIZ staff and projects are not operating in Syria till now especially due to the political, safety and security restrictions of the German government. Consequently, the projects are implemented from different locations in neighboring countries and Germany through remote management. Given the access restrictions and the minimal direct contact with beneficiaries, opportunities for comprehensive project oversight in line with GIZ RBM requirements are rare. Therefore, monitoring and evaluating intended and unintended impacts of GIZ interventions rely largely on the reporting of implementing partners inside Syria.

However, relying solely on self-reporting limits the project's capacity to rigorously prove attribution and long-term sustainability. To ensure compliance with GIZ's rigid RBM standards and project results framework requirements, there is an urgent need to verify deep, qualitative community-level changes—specifically regarding the mobilization of civil society organizations, women, and youth as agents of change. Consequently, this assignment moves away from routine, day-to-day operational monitoring to focus exclusively on independent Impact Assessments and the systematic field-verification of the project's core module indicators.

1.2 About BRIDGE project:

After Syrian civil society (initially) gained greater scope for action with the start of the uprising in 2011, and following the fall of the Assad regime, several civil society initiatives and organizations have emerged that are not only involved in emergency aid, but also potentially play an important role as change agents for overcoming social divisions and can thus make a long-term contribution to conflict transformation. Many of these civil society organizations are

in the countries immediately bordering Syria and in Europe, and they started slowly entering Syria although the scope for action for civil society in all parts of Syria remains difficult to reach. Syrian civil society continues to be characterized by a high degree of mobilization and resilience to the influence of conflict actors.

The GIZ-project BRIDGE (Strengthening the capacity of the Syrian Civil Society) focuses as far as possible on the necessary planning, implementation and networking of civil society actors for change processes at the local level and in the diaspora. The objective is accordingly: civil society organisations, women and young people have made better use of the remaining scope for action for social participation inside and outside Syria as agents of change and BRIDGE is divided into three main areas of action:

Output 1 aims to strengthen the skills of women and young people to make better use of existing scope for action at community level.

Output 2 aims to improve cooperation management between NGOs and initiatives within Syria and their representation in Europe. The impact assumption is that improved cooperation allows for an explicit articulation of local interests and strengthens understanding of current needs.

Output 3 aims to improve the public discourse on development engagement at community level. The impact assumption is that increased media literacy of the target group leads to improved use of the remaining scope for action in “media reporting”. A greater presence of development-related issues of women and young people in the local media increases social awareness of the target group's interests and needs in public discourse.

2. Tasks to be performed by the contractor

2.1 Purpose of the Assignment:

Close and trusting relationships with implementing organizations in Syria have created a highly valuable partner network for GIZ. To build upon this foundation, the BRIDGE project requires a specialized, independent partner to move beyond routine monitoring and rigorously document the actual changes resulting from these interventions.

The purpose of this assignment is to engage a qualified service provider to conduct independent, qualitative, and quantitative assessments inside Syria on behalf of BRIDGE. The primary focus is two-fold: measuring the long-term impact (both positive and negative) of partner-led interventions and systematically capturing verifiable evidence to fulfill the project's primary module-level indicator.

The focus of the undertaking is divided into two separate, dedicated Work Package pillars:

a. Impact Assessments:
(Approx. 10 WPs; subject to change based on project needs and flexibility).

- **Long-Term Effect Analysis:** Conduct rigorous assessments 3 post-implementation to determine the sustainability and lasting positive or negative shifts within target communities.
- **Attribution Analysis:** Isolate and measure changes directly attributable to BRIDGE-funded projects, clearly distinguishing them from external socio-economic or political factors.

- **Community-Level Perception:** Gather direct feedback from localized target groups, women, and youth to evaluate the objective effectiveness and unintended consequences of partner interventions.
- **Qualitative (stories and examples):** Capture, document, and verify human-interest stories, localized narratives, and concrete examples of change. This involves shifting beyond pure numbers to detail how interventions affected community dynamics, noting both positive transformations and any unintended negative consequences.

b. Module Indicator 1 Verification & Documentation:
(Approx. 30 WPs; subject to change based on project needs and flexibility).

This pillar is explicitly dedicated to verifying progress toward **BRIDGE Project's Module Indicator 1**: *Representatives of civil society organizations, women and young people within Syria can name a total of 30 examples of changes at the community level in northwest and northeast Syria that were initiated by their project activities.*

- **Example Identification & Verification:** Systematically identify, investigate, and field-verify concrete examples of community-level changes initiated by partner activities.
- **Qualitative Case Studies:** Develop robust narratives, tracer studies, and documentation for each validated change example, confirming the direct role of CSOs, women, or youth as agents of change.
- **Geographical Mapping:** Ensure a balanced verification of changes across the whole of Syria in alignment with BRIDGE Project's results framework requirements.

Through data compilation and reports, the service provider will thus contribute to an improved steering capacity of the GIZ BRIDGE for its remotely managed and funded project activities in Syria. The data collection methodology should include a mix of quantitative and qualitative approaches. The quantitative and qualitative data will be compiled, triangulated and aggregated to form solid, evidence-based results analyses.

Currently, BRIDGE implements projects and initiatives (capacity building workshops, community engagement, women and youth empowerment, local initiatives etc.) in the whole of Syria, but the location coverage and project number might be expanded or narrowed down depending on the development of the situation inside Syria. **The selected contractor must therefore have access to and be able to provide the requested services in the whole of Syria.**

The tasks and deliverables are arranged within a number of different work packages (WP). A more detailed description of WPs is provided below. Each WP contains an overview of objectives and indicators to be fulfilled by the service provider. Following that, the service provider, based on requests, will conduct periodic and ad-hoc M&E-related activities for projects implemented by partners inside Syria. Close coordination with the GIZ BRIDGE project located in Türkiye, is thus mandatory.

2.2 Required guidelines to be followed by the bidder:

2.2.1 Security concept for staff/target group

The bidder is responsible for the security of the field evaluation team, and all necessary precautions must be taken for the field staff to be protected from any incidents.

2.2.2 Accountability/result-orientation

Every stage is to be undertaken responsibly and in an effective and efficient manner, and all relevant involved actors are appropriately informed about the ongoing steps and anticipated results. Any attempt at misuse, mismanagement, or corruption should be prevented to ensure accountability and credibility.

2.2.3 Safeguards and gender considerations with specific reference to services:

The contractor is required to take the following key measures to avoid or reduce possible unintended negative results and to support gender equality in its area of responsibility:

- Conflict and context sensitivity and human rights: All evaluation and verification activities must ensure that people will not be exposed to additional burdens, risks or dangers; approaches and measures should be culturally and politically sensitive, address open, potential and hidden lines of conflict at all levels, and take local contextual and/or situational factors into account, so as not to result in unintended negative impacts.
- Gender equality: Each gender has specific needs and potentials and faces different challenges and risks that need to be respected and incorporated in any possible measures, specific activities and collaboration efforts. This includes ensuring gender balance among field evaluators when conducting interviews with women and youth.

2.2.4 project management requirements:

- The contractor is responsible for selecting, preparing, training and steering the international and national, short and long-term experts assigned to perform the advisory tasks.
- The contractor provides equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
- The contractor reports regularly to GIZ in accordance with the current AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

The service provider will be tasked to conduct the below-listed WPs simultaneously. Therefore, the provider is expected to have an adequate pool of staff on the ground to undertake parallel and period-overlapping work packages as needed.

The contractor is responsible for providing the following work packages and the accompanying milestones:

Work packages

The following section outlines the framework for Work Packages (WPs) that the provider will be tasked to conduct. These WPs are closely linked to the outputs covered by BRIDGE. **The provider is expected to execute up to 40 Work Packages throughout the contract duration.** The exact number, nature (including geographical focus), and composition of each WP will be determined and adapted during the contract period based on the specific needs of BRIDGE, the available budget, and the requirements of the implementing partners' projects.

Methodology and Reporting Standards:

For each individual Work Package, the contractor is expected to:

- **Develop a Rigorous Evaluation Design:** Submit an individualized methodology note for each WP, detailing proposed qualitative and quantitative data collection tools, sampling approaches, and strict ethical considerations. All designs are subject to approval by BRIDGE technical advisors.
- **Utilize Mixed-Method Approaches:** Heavily supplement quantitative metrics with deep qualitative insights, relying on Key Informant Interviews (KIIs), Focus Group Discussions (FGDs), and localized case-study tracking.
- **Consolidate Findings into English Dashboards:** Visualize and summarize gathered data in brief, professional dashboards and evaluation reports in English.

The Work Package Request System:

Each assignment will be triggered by a specific **Work Package Request Form**. This form will identify the specific tasks required for a partner or project, selected from the comprehensive list defined in the **Purpose of the Assignment (Sections a–b)**.

Depending on project timelines and BRIDGE's requirements, a WP may focus strictly on a localized Impact Assessment (Pillar A) or the comprehensive verification of a specific community change example (Pillar B), or both.

Core Components of Work Packages:

While the specific tasks are variable, most Work Packages will generally involve:

- **Tailored Evaluation & Verification:** Conducting targeted field visits, in-depth surveys, and structured community interviews across the project's intervention areas to verify long-term effects and community-level shifts. These visits culminate in a specialized evaluation report.
- **Attribution & Qualitative Quality Assurance:** Ensuring that documented community changes can be clearly attributed to BRIDGE-funded projects rather than external factors. Verification tools include direct observation, Key Informant Interviews (KIIs), Focus Group Discussions (FGDs), photographic evidence, and secondary data triangulation.
- **Evidence-Based Impact Assessment:** Using independent field data to measure the project's long-term success and actual impact (both positive and negative) on the community. This ensures that all findings are objective, verified through multiple sources, and provide clear, unassailable proof of indicator fulfilment.
- **Flexible & Professional Reporting:** All findings must be submitted in a tailored report and dashboard in English, ensuring a logical structure, case-study narratives, and actionable recommendations as requested in the individual WP Request Form

Procedural requirements:

- The contractor is responsible for selecting, preparing, training and steering the international and national, short and long-term experts assigned to perform the advisory tasks.
- The contractor provides equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.

- The contractor reports regularly to GIZ in accordance with the current AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

In addition to the reports required by GIZ in accordance with the AVB, the contractor submits Brief quarterly or half-yearly reports on the implementation status of the project *(5-7 pages)*

The specification for the format of the reports will be made available after the kick off meeting.

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

Milestones/process steps/partial services	**Deadline/place/person responsible**
Virtual kick-off meeting to discuss the overall workplan and the evaluation methodology concerning the requested tasks. Additionally, developing and finalizing templates for WP requests, methodology notes, and reports.	Within two weeks from the start of the contract.
WP Requests issued by BRIDGE to the service provider, specifying the required tasks from the Purpose of the Assignment (Sections a–b).	Ad-hoc (upon request based on project needs).
Submission of Methodology Note and Tools: The service provider submits a specific methodology note and develops data collection tools for each individual WP.	1 week after BRIDGE requests a WP (unless a longer period is justified by the complexity of the specific tasks requested).
Review and Approval: BRIDGE technical focal point reviews and approves the submitted methodology and tools and formally request the initiation of field activities.	Within 5 working days following the receipt of the methodology/tools for each WP.
Implementation and Reporting: Execution of verification activities and submission of the final tailored report and data dashboard for each WP. **Partner Review (Conditional):** If requested by BRIDGE, the report shall be firstly shared with the partner for feedback (keeping BRIDGE in the loop) before submitting the final report to BRIDGE. **Note:** If critical red flags are identified, the report must be submitted exclusively to BRIDGE with no partner engagement.	Depending on the specific requirements and required duration defined in each individual WP request.
Quality Assurance and Review: BRIDGE reviews the final deliverables for each WP to identify missing details, ensure technical accuracy, and verify alignment with the request.	Following the submission of the final report for each WP.

Period of assignment: GIZ shall hire the contractor for the anticipated contract term, from: from 01.12.2026 until 31.12.2027.

Note: The Total number of working days might differ according to the conditions and context of each WP for each project or GIZ implementing partner in Syria.

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.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

3.1 Technical-methodological concept

In the tender, the bidder is required to show how the specified targets and results are to be achieved with the work packages in the tender (see section 2). For this purpose, the bidder should consider the following five factors: strategy, cooperation, steering structure, processes and learning and innovation (sections 3.1 to 3.5). The bidder must clearly articulate how their approach across these factors ensures strict objectivity, data triangulation, and conflict sensitivity when conducting complex impact evaluations and indicator verifications. In addition, the bidder must describe the design of the project management system in the narrower sense (section 3.6). The bidder should avoid repeating information from existing documents. The restrictions on the number of pages given in section 6 of these ToRs must be followed.

For each WP, the selected provider is required to submit a technical plan and propose a cost calculation. The technical plan shall briefly map out the proposed evaluation methodology, tools (e.g. surveys, FGDs, KIIs, etc.) and work plan (including schedule) and specific staff as team members, while the cost computation will calculate expertise needed and number of days required to accomplish the work package.

3.1.1 Strategy (section 1.1 of the assessment grid)

The strategy is the core element of the technical-methodological concept.

The bidder is required to interpret the targets that it is responsible for and undertake a critical appraisal of the task (section 1.1.1 of the assessment grid). Subsequently, the bidder must describe and justify the strategy it intends to use to achieve the milestones, targets and results that it is responsible for (see Section 2 by means of the work packages (section 1.1.2 of the assessment grid). The bidder should avoid repeating information from the description of the implementation approach (see section 2).

The bidder is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Section 2). Following this, the bidder presents and justifies the strategy with which it intends to provide the services for which it is responsible, focusing on independent data collection, rigorous triangulation, and robust verification methodologies (see Section 2).

3.1.2 Cooperation (section 1.2 of the assessment grid)

– Not applicable –

3.1.3 Steering structure (section 1.3 of the assessment grid)

– Not applicable –

3.1.4 Processes (section 1.4 of the assessment grid)

The bidder is required to describe the key **processes** for the services for which it is responsible and create a schedule that describes how the services according to Section 2 are to be provided. In particular, the bidder is required to describe the necessary work steps and, if applicable, take account of the milestones in accordance with Section 2.

The tenderer is required to present the processes in the sector that are relevant to the services in the tender (section 1.4.1 of the assessment grid). Here, the tenderer must undertake a critical appraisal of the contribution made by the services in the tender to the processes in the sector and identify particularly promising starting points for generating possible leverage (section 1.4.2. of the assessment grid).

3.1.5 Learning and innovation (section 1.5 of the assessment grid)

The bidder must describe its contribution to knowledge management in the project and at GIZ (section 1.5.1 of the assessment grid). The following tasks are to be taken into consideration:

- The contractor ensures that qualitative field insights, community-level narratives, and validated success stories are systematically analyzed and formatted to feed into the BRIDGE project's internal learning loops.
- The contractor proactively suggests improvements to data collection methodologies based on field realities, ensuring tools remain highly sensitive to localized conflict dynamics and context changes.
- The contractor structures all evaluation data, templates, and findings in an easily accessible digital format, ensuring seamless knowledge transfer to GIZ teams for long-term project planning.

In addition, the bidder is required to present and explain measures that promote horizontal or vertical scaling-up (section 1.5.2 of the assessment grid).

3.1.6 The contractor’s project management activities (section 1.6 of the assessment grid)

In its tender, the bidder is required to describe its approach and procedure for coordination with and within the project (section 1.6.1 of the assessment grid).

The bidder is required to draw up and explain an operational plan, which also includes a plan for the assignment of all the experts included in its tender, for implementing the strategy described in section 3.1. The operational plan must include the assignment times (periods and expert days) and assignment locations of the individual experts and, in particular, describe the necessary work stages. It must also take into consideration and, if necessary, add to the milestones in section 2 (section 1.6.2 of the assessment grid).

The bidder is required to describe its backstopping concept. A brief CV with relevant details must be provided for each backstopper (section 1.6.3 of the assessment grid).

The following services are part of the standard backstopping package and must be factored into the fees for the staff listed in the tender as ancillary staff costs in accordance with GIZ’s General Terms and Conditions:

- The contractor’s responsibility for its seconded staff if any

- Ensuring the flow of information between GIZ and the contractor's seconded staff
- Process-based technical-conceptual management of the consultancy inputs
- Managing adaptations to changing conditions
- Monitoring performance
- Ensuring the provision of project administration services
- Ensuring compliance with reporting requirements
- Specialist support for the on-site team from the contractor's staff
- Sharing and making local use of the lessons learned by the contractor

3.1.7 Further requirements (section 1.7 of the assessment grid)

– Not applicable –

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.

Team leader (national)

Tasks of the team leader

- **Strategic Leadership & Management:**
  - Provide overall leadership and strategic direction for all Impact Assessments, Module Indicator Verifications and Work Packages.
  - Manage operations, including staff management and identifying the need for short-term assignments within the available budget.
  - Ensure the effective planning, deployment, management of assignments for the experts.
- **Stakeholder Engagement & Communication:**
  - Act as the **primary point of contact** for the commissioning project (BRIDGE), local partners, and other stakeholders regarding evaluation findings, methodologies, and progress.
  - Ensure requirements, policies, and ethics are communicated clearly from management down to the field teams and strictly followed.
- **Quality Assurance & Reporting:**
  - Oversee the technical and methodological quality of all impact evaluation, providing final approval for all specialized deliverables and dashboards.
  - Ensure findings are accurately documented and that recommendations are actionable, objective, and aligned with GIZ requirements.
  - Ensure the integration of cross-cutting themes, such as gender equality, and conflict sensitivity, into all evaluation phases.
- **Risk & Financial Oversight:**
  - Identify and mitigate risks related to security, logistics, compliance, and context shifts across the assignment areas in Syria.
  - Responsibility for financial planning and monitoring the use of funds in close consultation with the GIZ BRIDGE Project.

Qualifications of the team leader

- Education/training (2.1.1): Master's degree (or equivalent) in Social Sciences, Evaluation Studies, Economics, Business Administration, or equivalent (10/10 points).
- Languages (2.1.2): Knowledge of English C2 (6/10 points) and levant Arabic C1 (4/10 points), according to the Common European Framework of Reference for Languages.
- General professional experience (2.1.3): Seven years of experience in Monitoring & Evaluation (M&E) or Impact Evaluations (4/10 points), of which two years in challenging or complex environments (2/10 points), and three years of experience in independent field verification or third-party evaluations (4/10 points).
- Specific professional experience (2.1.4): Five years of experience in stabilization or reconstruction or development or a closely related field (5/10 points) and five years of experience in working with major international donors, international cooperation agencies, institutions, and governments (5/10 points).
- Leadership/management experience (2.1.5): Three years of leading technical analytical/evaluation teams in international cooperation (6/10 points), and two years of management/leadership experience as project team leader or manager in a company (4/10 points).
- Regional experience (2.1.6): Three years of experience in the Middle East (4/10 points), of which two years must be directly with the Syrian context within the last seven years (6/10 points).
- Development cooperation experience (2.1.7): not applicable.
- Other (2.1.8): Two years of experience on research methodologies including complex survey design, focus group discussions (FGDs), and key informant interviews (KIIs), (10/10 points).

Key expert 1: Field Coordinator (local citizen), minimum one, maximum two members

Tasks of key expert 1

- **Security & Planning:**
  - Conduct comprehensive security and access assessments of all target locations prior to team deployment.
  - Lead the design, scheduling, and logistics of the field data collection plan to ensure timely execution of all active Work Packages.
- **Coordination & Liaison:**
  - Serve as the primary liaison with relevant field stakeholders to facilitate unhinderedaccess and ensure smooth field-level deployment.
  - Act as the communication link between Syria-based enumerators and the technical analysis team in the country of assignment
- **Field Team Management:**
  - Responsible for training, deploying, and supervising field staff and enumerators on specific impact assessment tools, data validation methodologies, and do-no-harm ethical standards.
  - Conduct on-site verification checks at actual implementation sites to guarantee that data collection practices accurately reflects reflect ground realities and maintain strict data integrity.
- **Data Quality & Oversight:**

- Oversee primary data collection processes to ensure all data is gathered correctly, consistently, and in full alignment with the BRIDGE Project's methodological standards.
- Perform a detailed first-tier review of all completed field surveys, and field notes to resolve any localized inconsistencies before transferring data to analysts.

Qualifications of key expert 1

- Education/training (2.2.1): BA/Bsc level degree in Social Sciences, Information Management, or equivalent (10/10 points).
- Language (2.2.2): Knowledge of levant Arabic C2 (6/10 points) and English C1 (4/10 points) according to the Common European Framework of Reference for Languages.
- General professional experience (2.2.3): six years of experience in the humanitarian/ development field (5/10 points), of which three years of experience in managing field operations, localized access, or area-based team deployments (5/10 points).
- Specific professional experience (2.2.4): Three years of experience in qualitative and quantitative field research (4/10 points), of which two years in third-party monitoring, verification, or independent field assessments (6/10 points)
- Leadership/management experience (2.2.5): Three years of leading data collection or field monitoring teams in a conflict setting (10/10 points).
- Regional experience (2.2.6): Two years of direct field experience withinSyria (10/10 points).
- Development cooperation experience (2.2.7.): Not applicable.
- Other (2.2.8):
  - Two years of experience utilizing mobile data collection infrastructure (such as Kobo Toolbox, SurveyMonkey, etc.) (2/10 points).
  - Two years of experience applying research methodologies including survey implementation, focus group discussions (FGDs), key informant interviews (KIIs), etc. (2/10 points).
  - Two years of proven experience in conducting security and risk assessments for field operations (3/10 points).
  - Two years of extensive, up-to-date knowledge of current actors and territorial dynamics in the Syrian conflict context (3/10 points).

Short-term expert pool 1: Technical Advisor / Data Analyst (local citizens), with minimum two, maximum four members

For the technical assessment, an average of the qualifications of all specified members of the expert pool is calculated. Please send a CV for each pool member (see below Chapter 7 Requirements on the format of the bid) for the assessment. This also applies to the CVs of the short-term experts of pool 2.

Tasks of the short-term expert pool 1

- **Methodology & Tool Design:**
  - Select the most appropriate analytical frameworks and design/develop advanced data collection tools (surveys, FGD guides, KII protocols) tailored to measure long-term project impacts, in close collaboration with the Technical Team Leader.
- **Data Oversight & Quality Control:**
  - Oversee incoming datasets and review quantitative data submitted by field teams for statistical accuracy and data hygiene.

  - Work closely with data transcribers and field teams to thoroughly review, clean, and verify qualitative transcripts for depth, precision, and alignment with evaluation questions.
- **Analysis & Synthesis:**
  - Compile, clean, cross-reference, and analyze multi-source data generated across monitoring, evaluation, and indicator verification activities to establish a clear evidence base.
- **Reporting & Delivery:**
  - Prepare reports on time and with high technical quality (ensuring a logical, clear, and precise structure; excellent use of language, technical evaluation terms, and software).
- **Internal Quality Calibration:**
  - Design and conduct technical workshops for the contractor's field teams to standardize data collection, interviewing, and safety protocols.

Qualifications of the short-term expert pool 1

- Education/training (2.6.1): BA/Bsc or MA level degree or equivalent in Social Sciences, Statistics, Economics, or any relevant field (10/10 points).
- Language (2.6.2): Knowledge of English C2 (6/10 points) and levant Arabic B2 (4/10 points) according to the Common European Framework of Reference for Languages.
- General professional experience (2.6.3): Five years of experience in the humanitarian/NGO sector (10/10 points).
- Specific professional experience (2.6.4): Five years of experience focused on M&E or, data analysis, impact evaluations, or statistical research (10/10 points).
- Regional experience (2.6.5): Three years of experience in the Middle East (4/10 points), of which at least one year directly covering the Syrian context within the last seven years (6/10 points)
- Development cooperation experience (2.6.6.): Not applicable
- Other (2.6.7):
  - Two years of experience in M&E research design, advanced methodology formulation, and qualitative/quantitative tool development (4/10 points)
  - Two years of experience utilizing data analysis software, current analytic tools, and data collection platform (4/10 points)
  - Two years of experience in developing and using mobile data collection platforms (such as Kobo Toolbox) (2/10 points)

Short-term expert pool 2: Field Enumerator (local citizens), with minimum eight, maximum fourteen members

Tasks of the short-term expert pool 2

- **Field Data Collection:**
  - Collect quantitative and qualitative data at the field level according to the specific methodological guidelines of each Work Package.
- **Technical Coordination:**
  - Communicate closely with the field coordinator for daily operational guidance and with the data analysis team to ensure field observations are accurately reported and technically sound.
- **Digital Data Management:**
  - Utilize KoBo Toolbox and other designated data collection applications for accurate data entry, safe uploading, and submission.

Qualifications of the short-term expert pool 2

- Education/training (2.7.1): BA/BSc (or equivalent) in any relevant field (10/10 points).
- Language (2.7.2): Knowledge of levant Arabic C2 according to the Common European Framework of Reference for Languages (10/10 points).
- General professional experience (2.7.3): Two years of experience in primary data collection, survey administration, or field interviewing (10/10 points).
- Specific professional experience (2.7.4): One year of experience working within the NGO or humanitarian sector combined with at least 1 year of experience utilizing digital mobile data collection applications in any sector or field (10/10 points).
- Regional experience (2.7.5): Not applicable.
- Development cooperation experience (2.7.6): Not applicable.
- Other (2.7.7): Not applicable.

Soft Skills of Team Members:

In addition to their specialist qualifications, the following qualifications are required of team members:

- **Communication & Diplomacy:** strong interpersonal skills to navigate complex stakeholder environments and report findings clearly.
- **Integrity & Objectivity:** maintaining strict neutrality and professional ethics in data collection and reporting.
- **Socio-cultural Sensitivity:** deep understanding of the local context to ensure respectful and "Do No Harm" interactions with beneficiaries.
- **Proactivity & Initiative:** ability to identify field-level risks early and propose practical solutions.
- **Teamwork & Interdisciplinary Thinking:** collaborating effectively across different technical pools to ensure data consistency.
- **Efficiency & Reliability:** proven ability to deliver high-quality outputs under tight deadlines and in high-pressure environments.
- **Analytical Expertise:** strong critical thinking skills to synthesize mixed-methods data, cross-reference sources, and utilize modern tools to extract key trends, field risks, and qualitative narratives efficiently.

Composition Requirements:

- **Geographical Coverage:** The tenderer must demonstrate the technical and operational capacity to deploy staff across the entirety of Syria and ensure full coverage across all relevant regions as required by the project's needs.

- **Gender Balance:** To ensure culturally sensitive access and representative data collection, the tenderer is required to maintain a gender-balanced team across all expert pools, particularly within the field enumeration teams to facilitate culturally appropriate access to both male and female beneficiaries.

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

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 draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

5. Costing requirements

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_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 a 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.

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

Fee days	**Number of experts**	**Number of days per expert/s**	**Total**	**Comments**
Team leader (national)	1	60	60	The Team Leader should be present at the country of assignment (Syria) thoughout the contract duration.
Key expert 1 **Field Coordinator (local citizen)**	1-2	70	70	The total is per expert per day.
Short-term expert pool 1 **Technical Advisor / Data Analyst (local citizens)**	2-4	120	120	The total is per expert per day.
Short-term expert pool 2 **Field Enumerator (local citizens)**	8-14	260	260	The total is per expert per day.
Travel expenses	**Quantity**	**Number per expert**	**Total**	**Comments**
Overnight allowance in country of assignment (Syria)	80	To be clarified later	100	**Please be aware that the overnight accommodation costs are provided against evidence**. These costs are provided for the necessity of travelling for the local experts in case of any need to deploy them in different

				locations away from their duty station simultaneously.
Transport	**Quantity**	**Number per expert**	**Total**	**Comments**
CO_2 compensation for air travel *Link to working aid and table for determining the budget and Guidance for GIZ service providers on avoiding, reducing and offsetting GHG emissions on setting the budget.*				A fixed budget of EUR is earmarked for settling carbon offsets against evidence.
Travel expenses (train, car) • •				Travel within the country of assignment, transfer to/from airport etc.
Other travel expenses				e.g. visa costs
Fixed travel budget	1	To be clarified later	16,000 USD	A budget is earmarked for transportation within Syria. A fixed budget of USD **16,000** is earmarked for settling travel expenses against evidence. You can find further information on the travel expense budget in the 'Price schedule' document. Please use the 'Explanations' column in the price schedule to break down the individual items. Settlement is possible only until the budget is depleted.
Other costs	**Number**	**Price**	**Total**	**Comments**
Flexible remuneration .	1	15,000 USD	15,000 USD	A budget of EUR 15,000 USD is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ. Flexible remuneration is intended to facilitate the flexible management of the contract by

				the officer responsible for the commission at GIZ.
Translation services *From Arabic to English*	To be clarified later	10,000 USD	10,000 USD	The contractor will be given an amount that is expectedly going to cover all translations needed to fulfil the assignment of this contract, and it is responsible for managing the translation costs withing this amount given that this service is covered by the contractor itself. The translation will be from Arabic to English as GIZ requests to receive all documents and reports including methodology notes, data collection tools, reports, and other relevant texts or graphs in English language. GIZ retains the right to request the version of any translated text if an inaccurate translation was noticeable or the used wordings were not sufficient and of high quality and proficiency. The contractor might be asked to send GIZ the raw data of used for WP if necessary.

* Expert days in the country of assignment means the availability of the expert for the project at the assignment location(s).

6. Inputs of GIZ or other actors

GIZ has no additional input other than what is mentioned in all sections of this document.

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).

Bidders must submit at least three (3) writing samples, studies, or evaluation reports from similar contracts completed in the past. To ensure compliance with data protection standards, bidders may redact any sensitive or identifying partner and beneficiary information.

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. They must clearly show the position and job the proposed person held in the reference project and for how long.

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.

8. Outsourced processing of personal data

The provisions on data protection and information security of the current version of GIZ's General Terms and Conditions of Contract (sections 1.6 Confidentiality and 1.10 Data protection) apply.

The performance of the contract may be associated with the processing of personal data by the contractor, such as (but not limited to) names and contact information. In such cases, the contractor shall act as an independent DATA CONTROLLER and must alone comply with ALL applicable data protection obligations, including those stemming from regional and local laws. The contractor shall process personal data only when a given goal cannot be reasonably attained without such data. The data protection principles such as lawfulness, data minimization, accuracy, purpose limitation, storage limitation, transparency, integrity and confidentiality, and accountability, as well as the numerous rights of the data subject must be paid due attention. The GIZ is NOT in any way responsible for such processing.

If the contractor is not subject to the GDPR and the applicable laws do not contain any explanation on the data protection principles and rights mentioned here, the definitions and meanings provided by the GDPR (Regulation (EU) 2016/679) should be considered.

The data collection for GIZ monitoring, evaluation and reporting activities must be conducted strictly anonymously, meaning that any information relating to an identified or identifiable natural person ('data subject') must be excluded.

Unless explicitly required by GIZ, assessments, reports, surveys, or any other data and information shared with GIZ must be provided strictly anonymously, meaning that any information relating to an identified or identifiable natural person ('data subject') must be excluded. Specifically, personal data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, as well as genetic data, biometric data, or data concerning health or data concerning a natural person's sex life or sexual orientation must only be collected in a strictly anonymous and aggregated manner.

All data received for conducting the survey or collecting the data shall be destroyed upon conclusion of the assignment with GIZ. Data shall not be repurposed for other activities other than what is explicitly requested within this contractual agreement.

Furthermore, the highest technical and organizational standards, appropriate as well as state-of-the-art tools and data management/transfer systems ensuring personal data protection along the entire process of any evaluation WP shall be applied. Data is recommended to be transferred using the encrypted file transfer service of GIZ: https://filetransfer.giz.de/Start?0 or any other secure method.

The contractor is expected to provide a detailed and comprehensive outline of their standards in reference to this paragraph.