Terms of Reference (ToR) for an Assessment of Industrial Training Centres in Syria

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

CONFIDENTIAL

Assessment of Industrial Training Centres in Syria	**Project number/ cost centre:** G-018280-003 **Tender number 10056018**

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0. List of abbreviations

BMZ	German Federal Ministry for Economic Cooperation and Development
EU	European Union
GIZ	*Deutsche Gesellschaft für Internationale Zusammenarbeit* German Agency for International Cooperation
MoEI	Ministry of Economy and Industry
SDC	Swiss Development Cooperation
ToR	Terms of reference
TVET	Technical Vocational Education and Training

1. Context

The *Deutsche Gesellschaft für Internationale Zusammenarbeit* (GIZ) has been commissioned to implement the "Technical and Vocational Education and Training (TVET) and Employment Promotion in Syria" (STEP) project (03/2026-02/2030). The project aims to enhance the access to decent jobs for youth, women and vulnerable groups in line with a conflict-sensitive recovery and in partnership with the private sector. In collaboration with the Ministry of Education, the Ministry of Social Affairs and Labour as well as the Ministry of Industry and Economy, the project will implement activities in the governorates of Damascus, Rural Damascus, Aleppo, Homs, Latakia, Tartous, Dara'a and Raqaa.

The direct target groups are women and men seeking first employment or re-entry into the labour market. More specifically, this group encompasses TVET students and graduates, returnees from neighbouring countries, (returning) internally displaced persons, persons with disabilities requiring accessible delivery, and low income or informally employed workers transitioning to formality. Activities will prioritise accessible urban and peri urban labour markets with existing employer networks and TVET capacity. Groups particularly excluded from social and economic participation - women (including women headed households), youth, people with disabilities, Internally Displaced Persons (IDPs) and returnees - will be engaged with a stronger focus, without neglecting less vulnerable groups. The project will address all religious, ethnic and social groups of the population. The selection of target groups, sites and schools will be done based on transparent criteria (e.g. gender and ethnical diversity, vulnerability criteria, social cohesion potential, available equipment) and geographically balanced to counteract favouritism and nepotism. The project will implement activities in the governorates of Damascus, Rural Damascus, Aleppo, Homs and Tartus, Dara'a and Raqaa.

The project cooperates with the Ministry of Economy and Industry (MoEI) in the area of labour market relevant vocational short term trainings. The project will thereby support up to four industrial training centres under the mandate of the MoEI, located in Damascus (Qaboun), Aleppo (Maysaloun), Homs (Tadmur Roundabout) and Lattakia (Aqtan establishment).

Industrial training centres under the Ministry of Economy and Industry (MoEI) are important hubs for technical and vocational training targeting the age group 15-45 years and equipping them with hands-on training in several professions with formal certification enabling them to enter the job market immediately. Training centres target several in-demand professions such as automotive engineering (mechanical, electrical, blacksmithing, lathe operation, welding, home electrical work, air conditioning and refrigeration), in addition to administrative and computer work.

The prolonged conflict left these centres with minimal support and capacity, reflected in outdated curricula, training methodologies, differences in the capacities of the trainers/instructors, outdated equipment, and old occupational safety measures, among other challenges. In addition, there is a real need to realign the centres' strategy and objectives to be in line with the changing needs and trends of the local labour market with highly relevant qualifications that are evolving and changing across different sectors (for example the introduction of electrical/hybrid vehicles to the local markets in Syria). Also, there is a need to link the graduates with employers and labour markets so that they can better find opportunities for employment or strengthen prospects of self-employment.

Industrial training centres under the Syrian Ministry of Economy and Industry need targeted support in order to enhance their capacity and the quality of the services they provide. Curricula should be revised and updated; instructors need upskilling on technical aspects related to the provided specialisations, teaching and training methodology and didactics, and work-based methods. The centres should formalise partnerships with enterprises in the private sector to expand potential employment opportunities and relevance.

The assessment foreseen under this assignment will inform GIZ on the needs and identify areas of development of the industrial systems and help GIZ understand better what type of support and scale is needed in order to enable the centres to provide labour market relevant training programmes, linked to the labour market demand and to the needs of the target groups, including youth, women, men, and persons with disabilities willing to gain practical and certified qualifications to enter the job market.

As a basis, and on demand of the Ministry of Economy and Industry, the project seeks a better understanding of the current capacities of these training centres, in particular in the following areas:

- Quantitative capacities of teaching and training staff, disaggregated per specialisation
- Capacities of teaching and training staff (content related level of knowledge, up-to-date knowledge of technology, didactical and methodological capabilities
- Equipment available in the training centres

2. Tasks to be performed by the contractor

Following close communication with the MoEI and the training centres, the need for a assessing the capacities of these has been established as an outcome. This assessment shall serve as a basis for support by GIZ and other actors as well as a baseline study for the GIZ STEP project. The contractor is responsible for providing the following services:

- **Understanding the status of the industrial vocational training centres under the MoEI in terms of functionality and training programmes offered (are these centres operational or not, and to what extent). A general picture on the following is required:**
  - Number of training personnel at each training centre, incl. their specializations
  - Number of administrative staff at each training centres, incl. their roles
  - Number of enrolled students over the past three years, if possible disaggregated by gender and other demographic dimensions (age, origin)
  - Number and nature of the offered training programmes in each training centre, incl. their duration and scope
- **Assessing the organizational/institutional capacities of the industrial training centres; needs, gaps, areas of development. This entails the following aspects:**

  - Communication structures within the training centres
  - Decision-making structures within the training centres and vis á vis the Ministry of Economy and Industry
  - Reporting and monitoring responsibilities of the training centres vis á vis the Ministry of Economy and Industry
- **Assessing trainers' capacities in terms of:**
  - their technical knowledge on the offered training programmes and the curricula
  - practical expertise in their field of training
  - pedagogical and didactical capacities, including the use of learner-centred and competency-based approaches, and familiarity with relevant learning strategies.
  - their ability to adapt training delivery to learners' different needs and levels, and ability to maintain a safe, welcoming and inclusive learning environment for all participants.
  - evaluating trainees' competencies, including knowledge, practical skills, and learning outcomes.
- Providing a general picture of the available equipment, tools and consumables for running the current training programmes Assessing the workspace and curricula for occupational safety and how it can be improved.

The objective is to come up with a clear capacity needs assessment for trainers at the beforementioned training centres and recommendations how to address those

The assessment of the industrial centres requires the following steps:

- Development of a methodology for the assessment which needs to be shared and agreed upon with GIZ and presented to MoEI. The methodology entails guiding questions for qualitative research, tools for quantitative research (questionnaires with a pre-defined scale 1-5)
- Agreeing on a clearly outlined action plan with MoEI for the on-site assessment at up to four industrial training centres (Damascus, Aleppo, Homs, Lattakia)
- Collecting available relevant data from the MoEI by doing field visits to up to four industrial training centres (Damascus, Aleppo, Homs, Lattakia), each visit shall last for up to three days
- Doing on-site visits to each training centre in an overall period of two weeks (to be agreed upon with MoEI), max. three days per training centre in total (for Expert 2: 1 day per training centre)
- First draft of the assessment results for review purposes
- Final assessment results as PPT in Arabic and English

- Presentation of the assessment results in English to the GIZ Team
- Presentation of the assessment results in Arabic to the relevant government stakeholders (mainly MoEI) in Arabic Note only for **contract for services**:

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

Milestones	**Expert 1**	**Expert 2**	**Deadline**
Methodology….	Each up to 2 days		1 week after start of assignment
Action Plan	Each up to 2 days		2 weeks after the start of the assignment
Finalizing field work preparations including approval of the fieldwork plan, questionnaires, interview/FGD guides and observation tools	Each up to 1 day		3 weeks weeks after the start of the assignment
Compile primary data through up to 4 key informant interviews, 8 FGDs, 4 spot check observation visits (all forms/questions to be sent to GIZ beforehand for discussion and approval)	Up to 12 days	Up to 5 days	2 months after the start of the assignment
Preliminary analysis and findings for all data	Up to 3 days	Up to 2 days	2 months and two weaks after the start of the assignment
Preparation of the first complete draft assessment report, including findings, identified gaps, capacity needs and preliminary recommendations	Up to 9 days	Up to 4 days	3 months after the start of the assignment
Validation and stakeholder Workshop with representatives from all training centres: Presentation and discussion of draft findings with GIZ, MoEI and relevant TEVT staff, students etc. and integration of feedback into the report.	Each up to 3 days		3 months and two weeks after the start of the assignment

Preparation of the revised and final assessment report, including prioritised recommendations	Up to 1 days	Up to 1 day	4 months after the start of the assignment
Preparation and presentation (i.e. PowerPoint Presentation) of final assessment findings and recommendations in English and Arabic	1	1	5th months after the start of the assignment
TOTAL	**34 days**	**21 days**	

Period of assignment: from **18.10.2026** until **30.04.2027**.

3. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 2 (Tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). 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.

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 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).

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.

The tenderer is required to describe its backstopping concept. The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the tender in accordance with Section 3.1 of the GIZ AVB:

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between the tenderer and GIZ
- Assuming personnel responsibility for the contractor's experts
- Process-oriented steering for implementation of the commission
- Securing the administrative conclusion of the project

Further requirements (1.7)

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

Key expert 1

Tasks of key expert 1

- Assessing trainers' capacities in terms of didactics and methodologies
- Designing and developing tools for the assessment
- Collecting secondary and primary data
- Conducting field visits to the Industrial TEVT centres and conducting KKIs, FGDs, and observation
- Preliminary analysis and findings for all data
- Preparing a draft report
- Participating in validation workshop
- Presenting findings and recommendations (including preparing PPT in English and Arabic).
- Contributing to preparation of a final report and recommendations in collaboration with expert 2.

Qualifications of key expert 1

- Education/training (2.2.1): University degree (Bachelor's) on economics, vocational training/education, social sciences or a related field.
- Language (2.2.2): Business fluency at C1-level in English, Arabic
- General professional experience (2.2.3): 7 years of experience on education, pedagogy, vocational training/education, employment promotion, TVET or private sector promotion or comparable
- Specific professional experience (2.2.4): 3 years of experience on quantitative and qualitative data collection
- Regional experience (2.2.6): 6 years of experience in or working on Syria
- 1 year of experience with Syrian government institutions
- Development Cooperation (DC) experience (2.2.7): 2 years of professional experience working with development actors/ organisations

Tasks of key expert 2

- Assessing the organizational/institutional capacities of the industrial training centres; needs, gaps, areas of development.
- Designing and developing tools for assessment
- Collecting secondary and primary data
- Conducting field visits to the Industrial TEVT centres and conducting KKIs, FGDs, and observation
- Preliminary analysis and findings for all data
- Preparing a draft report
- Participating in validation workshop
- Presenting findings and recommendations (including preparing PPT in English and Arabic).
- Contributing to preparation of a final report and recommendations in collaboration with expert 1.

Qualifications of key expert 2

- Education/training (2.2.1): University degree in institutional/organizational development, organisational development, management, Business Administration, public administration, economics, TVET, social sciences or a related field.
- Language (2.2.2): Business fluency at C1-level in English, Arabic
- General professional experience (2.2.3): 8 years of professional experience in institutional/organisational development of public institutions, 3 years of experience in running capacity needs assessments
- Specific professional experience (2.2.4): 2 years of experience conducting organisational/institutional capacity assessments of public institutions, training centres or similar organisations, 3 years of experience on quantitative and qualitative data collection
- Regional experience (2.2.6): 6 years of experience in or working on Syria or the MENA region, 1 year of experience with Syrian government institutions
- Development Cooperation (DC) experience (2.2.7): 2 years of professional experience working with development actors/ organisations

Soft skills of team members

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

- Team skills
- Initiative
- Communication skills
- Socio-cultural skills
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

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	Total	Comments

Expert 1	1	34	34	
Expert 2	1	21	21	
Travel expenses	**Quantity**	**Number per expert**	**Total**	**Comments**
Transport	**Quantity**	**Number per expert**	**Total**	**Comments**
Fixed travel budget	1		1800	A budget is earmarked for travel to the following countries: Syria. A fixed budget of USD **1800** 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	1000	1000	A budget of USD 1000 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.
Workshops	2	800	1600	The budget contains the following costs catering, snacks, printing costs, venue.