Terms of reference (ToRs) for the procurement of services above the EU threshold

CONFIDENTIAL

Project title:

Supporting Good Governance in Syria (2026.2019.3)

Country: Syria

Subject of the tender procedure: Expert pool for strengthening institutional capacities and citizen access to public services in Syria

Processing number/cost centre:
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0. List of abbreviations

AICS	Italian Agency for Development Cooperation
BMZ	German Federal Ministry for Economic Cooperation and Development
BMF	German Federal Ministry for Finances
CEFR	Common European Framework of Reference for Languages
CO2	Carbon Dioxide
CV	Curriculum Vitae
ED	Expert days
EF	Expertise France
EMNS	Emergency Mass Notification System
EU	European Union
EUR	EURO (Currency)
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GIZ GmbH
GOV	Project “Supporting Good Governance in Syria”
GTC	General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
GWB	German Competition Act (Gesetz gegen Wettbewerbsbeschränkungen)
HLP	Housing, Land and Property (rights)
IDP	Internally Displaced Person(s)
KOMP	Cost per output monitoring and forecast
LNOB	Leave-No-One-Behind (principle)
M&E	Monitoring & Evaluation
MI	Module Indicator
MoAD	Syrian Ministry of Administrative Development
MoEI	Syrian Ministry of Economy and Industry
MoF	Syrian Ministry of Finance
MoFAEx	Syrian Ministry of Foreign Affairs and Expatriats
MoJ	Syrian Ministry of Justice
MoLAE	Syrian Ministry of Local Administration and Environment
MPCA	EU Multi-Partner Contribution Agreement
MS	Milestone
OC	Outcome Indicator
OD	Organisational Development
OI	Output Indicator
PMU	Project Management Unit
RMO	Risk Management Office

SOP	Standard Operating Procedure(s)
SRM	Security Risk Management
TEI	Team Europe Initiative
TA Hub	Technical Assistance Hub
ToR	Terms of reference
RoL	Project “Strengthening the Rule of Law in Syria”
UK	United Kindgom
UNDP	United Nations Development Programme
VgV	German Public Procurement Ordinance (Vergabeverordnung)
WP	Work package

1. Context

Expert pool serving GIZ's governance projects in Syria

The purpose of this tender is to conclude a contract for services for the provision of a pool of qualified national and international experts. Rather than supporting a single project, the expert pool is established to provide demand-driven technical and process expertise across projects in GIZ's governance portfolio in Syria during the term of the contract. The specific assignments are rendered flexibly under the contract to the respective GIZ project teams, drawing on key experts and flexible expert pools as required.

The three main projects as main service recipients of this contract share a common operating context:

After almost 14 years of armed conflict, Syria is undergoing a profound political, social and economic transformation. Around 90% of the population lives in monetary poverty, and about 70% are considered "People in Need" (UNDP 2025). The United Nations continues to classify the situation in Syria as extremely fragile. Syria continues to have very low governance scores, especially in terms of administrative capacity, rule of law and accountability. The administrative landscape is highly fragmented and weakened and public trust in state institutions has eroded. At the same time, recent political developments have created a critical window of opportunity for stabilisation, institutional rebuilding and socio-economic recovery. The projects of the GIZ Syria Governance Cluster respond to this context by strengthening the institutional, organisational and human capacities of Syrian public institutions.

Specifically three projects will commission services under this contract:

- Supporting Good Governance in Syria – see below;
- Team Europe Initiative "Syria Technical Assistance Hub" (TA Hub) – see below;
- Strengthening the Rule of Law in Syria – see below.

The expert pool provides demand-driven technical and process advice to national, regional and local authorities under all three projects, while GIZ's long-term experts retain overall steering, partner relations and the projects' own contributions.

The project "Supporting Good Governance in Syria"

Project title	Supporting Good Governance in Syria
Project number	2026.2019.3
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ)
Country	Syria
Term	06/2026 – 12/2029 (3,5 years)

Background: The ability of Syrian state institutions to provide public services in a citizen-oriented, transparent and efficient manner is limited. Responsibilities overlap, decision-making processes are often informal, and a new legal framework is lacking. Local administrations often remain dependent on central resources, while different regional arrangements exist in parallel. In this context, reforms can exacerbate conflicts if local power relations are not taken into account. Fragmented coordination between state levels

leads to inefficient processes, contradictory decisions and insufficient financial, material and personnel transfers to the local level.

Subnational processes are often not very standardized; qualified personnel, stable organizational structures and reliable financial flows are missing. Transparent information on administrative services is rarely available, which increases a lack of transparency and susceptibility to corruption.

Years of war, destruction and the extensive structural deficits of the state's ability to act have led to a profound loss of trust between the population and state institutions. In many cases, government action is not experienced as reliable, accessible or responsive, which (further) weakens the use of public services, the willingness to participate in and accept state decisions, and thus inhibits stabilisation and reconstruction. Participation formats between the state and society are hardly institutionalized, and where they do exist, they are often selective. Women, internally displaced persons and persons with disabilities often have limited access to administrative services and identity documents, reinforced by gender-specific norms and role models.

The Project “Supporting Good Governance in Syria” is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ). It aims to enable selected Syrian institutions to improve their ability to deliver public services in a citizen-oriented, transparent, and efficient manner. It follows a a multi-level approach to strengthening administrative capacities at national, regional and local level and addresses all dimensions of capacity development.

Approach and partners: At the level of cooperation, governorates and selected ministries are advised on building and formalising inter-institutional processes and cross-level coordination mechanisms with reference to framework conditions, standards and responsibilities for local governance. At organisational level, local administrations in particular are supported in designing more efficient internal structures and processes for transparent, citizen-oriented service delivery. At individual level, gender- and conflict-sensitive training and continuing-education modules and on-the-job training are developed and delivered. At all cooperation levels, (organisational) needs analyses are carried out on the basis of stakeholder mapping and local/regional-specific politico-economic analyses, with the aim of developing concrete work plans and target agreements. To respond dynamically to the political environment and work with civil-society organisations, business associations and local actors, the strategy follows an adaptive approach.

The direct implementation partners include selected subnational administrations at the governorate (Muhafazat), district (Manatiq), sub-district (Nawahi) and municipal (Baladiyat – municipalities, cities, local administrative bodies). Other partner structures include the national government institutions responsible for the field: the Ministry of Local Administration and Environment (MoLAE), the Ministry of Finance (MoF), the Ministry of Economy and Industry, MoEI) and the Ministry of Administrative Development (MoAD). In addition, institutions such as the National Institute of Administration, with the task of training and continuing education of high-ranking specialists and managers in public administration, are important partners. Civil society organisations are also part of the partner structure.

The implementation follows four complementary **outputs**:

- **Output 1** aims to establish formalised coordination mechanisms and coordinated inter-institutional processes between selected national, regional and local institutions. In an iterative cycle of analysis, co-creation, functional testing, institutional anchoring, capacity development and learning-oriented governance, coordination mechanisms

between national, regional and local levels are improved. This promotes transparent and efficient public finance and administrative processes. Based on a systematic inventory of existing roles, interfaces, decision-making paths and processes as well as urgent needs at the subnational level, partners are supported in the development of process and structural options for improved institutional cooperation and communication. With standard procedures and communication channels in mind, the process is underpinned by the practical experience of international benchmarks and international/regional exchange formats. Digital information systems are given special consideration. In the promotion of institutional relations, particular attention is paid to the context-sensitive composition of coordination mechanisms in order to avoid favoring any particular group.

- **Output 2** aims to strengthen individual and institutional capacities for citizen-oriented service provision in selected subnational institutions in a gender- and conflict-sensitive manner. It combines organizational change for efficient, citizen-oriented service provision with individual competence development and participatory involvement of the population. In order to promote gender- and conflict-sensitive service provision, attention is paid to an inclusive, equal orientation of services for all population groups. On the basis of structured organisational analyses, local partners are supported in a medium-term, strategically oriented improvement of services and instruments (e.g. service improvement plans, procedure manuals). These are developed together with partners to ensure their long-term use and ownership.
- **Output 3** aims to ensure that selected local institutions improve their inclusive and transparent communication with the participation of the population. It combines the practical testing of participatory formats and transparent communication and information with institutional advice and targeted competence development in order to systematically improve the transparency of state action and the involvement of the population at the local level. Among other things, within the framework of the funding mechanism to be established, local authorities will be supported in the development and publication of understandable, target group-oriented information offers on services and administrative processes – including digital channels – and will be supported financially and technically in the introduction of structured communication and feedback mechanisms. At the same time, specialists and managers are trained in inclusive, conflict-sensitive communication, dialogue-oriented moderation and target-group-oriented information transfer, and selected persons are certified in mediation and the do-no-harm approach in order to promote constructive, peace-promoting interaction with different population groups. In addition, local partners are supported in the conception and piloting of context-sensitive participation formats such as citizen dialogues or focus group discussions, so that institutional communication practices are directly applied in practice. Participation formats explicitly take into account the needs of women and marginalized groups. Digital and hybrid formats aim to increase the participation of young people.
- **Output 4** aims to improve the technical and organisational conditions for regional economic development. Output 4 links data-based decision support with the structured introduction of public-private cooperation and targeted capacity development of specialists and managers of public authorities. Up-to-date, public data, strategic planning and knowledge of the needs of the private sector are important prerequisites for supporting regional and local economic development from the public sector. In order to strengthen data literacy, selected subnational authorities are provided with technical and financial support in the systematic collection, processing and analysis of business-related data as a reliable information basis for strategic planning and

investment measures for business-oriented reconstruction. At the same time, the active, structured interaction between public authorities and the private sector is facilitated by public-private dialogue formats (e.g. roundtables, business consultations, sectoral exchange forums and workshops to work together on challenges and solutions). These measures lead to the (participatory) development of data-based action plans or subnational economic strategies.

In view of the high risk of corruption in Syria, the project focuses on preventive and monitoring measures. These include the consistent application of transparent procedures, the introduction of feedback and supervisory mechanisms, and the systematic involvement of civil society and business associations in the context of dialogue and participation as measures of subnational good governance that promote transparency. At the same time, it will strengthen the awareness of integrity and accountability among administrative staff in order to promote an environment in which corruption can be reduced in the long term and public trust in state institutions can be promoted.

The project “Team Europe Initiative – Syria Technical Assistance Hub” (TA Hub)

Project title	Team Europe Initiative “Syria Technical Assistance Hub” (TA Hub)
Commissioned by	Multi-donor action (“Multi-partner Contribution Agreement” MPCA) co-financed by the European Union and EU Member States (BMZ/Germany, France, Italy, UK/British Council)
Implementing agencies	GIZ (Germany), Expertise France (EF), Italian Agency for Development Cooperation (AICS), British Council (UK), Belgian Agency for International Cooperation (Enabel)
Country	Syria
Term	07/2026 – 07/2029 (36 months)

Background: The Action is part of the EU Special Measure 2025 for Syria, a recovery package adopted in September 2025 to support the rebuilding of the Syrian State by strengthening inclusive institutions, systems, capacities and governance structures. It is aligned with the EU strategic approach and with the priorities of the Syrian government as set out in the “Statement of Recovery Priorities for International Cooperation” (March 2026), which includes support to core systems and public administration among the national recovery priorities.

The Project: The Overall Objective is to contribute to the restoration of effective and resilient public institutions in Syria, supporting sustainable socio-economic recovery and improved public service delivery. The Specific Objective is to enhance the capacities of Syria’s national and subnational authorities and public institutions by strengthening institutional capacity, systems, and governance through coordinated, transparent, and demand-driven technical assistance.

Approach: The Action establishes a Technical Assistance Hub composed of (i) a Secretariat acting as the first point of contact to the Syrian Ministry of Foreign Affairs and Expatriates (MoFAEx) and (ii) a Team Europe Initiative (TEI) gathering consortium partners that provide technical assistance and capacity building. It operates as a flexible, needs-responsive and coordinated mechanism to respond to requests received from Syrian counterparts, following a one-stop-shop principle.

The Action is structured around three **outputs**:

- **Output 1 – Secretariat:** An integrated, structured and demand-driven Secretariat is set up as the entry point of the whole Action, serving as the interface to the MoFAEx. With two recruited experts, it establishes an informed, structured, transparent and demand-driven process that matches the technical assistance requests submitted by Syrian counterparts with the offer of technical assistance from existing EU facilities, the Team Europe Initiative, ad-hoc EU expertise and other partners. Following the one-stop-shop principle, the Secretariat maps, receives and analyses requests and proposes them to the appropriate mechanism, prioritising on the basis of transparent criteria (alignment with national priorities, urgency and potential impact, contribution to reducing territorial disparities, feasibility).
- **Output 2 – TEI mechanism / Project management Unit (PMU):** A transparent, coordinated and demand-driven mechanism for designing and managing assistance requests is operational (PMU of the TEI). Once requests are approved by the EU Delegation, this mechanism attributes them to one or several agencies, monitors all technical assistance implemented, supports the consortium agencies in delivery via a “helpdesk”, and capitalises on and learns from the delivered TA for the benefit of all agencies, the Syrian institutions and the EU Delegation. It ensures the harmonisation of operational approaches, reporting practices, monitoring tools and quality standards across implementing partners.
- **Output 3 – Technical assistance delivered (relevant to the expert pool):** Technical assistance is delivered to national and subnational authorities to strengthen institutional performance and governance systems. It is primarily under Output 3 that services from the expert pool are commissioned. Through analytical support, policy and regulatory reform assistance, organisational development and targeted capacity development, the Action accompanies institutional change processes across priority sectors. Foreseen fields of activity include governance (advice on reform processes, legislative frameworks, action plans and policies; organisational development plans for ministries, agencies and subnational authorities; embedded experts; e-governance and digital transformation), private sector development (advice on framework conditions and institutions for a competitive, employment-oriented private sector; business-environment analyses; public-private dialogue), public finance (advice on public finance reform and domestic revenue mobilisation; organisational development of public financial entities; capacity development for officials), rule of law (advice on access to justice, digitalisation of the justice sector, legal/regulatory frameworks, judicial capacity and integrity, housing, land and property rights – HLP), and organisational development (institutional development, management and leadership advice, capacity development and training). This output is conducted by the consortium members under the coordination, monitoring and support of the PMU with the two lead agencies GIZ and EF.

The project "Strengthening the Rule of Law in Syria"

Project title	Strengthening the Rule of Law in Syria
Project number	2025.2186.2
Commissioning party / funding	German Federal Ministry for Economic Cooperation and Development (BMZ)
Country	Syria
Term	02/2026 – 01/2029 (3 years)

Background: The rule of law in Syria is insufficiently developed (core problem). The underlying causes include limited judicial independence and professionalism, restricted access to courts and excessively long proceedings, a lack of legal remedies against administrative action and of transparency in decisions, and weak compliance mechanisms and legal oversight. Where these weaknesses stem from missing institutional capacities, professional competencies and limited resources, they can be addressed by the project.

The project: The module objective is that the core elements of the rule of law in Syria are strengthened. The project supports actors from the justice sector and civil society towards improved access to justice, transparency and efficiency, through human-capacity-development measures and technical advisory services.

Target group and partners: The direct target group comprises staff of selected justice institutions and members of the legal professions, as well as rights holders and citizens who benefit from a strengthened justice system and improved access to and trust in it. The needs of women and girls and of persons with disabilities are given particular consideration; in line with the Leave No One Behind (LNOB) principle, intermediaries such as media professionals, watchdog civil-society organisations and human-rights defenders are used to make visible the needs of vulnerable groups (e.g. religious minorities, returnees). The Ministry of Justice (MoJ) is a key counterpart.

The project pursues four **outputs**:

- **Output 1** – Institutional capacities and professional training. The institutional capacities of judicial authorities and the professional training of Syrian legal professionals are strengthened. Targeted support to justice institutions improves their institutional and professional capacities for legal education and training; cooperation with external experts, universities and international partners is expected to raise training standards and practical relevance for legal staff – in particular women – thereby increasing the professionalism and quality of legal work, enabling the uniform application of laws and contributing to greater legal certainty. Implementation partners include the Higher Judicial Training Institute (for judges and prosecutors), the Legal Technical Institute (training of court staff, legal clerks and assistants), bar associations, notarial departments and law faculties.
- **Output 2** – Organisational development of selected courts. Organisational-development measures support selected first-instance courts (Mahakim Al-Bidaya). By improving court-internal processes (e.g. case management, deadline management and file-keeping), creating barrier-free locations and applying uniform procedural standards, the institutional performance of selected courts is improved with regard to transparency, efficiency and accessibility, building trust among those seeking justice and improving access to justice.

- **Output 3** – Knowledge transfer and legal advice at local level. Knowledge transfer and legal advice at the local level are strengthened. By informing people about their own rights and disseminating knowledge about judicial and extrajudicial legal remedies, contact points and responsible persons, legal awareness in the population – particularly among women – and the demand for legal advice increase, so that legal problems are solved more efficiently and access to justice improves. The involvement of paralegals reduces the financial burden of resolving legal disputes.
- **Output 4** – Monitoring of human-rights compliance. Monitoring of, and recommendations on, compliance with human-rights obligations are provided. Improved availability and visibility of independent information sources from civil society enable independent reporting on compliance with international human-rights standards and principles, strengthening the transparency and accountability of government and the role of Syrian civil society as a co-shaper of the transition process, working through intermediaries such as media professionals, watchdog organisations and human-rights defenders.

2. Tasks to be performed by the contractor

2.1. Term

The expected term of the contract for services is specified in the 'Special terms and conditions of contract'. The definitive term and service delivery period are set out in the contract award notification.

2.2. Objectives, indicators, work packages, milestones

The contractor is responsible for providing the work packages as described under 2.2.d. and for achieving the corresponding milestones described under 2.2.e.

a) Thematic fields of expert services

The following list sets out the types of work and thematic areas for which experts are expected to be deployed across the portfolio.

The expert services expected under this contract are grouped into the following thematic fields, which consolidate the relevant activities of all three projects, which are defined as specific Work packages further below.

As the specific assignments will be tailored to specific partner requests, this list is indicative and not exhaustive. It does not constitute a commitment regarding the exact and exclusive scope of services. Every individual assignment can combine one or more thematic fields or may include thematic fields beyond those explicitly mentioned below.

<u>Multi-level governance, decentralisation & coordination</u>

- Analysis of existing coordination mechanisms, roles, mandates, interfaces and decision-making processes at and between national, regional and local level.
- Technical and process advice on developing and institutionally anchoring coordination mechanisms, including clear roles, mandates, communication flows, work plans and their monitoring.

- Support to establishing and facilitating regular coordination formats (technical working groups, coordination rounds, joint planning sessions), including preparation of working documents.
- Advice on harmonised procedural steps between administrative levels (e.g. approvals, data exchange, reporting).
- Comprehensive reviews of governance, decentralisation and service-delivery policies at national and subnational levels.
- Technical, expert and strategic advice on reform processes, including the drafting of legislative frameworks, action plans and policies/strategies, and the development of policy recommendations on regulatory and institutional frameworks in coordination with Syrian stakeholders.
- Technical assistance and customised institutional support for selected institutions at national and subnational levels based on identified needs, including the development of policies and strategies relevant to the intended reforms (e.g. financial management, human resources, service delivery, citizen engagement).
- Technical advice to national institutions on implementing revised policies, including the development of practical guides, manuals, technical standards, methodologies and procedures for implementation.
- Capacity development for cross-functional working (role clarification, decision-making, interface and conflict management; study trips/webinars on international multi-level-governance benchmarks).

Citizen-oriented service delivery & administrative modernisation

- Organisational capacity assessments and mapping of the service range and delivery performance of selected subnational institutions.
- Advice on developing service improvement plans derived from organisational assessments, including prioritised measures, responsibilities and timelines.
- Advice on preparing procedure manuals and on process optimisation and (re)modelling in service production.
- Advice on developing and implementing transparency measures (e.g. service charters, information offerings, websites, opening hours, signage), feedback and complaint mechanisms, and public dialogue formats (e.g. town-hall meetings, online consultation hours).
- Capacity development for service-delivery improvements.
- Coaching and mentoring of managers and local decision-makers (with a focus on young managers, women and members of vulnerable groups) on local governance, digitalisation, transparency and participation.

Digitalisation, digital governance & data management

- Technical and process advice on introducing digital tools and information-management systems for inter-administrative exchange, including staff training and piloting in concrete processes.
- Advice on digital governance and technology integration for modern service delivery and good governance approaches.

- Technical advice and capacity development on digital transformation, digital literacy and data-management services of public institutions.

Inclusive & transparent communication & participation

- Technical advice to local authorities on developing and publishing comprehensible information on services and administrative action for the population and the private sector, including web presences.
- Technical and process advice on transparent communication mechanisms (publication of decisions, use of digital channels, structured feedback processes).
- Process support for setting up multi-stakeholder partnerships and dialogue forums between state institutions, administration, civil society and (individual) citizens.
- Capacity development for conflict-sensitive design and piloting of context-sensitive participatory formats (e.g. moderated citizens' dialogues, focus-group discussions).
- Training of local specialists and managers in inclusive, context-sensitive communication, dialogue-oriented facilitation and target-group-appropriate information; certification of selected persons in mediation and the do-no-harm approach.
- Design and set-up of a competitive funding mechanism as an incentive and innovation instrument for (sub)national authorities.

Public finance & anti-corruption

- Technical, expert and strategic advice on public finance reform and domestic revenue mobilisation, including drafting of legislative frameworks, action plans and policies/strategies on public finances.
- Advice on regulatory and institutional public-finance frameworks and on the organisational development of public financial entities.
- Support to more transparent and efficient inter-institutional public financial management processes.
- Capacity development for officials of public financial entities and strengthening of integrity, anti-corruption and accountability awareness among administrative staff.

Regional & local economic development / private sector

- Strategic, technical and methodological advice to national and subnational authorities to promote private sector development and to strengthen the framework conditions and institutions for a competitive, employment-oriented private sector.
- Expert and methodological advice on draft legislation and the legislative process concerning economic development.
- Technical and methodological advice to subnational authorities on the structured collection, processing and analysis of basic economic data (e.g. licence data, company lists, basic market data).
- Analysis of business-environment constraints (regulation, access to finance, business-services ecosystem), ecosystem/market-systems mapping and sector selection based on employment potential, and development of reform roadmaps and action plans.
- Advice on and facilitation of public-private exchange formats (thematic round tables, business consultation hours, sectoral dialogues and forums).

- Process support for the joint development of data-based economic action plans and/or local economic strategies, including prioritisation of measures and alignment between administration and economic actors.
- Advice on labour-market services and reform, and institutional strengthening of economic-promotion institutions (e.g. chambers).
- Capacity development for economic decision-making (data literacy, fundamentals of local economic promotion, evidence-based planning).

Rule of law & access to justice

- Judicial training & legal education: design of modern, practice-oriented curricula for judicial training institutions drawing on comparative rule-of-law expertise and international training standards; organisational development, internal capacity building and training-of-trainers methodologies for training institutions; training and coaching for judges, prosecutors, court clerks and notaries, adapted to Syrian civil, criminal and personal-status law; leadership and mentoring programmes to increase the participation of women in the legal profession.
- Court administration & efficiency: advice on court-administration reform, including case-management systems, internal workflows and records management; design and introduction of digital tools for case tracking, archiving and court administration; advice on justice-chain performance, procedural efficiency and coordination, including coordination mechanisms across judicial structures, prosecution and law-enforcement entities; capacity development for judicial and prosecutorial capacity and integrity, ethics and professional standards.
- Access to justice & legal information: advice on improving access to justice at local and national level; advice on the availability and quality of legal information and aid, including alternative dispute resolution, with a focus on vulnerable groups; capacity development for legal literacy and safe feedback/grievance mechanisms.
- Legal & regulatory frameworks: advice on legal/regulatory and institutional frameworks (procedural codes, legal-aid statutes, court rules, prosecutorial guidelines, SOPs and secondary regulations), including elaboration of relevant documents; expert advice on housing, land and property (HLP) rights, in particular for refugees and internally displaced persons.
- Human-rights monitoring & civil society: advice on human-rights monitoring methodologies and transitional justice frameworks; capacity building of civil society organisations in documentation, reporting and evidence-based advocacy.

Organisational development, leadership & capacity development

- Technical advice on the organisational development of public institutions, including planning processes, management systems, leadership and structural set-up.
- Design and implementation of tailored organisational-development plans for targeted ministries, agencies and subnational authorities; deployment of embedded experts in selected institutions for short- , mid- or long-term support.
- Management and leadership advice, capacity development and training.
- Design and delivery of professional-education and human-capacity-development programmes (including e-learning modules) for national- and subnational-level staff and officials.

- Facilitation of peer learning and exchange programmes between municipalities and institutions to share good practices and lessons learned.

Cross-cutting: project-management support, team collaboration & staff care

- Organisational consulting for project set-up and collaboration, including clarification of roles, ways of working and interfaces within the (partly remote) project team.
- Facilitated workshops on operational planning, strategic planning and progress review.
- Moderation and facilitation of team workshops (in-person and/or online).
- Skills development and training for the project team on management and soft-skills topics, i.a. non-violent communication, conflict resolution mechanisms, cultural sensitivity.
- Psychosocial support through individual and team coaching as well as regular team supervision (staff care).

Cross-cutting: monitoring & evaluation, and communication

- Contribution to results-based monitoring and evaluation (M&E) in coordination with the projects'/cluster's M&E function, including independent (third-party) monitoring and context data collection.
- Strategic communication, multimedia and social-media support within the communication framework of GIZ.

b) Types of Services

This section describes the main types of services anticipated for the assignments under this contract. As the single assignments will be tailored to specific partner requests, this list is indicative and not exhaustive. Every individual assignment can combine one or more thematic fields (2.2.a.) with one or more of the service types below; the concrete scope, outputs, format and location of each assignment will be defined by GIZ in the respective terms of assignment. Tenderers are expected to demonstrate in their technical-methodological concept (section 3) that the proposed pool can deliver the full range of service types in the required quality and at short notice.

Analytical and diagnostic services

Short, product-oriented assignments that generate an evidence base for reform decisions and for subsequent advisory work. Typical outputs are a written report with findings and recommendations, presented to and validated with the partner institution.

- **Needs and organisational capacity assessments:** Rapid assessments of a partner's mandate, structure, processes, staffing and service range, producing a prioritised needs profile as the entry point for OD, training or technical support.
- **Feasibility, diagnostic and policy studies:** In-depth studies on a defined reform or development question: feasibility of a sector intervention or coordination mechanism, digital transformation, a revenue instrument or a legal-aid scheme; business-environment or market-system analyses; policy and regulatory reviews with options and recommendations.
- **Surveys, data collection and mapping:** Design and implementation of structured data collection: citizen or user satisfaction surveys, baseline surveys for indicators,

stakeholder and actor mappings, collection and analysis of basic economic data, context data for monitoring.

- **Legal Analyses:** policy gap analyses on evolving legal frameworks, comprehensive regulatory impact assessments, mapping cross-border or cross-region compliance complexities, translation of abstract statutory text into actionable roadmaps

Concept, strategy and project development

Design and development of concepts and strategies to guide decision making or implementation activities. Experts work closely with the partner institution and GIZ advisors; ownership of the document remains with the partner.

- **Policy, strategy and action-plan development:** Process and drafting support for policies, strategies, reform roadmaps and action plans including support to draft legislative or regulatory frameworks and secondary regulations.
- **Concept and project development (pilots, funding instruments, access to finance):** Development of concepts for pilot measures or change intervention, participation formats, competitive funding mechanisms or peer-learning schemes; project and proposal development for partner institutions, including concepts and application for access to finance and financing instruments.
- **Technical products: manuals, SOPs, guidelines, curricula and tool specifications:** Elaboration of practical implementation products: procedure manuals, standard operating procedures, service charters, technical standards, training curricula and modules, functional specifications or terms of reference for digital tools and case-management systems.

Workshops, dialogue formats and facilitation

Design, preparation, facilitation and documentation of events.

- **Technical workshops and working sessions:** technical working groups, coordination rounds, joint planning sessions and workshops and progress reviews with partner institutions and stakeholder, including preparation of working documents and a results protocol.
- **Multi-stakeholder dialogue and participatory formats:** Conflict-sensitive design and facilitation of stakeholder dialogues or focus-group discussions, public-private round tables or sectoral forums
- **Conferences, peer-learning events, study visits and webinars:** Conceptual and facilitation support for larger events: peer-learning exchanges between municipalities or institutions, thematic conferences, webinars on international benchmarks, and the technical programme of study visits.
- **Format modalities and flexible delivery:** Methodological adaptation and professional facilitation of all aforementioned events as analog (in-person), fully digital, or hybrid formats, including the management of appropriate technical platforms and digital collaboration tools to ensure inclusive participation across all settings.

Training, coaching and capacity development

Services that build individual competences of individual key functionaries like managers and experts or defined stakeholder groups from design to delivery, deploying analog (in-person), digital, and blended formats as appropriate. Wherever possible, training is designed as standardisable modules (taking into account established formats and technical

requirements where defined) that can be rolled out repeatedly and handed over to partner institutions.

- **Curricula and training concepts:** Development of contextualized human capacity development strategies and their concretiziation in form of curricula for partner institutions or organisations with needs-based content modules and delivery concepts.
- **Training courses and modules:** Usually in the form of 1-3 day training courses for specialists and managers of national and subnational institutions or other partner organisations and stakeholders. The module development process must ensure the systematic anchoring of cross-cutting themes, particularly context sensitivity, gender equality, inclusion, climate and environment, as well as good governance.
- **Training-of-trainers and institutionalisation of training offers:** Qualification of trainers in partner institutions, support to the institutional set-up of training programmes and quality assurance of delivery cycles.
- **Coaching and mentoring programmes:** Contextualised concepts for Individual and small-group coaching and mentoring of managers and experts, the accompanied piloting thereof as well as structural anchoring.
- **E-learning and blended-learning modules:** Didactic design and production of e-learning or blended modules, including scripting, piloting and hand-over to the partner's learning platform.

Organisational development (OD) and change processes

Process-oriented support to institutional change. Assignments are usually structured in phases (diagnosis, planning, implementation support, review).

- **Organisational development processes in partner institutions:** Accompaniment of focused OD processes in partner institutions, administrations, agencies or stakeholder organizations with typical deliveries such as organisational assessment, development of target setups and a change management plan, support to its implementation (structures, management systems, planning processes, leadership), and review.
- **Process optimisation and introduction of tools and systems:** Re-modelling of selected processes (i.e. administrative, financial or judicial) focusing on efficient decision making and value creation process design, case management, inter-institutional decision paths, data exchange; introduction and piloting and sustainable financing of digital tools and information-management systems including the development of corresponding user manuals and the establishment of permanent support structures..

Embedded and medium-term advisory services

Continuous advisory presence in partner structures over several weeks or months. This mode of delivery is used where sustained support to day-to-day reform implementation is more effective than a series of one-off products.

- **Embedded experts in partner institutions:** Deployment of (predominantly national) experts within a partner institution, agency or stakeholder organization for a mid-term period as for example 3-12 months on full or part-time basis, rendering integrated support to sector topics or change management processes.
- **Retainer and on-call technical advice:** Standing technical advice to a partner institution, coordination mechanism or working group at a low, regular intensity (e.g.

several days per month) over a defined period, including ad-hoc reviews of inputs and participation in meetings.

Cross-cutting: Services for the GIZ project teams

Services for the GIZ project teams (work package 4). These are not partner-facing and are allocated pro rata to work packages 1-3.

- **Project-team workshops, team development:** Facilitation of operational and strategic planning workshops and progress reviews of GIZ project teams, organisational consulting on project set-up and collaboration, team building and soft-skills training
- **Monitoring and evaluation support:** Contributions to results-based M&E: indicator data collection, independent third-party monitoring of selected measures, context monitoring, support to annual reviews.
- **Communication and multimedia products:** Strategic communication support, production of multimedia and social-media content and documentation of results within GIZ's communication framework.

c) Indicative assignment sizes and volumes

Independently of their type, individual assignments are expected to fall into the size classes below. To support tenderers in planning the composition and depth of the pool, the table indicates, for each class, typical examples and an estimated share of overall expert days (see 2.2.b and 5.1). The estimated share of expert days are estimates for the entire contract term across all work packages; they are indicative and not binding and do not constitute a commitment regarding the number, size or composition of assignments. Only the expert days in section 5.1 are part of the specification of inputs.

Size class of assginment	Indicative expert days per assignment / duration	Typical examples	Est. Share of expert days
A	up to 5 days; one-off, within a few weeks	Facilitation of workshop, coordination meeting or stakeholder dialogue; delivery of a 1–2 day training course; peer-learning event or webinar input; project-team workshop or staff-care session; M&E or communication input	22 %
B	6–20 days; typically over 1–3 months	Needs or capacity assessment; feasibility, diagnostic or policy study; survey round; policy, strategy or action-plan drafting; concept or project proposal; manual development, SOP, curriculum or tool specification; training-of-trainers cycle; coaching programme; e-learning module; process optimisation with tool introduction	49 %
C	21–40 days; spread over 4–12 months	Organisational development process in a partner institution, agency or stakeholder organization (diagnosis, Organisational development plan, implementation support, review); retainer / on-call technical advice to a partner institution or coordination mechanism	19 %
D	more than 40 days; 3–12 months, full or part-time presence in the institution	Embedded (predominantly national) expert placed within a partner institution, supporting reform implementation from within, with international backstopping	10 %
Total			**100 %**

d) Work packages

The services under this contract are mainly allocated to the three projects as mentioned above.

The assigned experts provide demand-driven advice to national, regional and local authorities, while GIZ's long-term experts retain overall steering, partner relations and the projects' own contributions.

The contractor is responsible for providing the expert services flexibly along specific assignments. Every individual assignment is allocated by GIZ to exactly one of work packages 1–3; cross-cutting services (work package 4) are allocated pro rata . Accordingly this contract foresees 4 different workpackages.

- Work package 1 – GOV: approx. 44.8% of the contract value
- Work package 2 – TA Hub: approx. 37.4% of the contract value
- Work package 3 – RoL: approx. 17.8% of the contract value
- Work package 4 – Cross-cutting services: this is not allocated as a separate share; its costs are allocated pro rata to work packages 1 to 3 in the ratio set out above.

The contractor contributes to the achievement of the objectives and indicators of the projects as set out in the work packages below. Overall responsibility for the achievement of the objectives and indicators lies with GIZ.

Work package 1 – Expert services for 'Supporting Good Governance in Syria' (GOV)

Under this work package the contractor delivers expert services in support of the Outputs of the GOV project.

Module objective:

Selected Syrian institutions are better able to provide public services in a citizen-oriented, transparent and efficient manner.

Module objective indicators

- MI 1: Number of specialists and managers of public institutions with an improved working and organisational environment (target value: 250, of whom 50 women and 162 at subnational level, by 05/2029).
- MI 2: Number of projects on citizen-oriented administrative action or inclusive participation implemented by selected Syrian institutions (target value: 20, of which 5 with a focus on equal and inclusive participation, by 05/2029).
- MI 3: Average satisfaction of citizens with the transparency, reliability and accessibility of administrative decisions or service delivery (target value: scale value 3 out of 5, by 05/2029).
- MI 4: Number of measures implemented as a result of data-based action plans or local economic development strategies (target value: 10, of which 30% with a focus on women, young people or people at or below the poverty line, by 05/2029).

Outputs and output indicators

- Output 1 – Formalised coordination mechanisms and coordinated inter-institutional processes between selected national, regional and local institutions are established.

OI 1.1: number of functional coordination mechanisms between national, regional and local level (target value: 5). OI 1.2: number of more transparent or more efficient inter-institutional public financial management processes (target value: 5).

- Output 2 – Individual and institutional capacities for citizen-oriented service delivery in selected subnational institutions are strengthened in a gender- and conflict-sensitive manner. OI 2.1: number of approved procedural or organisational improvements (target value: 10). OI 2.2: number of specialists and managers of subnational institutions who have successfully completed a standardisable gender- and conflict-sensitive training module (target value: 300, of whom 25% women and 25% young people up to 35 years).
- Output 3 – Selected local institutions have improved their inclusive and transparent communication with the participation of the population. OI 3.1: number of local institutions publishing transparent and comprehensible information on administrative services or procedures (target value: 10). OI 3.2: number of piloted inclusive social or political participation formats (target value: 15, of which 8 inclusive or conflict-sensitive and 5 digital/hybrid).
- Output 4 – The technical and organisational conditions for regional and local economic development are improved. OI 4.1: number of data-based action plans or local/regional economic development strategies (target value: 6). OI 4.2: number of public institutions regularly publishing economic information in a structured form (target value: 5).

Work package 2 – Expert services for the 'Team Europe Initiative – Syria Technical Assistance Hub' (TA Hub)

Under this work package the contractor delivers expert services response to technical assistance requests channelled through the TA Hub. Assignements under this work package are demand-driven by design: they originate from requests submitted by Syrian counterparts, are approved by the EU Delegation and are allocated by the Project Management Unit of the TA Hub. The contractor must therefore be able to mobilise experts at short notice and across the full thematic range.

Overall and specific objective:

Overall objective is to contribute to the restoration of effective and resilient public institutions in Syria, supporting sustainable socio-economic recovery and improved public service delivery.

The specific objective is to enhance the capacities of Syria's national and subnational authorities and public institutions by strengthening institutional capacity, systems and governance through coordinated, transparent and demand-driven technical assistance.

Output

The services under this contract are allocated to Output 3 of the Action: technical assistance is delivered to national and subnational authorities to strengthen institutional performance and governance systems.

Indicators at outcome level (specific objective)

- OC 1.1: % of beneficiary institutions demonstrating, by means of one example, improved transparency, effectiveness, rule of law or means of participation of the population (baseline 0; target value 70 %).

- OC 1.2: % of beneficiary institutions reporting improved institutional capacity to plan, manage or deliver public policies and services following technical assistance (baseline 0; target value 75 %).

Indicators for Output 3 (the output to which the services under this contract are allocated)

- OI 3.1: Number of analytical outputs produced (needs assessments, feasibility studies, diagnostics, policy analyses) (baseline 0; target value 40).
- OI 3.2: Number of policies, strategies, regulatory frameworks or institutional reform plans developed or revised with support from the Action (baseline 0; target value 20).
- OI 3.3: Number of operational tools, procedures or guidelines developed or introduced within beneficiary institutions (baseline 0; target value 50).
- OI 3.4: Number of public officials and institutional stakeholders benefiting from capacity development activities (baseline 0; target value 1,200).

In accordance with the Description of the Action, the log frame and the target values of the TA Hub are reviewed and refined during the start-up phase of the Action. The values stated above are the current planning values.

Work package 3 – Expert services for 'Strengthening the Rule of Law in Syria' (RoL)

Under this work package the contractor delivers expert services in support of the Outputs of the RoL project.

Module objective

The core elements of the rule of law in Syria are strengthened.

Module objective indicators

- MI 1: Number of surveys carried out for the Rule of Law Index (baseline 0 – Syria not yet covered by the index, 08/2025; target value 1 survey, 12/2028).
- MI 2: Number of strategy documents for the justice sector developed by the Ministry of Justice that include the core elements of the rule of law (baseline: to be confirmed, 08/2025; target value 3 strategy documents, 12/2027).
- MI 3: Share of persons seeking justice who confirm an improvement in access to justice (baseline: estimate to be confirmed, 08/2025; target value + 50 % of respondents, 12/2028).

Outputs and output indicators

- Output 1 – The institutional and professional capacities of selected justice institutions with regard to their offer of legal education and training are improved. OI 1.1: number of justice institutions in which organisational development measures have been implemented (baseline 0; target value 4 institutions, 03/2027). OI 1.2: number of professional training courses for justice-sector officials implemented by the judicial training institutions (baseline 0; target value 20 training courses, 03/2028).
- Output 2 – The institutional performance of selected first-instance courts is improved with regard to transparency, efficiency and accessibility. OI 2.1: number of courts in which framework documents to improve the internal organisation and workflows of the courts have been adopted (baseline 0; target value 6, depending on the number of courts, 06/2027). OI 2.2: number of first-instance courts in which maintenance

measures are implemented (baseline: to be confirmed; target value baseline + 3, 03/2027).

- Output 3 – The preconditions for effective access to justice at local level are improved. OI 3.1: number of information and awareness measures for the population carried out by non-state actors (baseline: to be confirmed; target value baseline + 25, 12/2028). OI 3.2: number of persons, in particular women, who have received legal advice (baseline: to be confirmed; target value baseline + 500, 09/2027).
- Output 4 – The (political) preconditions for independent reporting on compliance with international human-rights standards and principles are in place. OI 4.1: number of supported monitoring bodies documenting compliance with human rights by state action at local or national level (baseline: to be confirmed; target value baseline + 10, 03/2027). OI 4.2: number of recommendations formulated by civil-society actors to the government regarding compliance with human rights (baseline 2; target value 7 recommendations, 06/2027).

Work package 4 – Cross-cutting services

Under this work package the contractor delivers the expert services mainly in the cross-cutting thematic fields like project-management support, team collaboration and staff care, monitoring and evaluation and communication.

e) Milestones

Milestones for work package 1–4	Delivery period
Assignment procedure agreed with GIZ; pool roster submitted and confirmed; first assignments under work packages 1 to 4 commissioned and delivered	*3 months after the contract award*
Advisory products under work packages 1 to 4 delivered, documented and accepted in accordance with the individual assignments; contribution to the final report submitted	*at the end of the contract term*

2.3. Project and knowledge management requirements

Requirements on the assignment of experts

The contractor is responsible for selecting, preparing, training and steering the experts assigned to carry out the advisory tasks.

The contractor assures a single point of contact (team leader, expert 1 see under 4) for GIZ for all assignments under this contract and maintains the roster of the experts available under the national and the international expert pool throughout the contract term.

An assignment procedure in line with the General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH (GTC) will be agreed between the contractor and GIZ after the contract award.

Quality assurance during the contract term

At the beginning of the term of the contract, GIZ and the contractor attend a virtual ‘kick-off meeting’.

In addition, the contractor participates in an annual meeting. In addition to quality assurance, this also serves to exchange information between GIZ and the contractor, clarify open points regarding the provision of services, the collaboration and as an opportunity for the contractor's professional development.

No compensation is paid for these formats. The 'kick-off meeting' is for the purpose of onboarding and participation in it is a prerequisite for the first assignment.

Location of service delivery

The respective expert services (e.g. training courses, support) will be carried out at the project location in Syria and/or remotely/from home. If the assignment requires physical presence in Syria, this is specifically defined by GIZ with each service request as part of this contract. GIZ makes the final decision on the format of the assignment. This does not affect the specification of inputs.

Requirements on materials and equipment and operating costs

The contractor makes the required materials, equipment and consumables available and covers their operating and administrative costs.

The contractor is required to have adequate IT equipment (PC or laptop, camera, microphone, stable internet connection with sufficient data volume for image transmission, software, etc.), as well as the necessary knowledge and skills in dealing with digital media and methods.

For virtual consultations, GIZ sends the contractor a link for a Microsoft Teams meeting. It is possible to accept the meeting invitation without a Microsoft Teams account using the respective browser or app. It is the responsibility of the contractor to ensure that Microsoft Teams can be used without restrictions.

Requirements on expenditure management and cost control

The contractor manages costs and expenditures, accounting processes and invoicing in line with GIZ requirements.

Monitoring and reporting requirements

The contractor captures and documents the status of completion of the assignments.

The contractor plays an active role in the monitoring of the implementation context and results achieved for the work packages as described under 2.2.d. Regular monitoring activities must cover at least the following areas

- all assignments, expert days deployed, travel expenses and other costs to the work packages
- degree to which assignments and activities are implemented
- degree to which the objectives, indicators and milestones listed in section 2.2 of these ToRs, respectively the assignments have been achieved
- results that have occurred in the contractor's sphere of responsibility
- the perceived risks in the area of the assignments in view of the assignments and the overall objectives of the GIZ engagement and the project's objectives

- relevant incidents, remarkable developments and additional results in view of the general implementation context and that have occurred in the contractor's sphere of responsibility.

The contractor reports to GIZ as follows:

Instead of the reporting language stipulated in GIZ's General Terms and Conditions of Contract (German), the contractor provides the following reports in English:

- Interim report(s) after every sixth month after contract award.
- Ad hoc reports in case of demand by the donor (BMZ or EU).
- Final report with completion of contract duration or contract term.

The interim report(s) and the final report should provide information about the progress made towards objectives in each of the monitoring areas specified above.

Requirements for company-wide learning, knowledge and innovation

The contractor provides support in implementing a project evaluation with special emphasis on ensuring effective knowledge management.

The contractor makes all methodological products developed under this contract (guides, manuals, curricula, training materials, standards) available to GIZ in editable form for further use within the Syria governance portfolio.

Backstopping requirements

The contractor ensures appropriate backstopping for the deployed experts. The following services form part of the standard backstopping package. In accordance with GIZ's General Terms and Conditions for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, these services – as well as the ancillary personnel costs – must be priced into the fee schedules of the staff listed in the tender:

- Responsibility for the contractor's own staff, including administrative and technical oversight;
- Maintaining effective communication and information flow between GIZ and the contractor's field staff to ensure alignment and responsiveness;
- Process-oriented technical and conceptual steering of the consulting services to ensure quality and relevance;
- Steering necessary adaptations to accommodate changing framework conditions and project requirements;
- Performance monitoring;
- Ensuring the administrative management of the project;
- Ensuring compliance with reporting requirements;
- Technical support by the contractor's staff for its personnel on the ground;
- Facilitating the local application and integration of lessons learned, ensuring these insights are effectively shared with the GIZ team.

2.4. Data protection and information security

The provisions on data protection and information security of the current version of GIZ's General Terms and Conditions of Contract (section 1.11 Data protection) apply.

2.5. Other requirements

Safeguards and gender measures with specific reference to services:

In order to promote gender equality and avoid or mitigate possible unintended negative impacts in its area of responsibility, the contractor should implement the following measures:

Gender equality, diversity and inclusion

Gender equality: the contractor is encouraged to strive for a diverse and inclusive staffing profile, taking gender and age balance into account wherever feasible. All activities and work packages shall take into account the specific needs of women and girls.

Diversity and context-sensitive composition of the expert pool: given Syria's diverse social fabric, the contractor is encouraged to ensure a balanced and context-sensitive composition of the expert pool. Wherever feasible and relevant to the respective assignment, this includes attention to gender and age as well as to regional origin and the representation of Syria's different ethnic and religious / confessional communities, and the involvement of experts with knowledge of, and access to, marginalized groups (including persons with disabilities, internally displaced persons and returnees). The objective is to strengthen acceptance, access and trust across all population groups and to avoid favouring any particular group.

Decision on deployment: the final selection, request and approval of experts for each assignment rests with GIZ, which requests and approves experts on a case-by-case basis under the individual assignment procedure (see section 2.3). The above is therefore an expectation regarding the composition and availability of the contractor's pool, not a fixed staffing quota.

Inclusive delivery: all activities and work packages shall be designed and delivered in an inclusive manner that takes into account the specific needs of women, young people, persons with disabilities and other marginalized groups, in line with the Leave No One Behind (LNOB) principle.

Environmental protection and climate action (climate change mitigation/adaptation):

– Not applicable –

Conflict and context sensitivity:

The operating context in Syria is fragile and shaped by social, ethnic, religious and political fault lines. The contractor shall apply a conflict-sensitive, do-no-harm approach in the delivery of all services. This includes analysing the relevant context and stakeholder constellations, anticipating possible effects of its work on local power relations and intergroup dynamics, and adapting its approach so as not to exacerbate tensions or favour any particular group. In practical terms, conflict and context sensitivity also covers a context-sensitive and balanced selection and deployment of experts (see "Gender equality, diversity and inclusion" above), sensitivity to regional and local specificities, and the timely involvement of GIZ where context risks are identified. Experts deployed under this contract

should be familiar and able to act on principles of conflict-sensitive working, fostering reconciliation, trust, social cohesion and aiming to foster peace throughout their work in the Syrian context.

Human rights:

The contractor shall apply a human-rights-based approach and the principle of nondiscrimination in the delivery of its services, ensuring that activities respect the rights of all ethnic and religious communities and pay particular attention to the needs of vulnerable and marginalized groups …

Security precautions:

The overall security context in Syria can be characterized as fragile and volatile. This can manifest in terrorist attacks, or armed conflicts between ethnic and denominational groups. The political landscape is fragmented, and power constellations can be uncertain. Furthermore, tensions involving external actors and escalation of conflicts in neighbouring countries, could exacerbate existing tensions and instability within Syria.

Therefore, the tenderer is obliged to make itself familiar with the national guidelines and procedures and plan accordingly. GIZ also has its own operative risk management office in place which will share limited advice in the implementation process, therefore a timely contact with Risk Management Office (RMO) GIZ is recommended. Specific details will be shared with the tenderer once the contract is concluded.
However, GIZ is not liable for the safety and security of staff of other organisations. Any information-sharing is to be understood as non-binding and information will only ever be shared without any claim to be complete or guarantee of completeness or that the information is of use to the recipient. GIZ carries no liability for the security risk management for consulting firms; the duty of care remains with the contracting entity.

- All international staff travelling to Syria is to inform the RMO when entering or departing Syria.
- All international staff based in or deployed to Syria on a permanent basis or for duty travel must register with the GIZ-own Emergency Mass Notification System (EMNS) while in Syria.
- Should the BMZ or GIZ Country Directors order an evacuation or suspension of duty travels for GIZ and or contractors, such orders are to be complied with (see section 2.2.7 of the General Terms and Conditions).
- Prior to arrival in Syria, contractors are required to attend a security briefing from the GIZ Risk Management Office (RMO).
- The winning tenderer should inform the GIZ Risk Management Office of any Security Incidents should they affect their personnel while in Syria.

A budget to cover all costs associated to security precautions has been specified, please regard 5.9 other costs.

3. Technical-methodological concept

In this section, the tenderer is required to reflect on the objectives and terms of reference of the tender at hand, describe the partner system and its processes in the area of responsibility and present the technical-methodological concept for completing the tasks

listed in section 2 and achieving the set objectives. In addition, the tenderer must describe the design of the project management process.

3.1. Interpretation of objectives (section 1.1 of the assessment grid)

The tenderer is required to interpret the objectives for which it is responsible. Simple repetition of the objectives formulated in section 2 of the ToRs is not desired. Rather, the contractor is to describe and interpret the changes in the partner system that are to be directly achieved by the object of the tender procedure. The resulting positive impact on the partner system (section 1.1.1 of the assessment grid) should also be presented.

The contractor must undertake a critical examination of the ToRs (section 1.1.2 of the assessment grid): - Not applicable –

3.2. Processes and actors in the partner system (section 1.2 of the assessment grid)

– Not applicable –

3.3. Strategy (section 1.3 of the assessment grid)

The strategy for delivering the services in the tender is the core element of the technical-methodological concept. It is composed of the following elements:

- Procedure for providing the services and meeting the requirements stated in section 2.2 and 3.4. and 4 of these ToR
- If relevant appropriate consideration of further requirements

3.3.1. Strategic approach to achieving the objectives mentioned in the ToRs

(section 1.3.1 of the assessment grid)

The tenderer is required to describe and justify the approach it plans to adopt in order to provide the services and meet the requirements (see section 2.2 and 3.4.) for which it is responsible.

Specifically the tender should elaborate on pool management throughout the contract duration and the strategy for efficient case management for assignments.

3.3.2. Building partnerships with the relevant actors

(section 1.3.2 of the assessment grid)

– Not applicable –

3.3.3. Approaches for leverage effects and measures for scaling-up

(section 1.3.3 of the assessment grid)

– Not applicable –

3.3.4. Consideration of environmental and social compatibility requirements

(section 1.3.4 of the assessment grid)

Gender equality

The tenderer is required to outline in the tender how it can prevent negative impacts on gender equality in its area of responsibility and how it can contribute to improving gender equality through corresponding measures (see also relevant requirements in section 2.5).

Conflict and context sensitivity

The tenderer is required to outline in the tender how it is planning its activities in the context of conflicts or violence and what specific measures it has adopted for conflict- and context-sensitive implementation (see also relevant requirements in section 2.5).

Human rights

The tenderer is required to outline in the tender how it can prevent negative impacts on the human rights situation in its area of responsibility and how it can contribute to improving the human rights situation through corresponding measures (see also relevant requirements in section 2.5).

Requirement: 'Gender equality':	3 points out of 10 (maximum)
Requirement: 'Conflict and context sensitivity':	4 points out of 10 (maximum)
Requirement: 'Human rights':	3 points out of 10 (maximum)

3.4. Project management (section 1.4 of the assessment grid)

In this section, the tenderer presents the operational plan for implementing the services in the tender, describes the procedure for coordination with GIZ or the project and the project partners,.

3.4.1. Operational plan

(section 1.4.1 of the assessment grid)

– Not applicable –

3.4.2. Coordination with GIZ or the commissioning project

(section 1.4.2 of the assessment grid)

In the tender, the tenderer is required to describe the procedure for coordinating with GIZ or with the contracting projects.

The tenderer is specifically asked to elaborate on the case management for assignments, incl. handling requests by GIZ and the identification and deployment of experts for assignments etc. expected timespans from request to deployment.

3.4.3. Steering or coordination of measures with the relevant implementing partner

(section 1.4.3 of the assessment grid)

– Not applicable –

3.4.4. Monitoring (section 1.4.4 of the assessment grid)

– Not applicable –

(The monitoring and reporting requirements are specified by GIZ in section 2.3 of these ToRs.)

3.5. Further requirements (section 1.5 of the assessment grid)

– Not applicable –

4. Personnel

The tenderer is required to provide 'experts' for the positions referred to and described (scope of tasks and qualifications) in this section on the basis of corresponding CVs. The requirements on the format and content of the CVs are described in section 6.

The setup for the expert pool comprises of five key experts – a Team Leader and one lead expert for the main fields of expertise – complemented by two short-term expert pools: a national (Syrian) expert pool and an international expert pool. The two pools provide additional thematic depth and surge capacity across all work packages.

When selecting personnel, the contractor is required to make available a balanced mix of national and international experts, so that the right profile can be selected for the desired tasks and state-of-the-art technical expertise is combined with the contextual embedding, regional experience and language skills required for the assignment. National experts – i.e. experts who are Syrian nationals or of Syrian origin – are preferred wherever the required expertise is available. International experts expected to add state-of-the-art technical expertise and international benchmarks.

To ensure the ability to deploy experts for short- or mid- long-term assignments within Syrian institutions, it is recommended that the contractor includes both experts based in Syria and experts with the ability to travel to and work in Syria. This is notwithstanding the fact, that some services might well be conducted virtually or as desk studies, not necessarily requiring a physical presence in Syria for each assignment. The contractor is responsible for selecting, preparing, training and steering the experts assigned to carry out the advisory services.

Assignments under this contract take place in a sensitive political and security environment. GIZ therefore reserves the right to put all proposed experts through a vetting process before and during assignments. This applies in particular to experts working in Syria or with Syrian partner institutions, including local and regional experts. The vetting may include checks against applicable sanctions lists, possible conflicts of interest, and

affiliations or roles that could affect the neutrality, security or conflict-sensitive implementation of the project. Based on the results, GIZ reserves the right to reject proposed experts or to request their replacement, without incurring any costs. For security and data protection reasons, GIZ is not obliged to disclose the specific grounds for such a decision.

The qualifications mentioned below correspond to the requirements for achieving the highest number of points in the technical assessment.

'One year of professional experience' is therefore defined as a cumulative 12 expert months with at least 20 expert days per month, provided no diverging definition is specified for individual qualifications.

The numbers given for the qualification criteria below (for example 2.1.1) correspond to the respective numbers in the assessment grid.

Expert 1: Team leader and Organisational Development (section 2.1 of the assessment grid)

This position is a key expert.

Tasks of expert 1

- Overall responsibility for the advisory packages of the contractor: The team leader acts as pool manager and single point of contact
- Ensuring the coherence and complementarity of the contractor's services with other services delivered by the project at local and national level
- Lead expert for organisational development across the contract: organisational and process advice to partner institutions – organisational assessments, process optimisation, change management and organisational set-up – in support of work packages 1–4
- Technical backstopping for other deployed experts from this pool with relevant assignments and tasks
- Technical lead for work package 4: organisational consulting for strategic project management support as well as team collaboration
- Support to operational and strategic planning of GIZ projects and the collaboration within the teams
- Design, implementation, monitoring and evaluation of capacity development measures for local partners
- Input/ participation in Trainings and individual Capacity development measures for partners or project team
- Responsibility for taking cross-cutting themes into consideration (for example, gender equality)
- Management of pool-staff, in particular identifying the need for short-term assignments within the available budget, planning and managing the assignments and supporting national and international experts
- Management and on-call disposition of the expert pools, including quality assurance and the management of interfaces between the four work packages

- Ensuring that monitoring procedures are carried out
- Regular reporting in accordance with deadlines
- Responsibility for checking the use of funds and financial planning in consultation with the commission manager at GIZ
- Supporting the commission manager in updating and/or adapting the project strategy, in evaluations and in preparing a follow-on phase

Qualifications of expert 1

Education/training (section 2.1.1 of the assessment grid):	Master's degree (or eqivalent certificate) in organisational development, business administration, public administration, economics, political science or comparable
Language (section 2.1.2 of the assessment grid):	Knowledge of English, C1-level in the Common European Framework of Reference for Languages (6 out of a possible 10 points) Knowledge of Levantine Arabic, B2-level in the Common European Framework of Reference for Languages (4 out of a possible 10 points)
General professional experience (section 2.1.3 of the assessment grid):	8 years of professional experience in the sector of organisational development and organisational/management consulting
Specific professional experience (section 2.1.4 of the assessment grid):	5 years of professional experience in advising public institutions
Leadership/management experience (section 2.1.5 of the assessment grid):	4 years of management experience in projects, companies or other organisations with disciplinary leadership responsibility for 4 people or more
International professional experience outside the country/region of assignment (section 2.1.6 of the assessment grid):	– Not applicable –
Professional experience in the country and/or region of assignment (section 2.1.7 of the assessment grid):	6 years of professional experience in Syria or the Western Asia region (in particular Lebanon, Jordan, Iraq, Palestine) and additionally Egypt)
Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	3 years of experience in development cooperation projects
Other (section 2.1.9 of the assessment grid):	– Not applicable –

Expert 2: Lead Expert – Governance, decentralisation and public administration (section 2.2 of the assessment grid)

This position is a key expert.

Tasks of expert 2

- Deputy to the Team Leader
- administrative process mapping and process gap analyses
- Assessment and mapping of public services and service-delivery performance of selected sub-national institutions; advise local partners on developing service improvement plans.
- Technical and process advice on coordination mechanisms in public administration modernization, including service-delivery and administrative processes, public financial management, and digital/ e- government and open-government solutions
- Support to the establishment and facilitation of regular coordination formats
- Technical input to capacity development
- Production of reports, practical guides, manuals and standards
- Technical backstopping for other deployed experts from this pool with relevant assignments and tasks
- Input/ participation in trainings and individual capacity development measures for partners
- Deploy as an embedded expert in targeted institutions for short- or mid-term support as needed

Qualifications of expert 2

Education/training (section 2.2.1 of the assessment grid):	Master's degree in political science, public administration, public policy, law, international development or comparable
Language (section 2.2.2 of the assessment grid):	Knowledge of Levantine Arabic, C2-level in the Common European Framework of Reference for Languages (6 out of a possible 10 points) Knowledge of English, C1-level in the Common European Framework of Reference for Languages (4 out of a possible 10 points)
General professional experience (section 2.2.3 of the assessment grid):	8 years of professional experience in the sector of democracy, decentralisation, policy analysis, governance reform
Specific professional experience (section 2.2.4 of the assessment grid):	3 years of professional experience in advising public sector development, institutional/ administrative reform at different governance levels
Leadership/management experience (section 2.2.5 of the assessment grid):	3 years of management experience in projects, companies or other organisations with annual budget responsibility for min. EUR 250 thousand
International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid):	– Not applicable –

Professional experience in the country and/or region of assignment (section 2.2.7 of the assessment grid):	6 years of professional experience in Syria or the Western Asia region (in particular Lebanon, Jordan, Iraq, Palestine) and additionally Egypt
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	3 years of experience in development cooperation projects
Other (section 2.2.9 of the assessment grid):	– Not applicable –

Expert 3: Lead Expert – Citizen-oriented service delivery, communication & participation (international key expert) (section 2.3 of the assessment grid)

This position is a key expert (international).

Tasks of expert 3

- Advise on developing and implementing transparency measures, feedback and complaint mechanisms and citizen-dialogue formats, including citizen-facing digital and open-government solutions.
- Advise local administrations on transparent and comprehensible information and communication mechanisms (information management, use of digital channels, structured feedback processes) for the population and the private sector.
- Conflict-sensitive design and piloting of participatory formats (e.g. moderated citizens' dialogues, focus-group discussions).
- Capacity development for local specialists and managers in inclusive, context-sensitive communication and participation.
- Advise on procedure manuals and the optimisation of citizen-facing service-production workflows, where directly linked to service quality and citizen orientation.
- Technical backstopping for other deployed experts from the pool with relevant assignments and tasks; input/participation in trainings and individual capacity development measures for partners.
- Deploy as an embedded expert in targeted institutions for short- or mid-term support as needed.

Qualifications of expert 3

Education/training (section 2.3.1 of the assessment grid):	Master's degree in communication, social or political science, public administration / public policy, or comparable
Language (section 2.3.2 of the assessment grid):	Knowledge of English, C1-level CEFR (6 of 10 points); knowledge of (Levantine) Arabic, B2-level CEFR (4 of 10 points)
General professional experience (section 2.3.3 of the assessment grid):	8 years of professional experience in the sector of citizen-oriented service delivery, public-authority communication, civic participation or social cohesion

Specific professional experience (section 2.3.4 of the assessment grid):	5 years of professional experience in designing and facilitating participatory formats and public-authority communication, and/or in citizen-oriented service improvement and transparency measures, including in conflict-sensitive contexts
Leadership/management experience (section 2.3.5 of the assessment grid):	– Not applicable –
International professional experience outside the country/region of assignment (section 2.3.6 of the assessment grid):	– not applicable –
Professional experience in the country and/or region of assignment (section 2.3.7 of the assessment grid):	6 years of professional experience in Syria or the Western Asia region (in particular Lebanon, Jordan, Iraq, Palestine) and additionally Egypt
Experience in the field of development cooperation (section 2.3.8 of the assessment grid):	3 years of experience in development cooperation projects
Other (section 2.3.9 of the assessment grid):	– not applicable –

Expert 4: Lead Expert – Regional & local economic development (section 2.4 of the assessment grid)

This position is a key expert.

Tasks of expert 4

- Technical / methodological advice to sub-national authorities on collecting and analysing basic economic data, including the feasibility study and the design of data-collection mechanisms
- Process support for data-based economic action plans and/or local economic strategies
- Advise on and facilitate public-private exchange formats (thematic round tables, business consultation hours, sectoral dialogues)
- Capacity development for economic decision-making (data literacy, fundamentals of local economic promotion, evidence-based planning)
- Technical backstopping for other deployed experts from this pool with relevant assignments and tasks
- Deploy as an embedded expert in targeted institutions for short-or mid-term support as needed

Qualifications of expert 4

Education/training (section 2.4.1 of the assessment grid):	Master's degree in economics, business administration, regional/urban development, public administration or comparable

Language (section 2.4.2 of the assessment grid):	Knowledge of Levantine Arabic, C2-level in the Common European Framework of Reference for Languages (6 out of a possible 10 points) Knowledge of English, C1-level in the Common European Framework of Reference for Languages (4 out of a possible 10 points)
General professional experience (section 2.4.3 of the assessment grid):	8 years of professional experience in the sector of private-sector development, local economic development or economic policy
Specific professional experience (section 2.4.4 of the assessment grid):	5 years of professional experience in advising on public-private dialogue or economic data collection and analysis
Leadership/management experience (section 2.4.5 of the assessment grid):	– Not applicable –
International professional experience outside the country/region of assignment (section 2.4.6 of the assessment grid):	– Not applicable –
Professional experience in the country and/or region of assignment (section 2.4.7 of the assessment grid):	6 years of professional experience in Syria or the Western Asia region (in particular Lebanon, Jordan, Iraq, Palestine) and additionally Egypt
Experience in the field of development cooperation (section 2.4.8 of the assessment grid):	3 years of experience in development cooperation projects
Other (section 2.4.9 of the assessment grid):	– Not applicable –

Expert 5: Lead Expert Rule of Law & Justice Sector Reform (section 2.5 of the assessment grid)

This position is a key expert.

Tasks of expert 5

- Focal Expert for rule-of-law services – both for the project “Strengthening the Rule of Law in Syria” and for rule-of-law assignments commissioned under the TA-Hub (Output 3)
- Technical advice to judicial institutions on institutional capacity building and professional training of legal professionals (curricula design, training-of-trainers, organisational development of judicial training institutions)
- Advice on court administration and efficiency (case-management systems, internal workflows, records management; digital tools for case tracking and archiving)
- Advice on access to justice and on the availability and quality of legal information and aid, including alternative dispute resolution, with a focus on vulnerable groups

- Advice on legal/regulatory and institutional frameworks (procedural codes, legal-aid statutes, court rules, prosecutorial guidelines, SOPs), including housing, land and property (HLP) rights of refugees and internally displaced persons (IDPs).
- Advice on human-rights monitoring methodologies and support to civil-society organisations in documentation, reporting and evidence-based advocacy
- Technical backstopping for other deployed experts with rule-of-law assignments
- Deploy as an embedded expert in targeted justice institutions for short- or mid-term support as needed

Qualifications of expert 5

Education/training (section 2.5.1 of the assessment grid):	Master's degree in law / legal studies or comparable (e.g. with a focus on judicial reform, justice-sector governance or human rights)
Language (section 2.5.2 of the assessment grid):	Knowledge of English, C1-level CEFR (6 of 10 points); knowledge of Levantine Arabic, C1-level CEFR (4 of 10 points)
General professional experience (section 2.5.3 of the assessment grid):	8 years of professional experience in the rule-of-law / justice-sector reform field
Specific professional experience (section 2.5.4 of the assessment grid):	5 years advising justice institutions (judiciary, judicial training, court administration, access to justice or legal/institutional reform)
Leadership/management experience (section 2.5.5 of the assessment grid):	– not applicable –
International professional experience outside the country/region of assignment (section 2.5.6 of the assessment grid):	– not applicable –
Professional experience in the country and/or region of assignment (section 2.5.7 of the assessment grid):	6 years of professional experience in Syria or the Western Asia region (in particular Lebanon, Jordan, Iraq, Palestine) and additionally Egypt
Experience in the field of development cooperation (section 2.5.8 of the assessment grid):	3 years of experience in development cooperation projects
Other (section 2.5.9 of the assessment grid):	– not applicable –

Expert 6: Pool 1 'National (Syrian) expert pool' (section 2.6 of the assessment grid)

In derogation from the number of experts mentioned above, **3** CVs must be added to the tender. The ability of the tenderer to offer the pool of experts required here is assessed solely on the basis of these exemplary CVs.

The sample CVs should cover at least three different thematic areas as listed below, but do not necessarily cover all of them. They are intended to demonstrate, by way of example,

the qualifications and experience of the experts the tenderer can provide for selected thematic areas.

The actual number of experts assigned from the pool may differ from the number of experts required in section 4 of the Terms of Reference. For experts not named in the tender, GIZ must confirm before the assignment that their qualifications are equivalent to those of the short-term experts proposed in the tender.

The assignments of experts from the pool, as well as the use of expert fee days must be strictly coordinated with GIZ for each deployment and task.

Tasks of the expert pool

- Provide support to the key experts within their respective areas of expertise across all work packages
- Assist in facilitation and contribute to the development of deliverables, including assessments, gap analyses and manuals
- Offer technical advice for the implementation of relevant measures
- Contribute to the drafting of policy, regulatory and procedural documents
- Contribute to developing and implementing organisational and human capacity-development measures
- Contribute to developing research, monitoring and analysis products
- Contribute to communication, multimedia and social-media products
- Contribute to reporting and documentation
- Contribute to mentoring and support for technical advisors and partners
- Serve as embedded experts in targeted institutions for short- or mid-term support, as needed

Qualifications of the expert pool

Education/training (section 2.6.1 of the assessment grid):	All experts with a Master's degree in a sector-relevant field (e.g. public administration, public finance, economics, law, urban/regional development, information technology, communication or organisational development)
Language (section 2.6.2 of the assessment grid):	All experts with knowledge of Levantine Arabic, C2-level in the Common European Framework of Reference for Languages (6 out of a possible 10 points) All experts with knowledge of English, C1 level in the Common European Framework of Reference for Languages (4 out of a possible 10 points)
General professional experience (section 2.6.3 of the assessment grid):	All experts with respectively 8 years of professional experience in their respective field of expertise
Specific professional experience (section 2.6.4 of the assessment grid):	All experts with respectively 5 years of professional experience in their assigned thematic area. The 3 sample CVs must jointly cover at least three different thematic areas as listed below, but do not necessarily cover all of them:

	▪ decentralisation, democracy and multi-level governance ▪ organisational development and management consulting (incl. process optimisation) ▪ public finance, public administration and anti-corruption / integrity ▪ rule of law, justice-sector reform and human rights (incl. access to justice, court administration and legal/institutional frameworks) ▪ digitalisation, e-governance, open government and open data ▪ strategic communication, multimedia and social media ▪ social cohesion, community engagement and participation ▪ private-sector development and local economic development ▪ skills development, training, leadership and coaching ▪ moderation and facilitation ▪ monitoring and evaluation (M&E)
Leadership/management experience (section 2.6.5 of the assessment grid):	– Not applicable –
International professional experience outside the country/region of assignment (section 2.6.6 of the assessment grid):	– Not applicable –
Professional experience in the country and/or region of assignment (section 2.6.7 of the assessment grid):	All experts with respectively 4 years of professional experience in Syria or the Western Asia region (in particular Lebanon, Jordan, Iraq, Palestine) and additionally Egypt
Experience in the field of development cooperation (section 2.6.8 of the assessment grid):	All experts with respectively 2 years of experience in development cooperation projects
Other (section 2.6.9 of the assessment grid):	– Not applicable –

Expert 7: Pool 2 'International expert pool' (section 2.7 of the assessment grid)

In derogation from the number of experts mentioned above, **3** CVs must be added to the tender. The ability of the tenderer to offer the pool of experts required here is assessed solely on the basis of these exemplary CVs.

The sample CVs should cover at least three different thematic areas as listed below, but do not necessarily cover all of them. They are intended to demonstrate, by way of example, the qualifications and experience of the experts the tenderer can provide for selected thematic areas.

The actual number of experts assigned from the pool may differ from the number of experts required in section 4 of the Terms of Reference. For experts not named in the

tender, GIZ must confirm before the assignment that their qualifications are equivalent to those of the short-term experts proposed in the tender.

The assignments of experts from the pool, as well as the use of expert fee days must be strictly coordinated with GIZ for each deployment and task.

Tasks of the expert pool

- Provide support to the key experts within their respective areas of expertise across all work packages
- Assist in facilitation and contribute to the development of deliverables, including assessments, gap analyses and manuals
- Offer technical advice for the implementation of relevant measures
- Contribute to the drafting of policy, regulatory and procedural documents
- Contribute to developing and implementing organisational and human capacity-development measures
- Contribute to developing research, monitoring and analysis products
- Contribute to communication, multimedia and social-media products
- Contribute to reporting and documentation
- Contribute to mentoring and support for technical advisors and partners
- Backstopping of national experts where needed and appropriate
- Serve as embedded experts in targeted institutions for short- or mid-term support, as needed

Qualifications of the expert pool

Education/training (section 2.7.1 of the assessment grid):	All experts with a Master's degree in a sector-relevant field (e.g. public administration, public finance, economics, law, urban/regional development, information technology, communication or organisational development)
Language (section 2.7.2 of the assessment grid):	All experts with knowledge of English, C1-level in the Common European Framework of Reference for Languages (6 out of a possible 10 points) 1 expert with knowledge of Levantine Arabic, B2-level in the Common European Framework of Reference for Languages (4 out of a possible 10 points)
General professional experience (section 2.7.3 of the assessment grid):	All experts with respectively 8 years of professional experience in their respective field of expertise
Specific professional experience (section 2.7.4 of the assessment grid):	All experts with respectively 5 years of professional experience in their assigned thematic area. The 3 sample CVs must jointly cover at least three different thematic areas as listed below, but do not necessarily cover all of them: ▪ decentralisation, democracy and multi-level governance ▪ organisational development and management consulting (incl. process optimisation)

	▪ public finance, public administration and anti-corruption / integrity ▪ rule of law, justice-sector reform and human rights (incl. access to justice, court administration and legal/institutional frameworks) ▪ digitalisation, e-governance, open government and open data ▪ strategic communication, multimedia and social media ▪ social cohesion, community engagement and participation ▪ private-sector development and local economic development ▪ skills development, training, leadership and coaching ▪ moderation and facilitation ▪ monitoring and evaluation (M&E)
Leadership/management experience (section 2.7.5 of the assessment grid):	– Not applicable –
International professional experience outside the country/region of assignment (section 2.7.6 of the assessment grid):	– Not applicable –
Professional experience in the country and/or region of assignment (section 2.7.7 of the assessment grid):	2 of the 3 experts with 2 years of professional experience in Syria or the Western Asia region (in particular Lebanon, Jordan, Iraq, Palestine) and additionally Egypt
Experience in the field of development cooperation (section 2.7.8 of the assessment grid):	All experts with respectively 3 years of experience in development cooperation projects
Other (section 2.7.9 of the assessment grid):	– Not applicable –

The tenderer must assign all the proposed experts to the required qualifications and clearly present them in a separate table preceding the CVs. The summary presentation must mention only qualifications that are actually indicated in the CVs. Professional experience must be evidenced by meaningful references in the CVs. It is advisable to make explicit reference to each example of professional experience.

Soft skills of team members

In addition to their specialist qualifications, all team members are also expected to have the following qualifications:

- Team skills
- Initiative
- Communication skills and ability for constructive feedback
- Sociocultural and intercultural skills
- Context and conflict awareness and sensibility

- Efficient partner- and client-oriented working methods
- Interdisciplinary thinking

Soft skills are not evaluated.

Staff presentation (section 2.11 of the assessment grid)

– Not applicable –

5. Costing requirements

Total budget for this contract including all budgeting items is estimated with EUR 3.163.000 (three million, one hundred and sixty three thousand) net.

In your tender, please do not deviate from the specification of inputs required in these ToR (the number of experts and expert days, the budget specified in the price schedule). This is part of the competitive tender and is used to ensure that the tenders can be compared objectively. Please note: Only services that were commissioned by GIZ and rendered by the contractor will be remunerated. We would also like to point out that it may not be necessary to make use of the total number of proposed expert days.

5.1. Assignment of experts

The number of expert days corresponds to full working days.

The expert days set out below are distributed across the work packages in accordance with the percentage allocation in section 2.2 and are commissioned through individual assignments in accordance with section 2.3.

Expert	Expert days in the country of residence / remote	Expert days in the country of assignment	Expert days in total	Consecutive stay > 3 months (see GTC section 3.6.2)
Expert 1: Team leader and Organisational Development	85	85	170	No
Expert 2: Lead Expert – Governance, decentralisation and public administration	45	45	90	No
Expert 3: Lead Expert – Citizen-oriented service delivery, communication & participation	45	45	90	No

Expert	Expert days in the country of residence / remote	Expert days in the country of assignment	Expert days in total	Consecutive stay > 3 months (see GTC section 3.6.2)
Expert 4: Lead Expert – Regional & local economic development	45	45	90	No
Expert 5: Lead Expert – Rule of Law & Justice Sector Reform	45	45	90	No
Expert 6: Pool 1 'National (Syrian) expert pool'	0	2.020	2.020	No
Expert 7: Pool 2 'International expert pool'	250	250	500	No
Backstopping (to the extent travel is required)	Not applicable	Not applicable	Not applicable	No
Total	**515**	**2.535**	**3.050**	

5.2. National administrative staff

– Not applicable –

5.3. Travel expenses

5.3.1. Travel – sustainability considerations

GIZ would like to reduce greenhouse gas emissions (CO_2 emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, for example by selecting the lowest-emission booking class (economy) or using means of transport, airlines and flight routes that are more CO_2-efficient. For short distances, travel by train (second class) or e-mobility are the preferred options.

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 has published a list of standards (only in German available). GIZ recommends using the standards specified there.

5.3.2. Travel expense requirements

The travel expenses must be costed as follows by the tenderer:

Travel expenses item	Quantity/budget
Total number of international flights (Quantity 1 is the number of return (i.e. outbound/inbound) flights.)	72
Total number of regional/national flights (Quantity 1 is the number of return (i.e. outbound/inbound) flights.)	20
CO2 offsets for flights	12.000 EUR An unalterable budget for CO2 offsets for settlement against evidence is specified.
Transfer and transport costs	95 local transportation
Costs for contract-related business trips outside the usual place where services are provided	180 business trips
Per-diem allowances	1.400 days
Accommodation allowances	1.300 nights (calculation rate EUR 180 per night, see below), resulting in a fixed budget item of EUR 234.000
Costs of obtaining a visa	72 international flights

Tenders may include per-diem allowances 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 the reimbursement of travel expenses (download at https://www.bundesfinanzministerium.de). They will be reimbursed as a **lump sum** at the contractually agreed level.

In addition, for the following items, reasonable costs can be settled against evidence up to the proposed amount.

- Flight costs
- Transfer costs
- Costs for contract-related business trips outside the usual place where services are provided
- Cost of obtaining a visa

Accommodation allowances outside Germany will be reimbursed in accordance with the following provision:

- Accommodation allowances up to 75% of the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement will be reimbursed **on a lump-sum basis**.

- Accommodation allowances up to the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement will be reimbursed in the **amount evidenced**.

- Accommodation allowances outside Germany that unavoidably exceed the maximum amount permissible under tax law as stipulated in the BMF circular on travel expense reimbursement (e.g. due to security requirements as defined by GIZ when applicable to the assigned experts) **can only be settled against evidence on presentation of a written individual justification**, up to a maximum of EUR 180 per night. This applies for example where, and for as long as, the GIZ security requirements in force at the time of the assignment restrict the choice of accommodation in Syria (see sections 2.5 and 5.9). GIZ confirms this for the respective assignment.

All travel activities must be agreed in advance with the project manager. Travel expenses must be kept as low as possible.

For calculation purposes, tenderers must cost the accommodation allowances specified in the table above at EUR 180 per night. This calculation rate is specified by GIZ and is therefore neutral with regard to competition. It is neither a lump sum nor an entitlement to reimbursement beyond the provisions above.

Please note: These travel expense items do not cover costs related to the contract in the country of assignment (see section 3.6.2 of the General Terms and Conditions). Please cost these items if applicable in the price schedule under '2.2 Costs related to the contract in the country of assignment'.

5.4. Procurement of services and works

– Not applicable –

5.5. Procurement of materials and equipment

– Not applicable –

5.6. Operating costs in the country of assignment

– Not applicable –

5.7. Workshops, education and training

– Not applicable – (Costs for workshops, working sessions and the associated materials and catering arising in the context of an individual assignment are covered by the flexible remuneration item under section 5.10.)

5.8. Local contributions

– Not applicable –

5.9. Other costs

Security Cost

Budget for security measures: EUR 100.000 (net, fixed, unalterable budget specified in the price schedule, settled against evidence).

Syria is a country with heightened security risks. The security requirements to be complied with by the contractor are set out in section 2.5. A separate, specified budget has been specified so that security costs are neutral with regard to competition. GIZ can provide the following to the winning tenderer. The costs for such items do not need to be included as priced items in the tender.

- Accommodation in GIZ whitelisted accommodation (accommodation costs are covered under section 5.3.2)
- Movements in GIZ contracted armored vehicles with approved private security companies

If the tenderer chooses to use these provisions, then it must adhere to all rules and regulations under GIZ's Security Risk Management (SRM) concept (will be shared with the winning tenderer only). The contractor is required to prevent any behaviour that could frustrate GIZ's SRM concept. If the tenderer chooses to manage its own security, then the tenderer is required to develop a safety and security risk management concept that follows international norms such as 31000ff or the Humanitarian Security Risk Management approach. An outline of the concept must be submitted with the financial bid. GIZ will require the winning tenderer to elaborate its concept.

Should the bidder concept include the services of a private security provider, the security provider should meet the following requirements:

- Possession of international certificates through full membership with the International Code of Conduct Association or a similar qualified institution such as PSC1.
- Well-established in Syria with at least ten years of auditable service in the region
- Established liaison with the Syria authorities, security actors, and community leaders
- High level of discretion, professionalism, and dependability, proven in crisis situations.
- 24/7 operations room in Damascus or Beirut.
- Threat and risk management assessment component that informs a detailed highly accountable journey management process, including where required, a comprehensive context and actor mapping.
- All vehicles armoured outside Syria with international certificates provided.
- It is strongly recommended to use B6 armoured vehicles for all movements of international personnel.

The costs of implementing the security concept and of the necessary training are covered by the specified budget stated above and are settled against evidence. The Tenderer must demonstrate the fair tendering process concluding the security service provider contract, when requested. The services provided have to be pre-approved by GIZ, in case they deviate from the above requirements. These costs will be reimbursed against evidence with maximum rates that do not exceed GIZ provided similar services at the time of invoicing. Extra service/costs deemed unnecessary for the implementation of the activities of this contract shall not be reimbursed. GIZ decides on the services and accompanying costs to be accepted.

Moreover, GIZ strongly recommends international consultants have completed a "Hostile Environment Awareness Training" within the last 5 years before deploying to Syria.

Up to 1.500 EUR per international expert will be reimbursed against evidence from the security budget.

5.10. Flexible remuneration item

Budget for flexible remuneration: EUR 300.000 (three-hundred thousand; net, fixed, unalterable budget specified in the price schedule). The budget also covers interpretation and translation services required for an assignment.

In addition to the fee and travel remuneration, a flexible budget is earmarked to cover minor, assignment-related ancillary costs that arise in the course of delivering a specific assignment. This is a variable option: the budget is drawn on only where needed, on demand and subject to prior agreement with GIZ, within the framework of a clearly defined assignment. It does not constitute an entitlement, and there is no obligation to make use of it.

The flexible remuneration serves the flexible steering of the contract by the GIZ commission manager and is used by the contractor in accordance with the General Terms and Conditions of Contract.

Within this flexible budget, and upon prior approval by GIZ as part of the respective individual assignment, the contractor may in particular:

- organise and host workshops, working sessions or smaller meetings / reunions required for the assignment (e.g. venue, technical equipment, moderation and working materials);
- finance reproduction and printing (copies), working materials and consumables;
- finance interpretation and translation services required for an assignment;
- cover catering and refreshments for such events, including a working lunch, where this is necessary and appropriate for the respective activity.

The use of the flexible budget is agreed in advance with GIZ for each individual assignment (see section 2.3), is limited to the activities and amounts approved, and is settled exclusively against evidence (receipts / invoices).

The flexible budget is a specified budget and is therefore neutral with regard to competition; the costs do not need to be included as priced items in the competitive tender. The budget must not be exceeded without prior written agreement by GIZ. GIZ decides on the activities and accompanying costs to be accepted; costs deemed unnecessary for the implementation of the respective assignment are not reimbursed.

6. Requirements on the format of the tender

The structure of the tender submitted by the tenderers must correspond to the structure of the ToR. It must be legible (for example Arial, font size 11 or larger) and clearly formulated. The tender must be written in English.

The technical-methodological concept of the tender (section 3 of the ToR) must not exceed 10 pages (not including the cover page, list of abbreviations, table of contents, brief introduction and CV for the backstopper). If any of the prescribed page limits is exceeded,

the contents of the pages that are over the limit will not be considered in the assessment. Additional annexes not requested will not be assessed. External content (e.g. links to websites) will also be disregarded.

The CVs of the staff proposed in accordance with section 4 of the ToR must be in the EU format and not more than four pages in length. The CVs must be submitted in English.

The CVs must clearly and unequivocally show what position the proposed person held, which tasks they performed and how long they worked during which period in the specified references. The references contained in the CVs must therefore include the following information:

- Name of the company/organisation/reference project in which the expert worked
- Position held and task(s) performed by the expert in the company/organisation/reference project
- Work outcomes or products produced by the expert, or expert's contribution to the completion of these outcomes and projects (if relevant)
- Duration of the expert's assignment in the company/organisation/reference project per calendar year in full-time expert days, weeks or months (for example: 2019: 2 months, 2020: 10 months, 2021: 1 month)
- Leadership experience/management: clear information on the reference projects or fixed positions within the company/organisation in which the requirements specified in section 4 were fulfilled (for example, period, number of persons for whom the expert had disciplinary responsibility, project budget) (if relevant)
- International professional experience/professional experience in the country of assignment: clear information on the reference projects or fixed positions in the company/organisation in which the requirements specified in section 4 were fulfilled (for example, actual duration of assignment on the ground in full-time expert days, weeks or months) (if relevant)

In order to facilitate the assessment, we request that you number the references sequentially and provide only references that are clearly related to the object of this tender.

7. Options or follow-on contract

7.1. Option to expand the service content/extend the contract term pursuant to section 132 (2) no. 1 German Act against Restraints of Competition (GWB)

GIZ can exercise the following options if it wishes to expand the tendered services. This is described in detail below.

Nature and scope:

While retaining the overall character of the contract, there is a possibility of GIZ continuing to obtain the services specified in section 2 of these Terms of Reference and/or of expanding the contract to include further services of the same kind. The overall contract

term must not exceed three times the original contract term and the overall contract value must not exceed twice the original contract value.

Precondition:

GIZ receives an increased or prolonged commission from the commissioning party of at least one of the projects described in section 1, or an agreement for co-financing of one of these measures is concluded

This option is neither automatic nor mandatory on the part of the Client and does not constitute an entitlement of the contractor.

7.2. Option to procure materials and equipment pursuant to section 132 (2) no. 1 German Act against Restraints of Competition (GWB)

– Not applicable –

7.3. Follow-on contract pursuant to Section 14 (4) no. 9 German Ordinance on the Award of Public Contracts (VgV)

Pursuant to Section 14 (4) no. 9 VgV, GIZ reserves the right to award a follow-on contract to the contractor in order to procure similar services.

Scope of possible services:

The term of the follow-on contract may not exceed twice the original contract term and the value of the follow-on contract may not exceed twice the original contract value.

Precondition:

The above option is subject to GIZ receiving a commission from the commissioning party or the conclusion of an agreement for cofinancing of at least one of the projects mentioned in these ToR. Any follow-on contract must be awarded within three years of the award date of the original contract.

The follow-on contract under 7.3 can only be applied as an alternative to the option under 7.1.

8. Annexes (optional)

– Not applicable –