

TAKAMUL IV – تكامل

**Fund for Capacitating and Strengthening the Syrian Civil
Society and Supporting Social Cohesion**

Call for Proposals and Guidance Document

Funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, the BRIDGE project “Strengthening the Capacities of the Syrian Civil Society” calls for proposals to support Syrian Civil Society Organisations (CSOs).

Within the framework of the GIZ BRIDGE project, the TAKAMUL Fund launches this Call for Proposals, inviting civil society organisations in Germany (working in the Syrian context) and civil society organisations inside Syria to submit joint project proposals. The call aims to support projects that **strengthen social cohesion, promote inclusive community engagement, and enhance the role of Syrian civil society in local recovery and community resilience**. Interested organisations are encouraged to apply in accordance with the requirements outlined in this guidance document.

A. Definitions

- I. **TAKAMUL:** A GIZ-managed fund under the BRIDGE project, designed to strengthen Syrian civil society in and outside Syria and support social cohesion. Its name, meaning “integration” in Arabic, represents the Fund’s goal to enhance collaboration between Syrian civil society organisations inside Syria and diaspora organisations.
- II. **BRIDGE Project:** A GIZ project commissioned by BMZ to strengthen the capacities, effectiveness, and resilience of civil society actors and organisations working within the Syrian context.
- III. **Tandem Approach:** A required project model based on joint collaboration between a diaspora civil society organisation based in Germany working within the Syrian context (main applicant) and a local Syrian civil society organisation (co-applicant). The approach ensures shared project design, joint planning, coordination, and implementation inside Syria.
- IV. **Diaspora Organisation / Main Applicant:** A legally registered organisation in Germany whose mandate includes engagement with Syrian communities or issues. As the main applicant, it bears contractual and financial responsibility for the proposed project, submits the application, manages reporting, and ensures compliance with all donor requirements.
- V. **Local Syrian Organisation / Co-Applicant:** A local NGO legally registered in Syria. As the co-applicant, it is the implementer of project activities inside Syria and receives the forwarded amount of the grant from the main applicant to execute the approved workplan.
- VI. **Social Cohesion:** The capacity of individuals and groups within a community to maintain constructive relationships, build trust and mutual respect, cooperate around shared concerns, and engage peacefully across social, ethnic, religious, or other differences.
- VII. **Local Initiative:** A community-led activity proposed by project beneficiaries that strengthens social cohesion and peaceful coexistence across social, ethnic, and religious differences by promoting trust, collaboration, dialogue, and community participation, with particular attention to the meaningful participation and inclusion of women and youth.
- VIII. **Youth (Under TAKAMUL IV):** Individuals, both male and female, between 18 and 27 years of age.

B. Background: GIZ BRIDGE Project and TAKAMUL IV Fund

The GIZ project BRIDGE “Strengthening the Capacities of the Syrian Civil Society” capacitates civil society actors and organisations inside and outside of Syria. As an intervention instrument of the GIZ BRIDGE project, the TAKAMUL fund strengthens the capacity of Syrian NGOs to build social cohesion across ethnic, religious, and social differences, thereby fostering trust, cooperation, and inclusion within diverse local communities.

A defining feature of TAKAMUL IV is the **Tandem Approach**, which promotes close cooperation between Syrian diaspora organisations registered in **Germany**, and local civil society organisations inside **Syria**. The model aims to strengthen collaboration and exchange between Syrian civil society actors inside and outside the country, while drawing on their complementary capacities, perspectives, and contextual knowledge. Through joint project design, decision-making, coordination, knowledge exchange and implementation, the Tandem Approach seeks to build meaningful and sustainable partnerships between diaspora and local organisations and support more locally grounded contributions to social cohesion and community resilience.

C. TAKAMUL IV – Programmatic Approach and Focus

TAKAMUL IV seeks to contribute to social cohesion through four mutually reinforcing dimensions: **inter-community trust, state–society trust, conflict-sensitive programming, and inclusive participation**. All proposals should demonstrate how the proposed intervention contributes to each of these dimensions, while recognising that the nature and degree of contribution may vary depending on the project context and objectives. These dimensions are interrelated and should therefore be reflected in the overall project design rather than treated as separate or stand-alone components.

- 1. Inter-community trust:** Strengthening trust, mutual understanding, and promoting a collaborative culture across social, ethnic, religious and community differences, including between host, displaced, and returnee communities where relevant.
- 2. State–society trust:** Strengthening constructive interaction and cooperation between civil society, communities, and relevant local authorities around shared concerns and local decision-making.

3. Conflict sensitive programming: Ensuring interventions are informed by conflict analysis, Do-No-Harm principles and ongoing monitoring of context, tensions, and unintended effects, with adaptation where necessary.

4. Inclusive participation: Ensuring meaningful participation in community life and decision-making, with particular attention to women, youth, persons with disabilities, and other groups facing barriers to participation. This aims to strengthen their civic engagement and establish them as community leaders and active actors of change, including through the implementation of Local Initiatives.

Purely humanitarian measures and those aimed at infrastructure reconstruction **cannot** be funded.

D. Eligibility Criteria

To qualify for further assessment, each proposal must fully meet the following eligibility requirements:

- Clearly demonstrate the TANDEM Approach, meaning a joint submission by a diaspora organisation registered in Germany as the main applicant and grant recipient and a Syria-based NGO as the co-applicant responsible for implementation inside Syria.
- Both applicants must be formally registered.
- All required documents must be submitted in English.
- The official templates must be used without modification.
- The proposal must be complete and accurate.
- The proposed budget must remain within the indicated budget ceiling.
- All project activities must be implemented inside Syria.

E. Pre-Selection Criteria

Proposals that successfully pass the eligibility screening will be assessed based on several key criteria. **First**, proposals must align with the **TAKAMUL IV programmatic approach**, clearly demonstrating inclusive activities **implemented across social, ethnic, and religious differences**, with a primary focus on **women and youth**, and complementary participation of **persons with disabilities**, where relevant. **Second**, the **proposed contribution to social cohesion must be credible**, demonstrating how the

intervention will strengthen relationships, trust, and cooperation at the community level. **Third**, proposals will be evaluated for their **relevance**, ensuring that the problem is well-defined, aligned with local needs, and that the proposed actions appropriately respond to community priorities and contextual constraints. **Fourth**, the **innovation** of the project will be assessed, examining whether it introduces a new approach or meaningfully adapts an existing one in a realistic and context-appropriate manner. **Fifth**, the **intervention design** must present realistic and achievable objectives, a coherent results chain, and a practical, feasible implementation plan supported by a clear timeline. **Sixth**, proposals must demonstrate **robust risk management and conflict-sensitive, Do-No-Harm approaches**. Applicants should demonstrate how their analysis of the local context, including relevant tensions, divisions, power dynamics and potential risks, has informed the design of the intervention, including its objectives, target groups, activities, and implementation approach. Proposals should also identify potential unintended effects and provide appropriate mitigation and adaptation measures. **Finally**, proposals will be assessed for their **sustainability** and potential to generate lasting effects beyond the project period, including through strengthened relationships, capacities, networks, community mechanisms or practices, as well as opportunities for replication, adaptation, or continuation where appropriate.

F. Budget Requirements and Cost-Efficiency

Applicants may apply for funding under one of the following two options:

- **Up to EUR 50,000:** For projects led by Syrian diaspora organisations in Germany that have limited experience in managing public funds. These projects must cooperate with a civil society partner organisation in Syria and may receive up to 50,000 EUR with a project duration of six months.
- **Up to EUR 100,000:** Preference is given to projects where lead applicants from the Syrian diaspora in Germany possess experience in managing public funds and collaborate with more than one local partner organisation from civil society in Syria. Such projects may receive up to 100,000 EUR in funding and have a project duration of eight months.

At least **70% of the total fund** must be transferred to the **co-applicant(s) inside Syria**, reflecting the project's local implementation focus. The main applicant may not include

any implementation activities in its budget. Administrative costs may reach **up to 7%** for the main applicant and **up to 2%** for the Syrian co-applicant.

Certain expenditure types, such as **construction costs** or **staff costs not directly linked to implementation**, are **not eligible for funding**.

In addition, both the main applicant and co-applicant(s) must include **narrative explanations in separate sheets** within the same budget template. These explanations should outline the **purpose and specifications** of each budget line.

G. Compliance and Due Diligence Procedures

Following the pre-selection phase, all shortlisted applications must undergo mandatory compliance and due diligence procedures prior to contracting. During this stage, applicants may be asked to provide clarifications, submit updated documents, or respond to revision requests. As part of these procedures, all pre-selected organisations will undergo a general **assessment process** as well as a **commercial and legal eligibility check** to evaluate financial management systems, internal controls, and risk-mitigation capacities. **Only applicants which pass the procedures can be contracted by GIZ.**

IMPORTANT: The main applicant will be required to submit a valid tax exemption certificate, and this document **must be available and ready** when requested.

H. Anticipated Timeline

Date	Activity
7 and 12 October 2026	TAKAMUL online information sessions for all interested applicants
8 November 2026	Deadline for submission of project proposals
November 2026	Pre-selection process
December 2026–March 2027	Compliance checks, clarifications, and final revisions
March–April 2027	Notifications sent to finally selected applicants and start of project implementation

I. Application Guidelines and Submission Requirements

All applicants must adhere to the following guidelines when preparing and submitting their proposals. **Each TANDEM may submit only one proposal**, and neither organisation may participate in more than one application. The lead applicant may establish a partnership with Syria-based civil society partner organisations, with the number of partners, applicable funding ceiling, and project duration depending on the selected funding option. Applications of up to **EUR 50,000** must include one partner organisation for a duration of **six months**, while applications of up to **EUR 100,000** must include more than one local partner organisation for a duration of **eight months** and require proven experience in managing public funds.

In all cases, the proposed partnership should add clear programmatic value to the intervention. Proposals involving multiple co-applicants should clearly define the roles and responsibilities of each organisation and ensure meaningful collaboration in project design, decision-making, coordination, and implementation. **The main applicant remains the contractual and financial lead for the project.**

A complete application package must include a project proposal, a budget, and the legal registration documents of both the main applicant and the co-applicant(s).

Applicants are required to use the **official templates** for the project proposal and budget. These templates can either be downloaded directly from this website: <https://www.neuanfang-syrien.de/en> or requested via email by writing to takamul@giz.de with the subject line “**TAKAMUL application templates**”.

Questions and inquiries regarding the Call for Proposal must be submitted via the following link: <https://kobo-ee.giz.de/x/dCZdBCJ6>. Responses will be shared during the information sessions and compiled into a publicly accessible Q&A document.

Applications must be received by **8 November 2026** and submitted **exclusively by email** to takamul@giz.de, using the subject line “**TAKAMUL Proposal Submission**”. Only applications received by the **deadline, 23:59 (Damascus time)**, will be considered.

All applicant data will be processed and stored securely in compliance with **data-protection standards**.

- **GIZ reserves the right to modify, postpone, or cancel the call at any time and may reject submissions.**
- **Applications that are not in English, incomplete or missing required documentation will not be considered.**
- **TAKAMUL seeks a portfolio that reflects the diversity of Syrian contexts and may consider geographic and contextual diversity when selecting projects.**

Best wishes are extended to all applicants, and we look forward to receiving well-developed proposals that demonstrate innovative insights and contribute to positive change in Syria.