

**DRC**

**Annex A.1 Terms of Reference (TOR)**

**for**

***Consultancy Services to Develop Housing,  
Land and Property (HLP) Due Diligence  
Framework for Humanitarian Mine Action  
(HMA) Programming in Syria***

**Location:** Remote, and with travel to Syria (subject to visa availability)

**Duration:** 3 months (TBC)

**Timeframe:** End of September to November 2026 (TBC)

**Supervision:** DRC Syria Head of Humanitarian Disarmament and Peacebuilding, Country Protection Technical Lead / DRC Regional Protection Coordinator, Global HLP Advisor.

**1. Who is the Danish Refugee Council?**

Founded in 1956, the Danish Refugee Council (DRC) is a leading international NGO and one of the few with a specific expertise in forced displacement. In 34 countries across the world, our 6,000 employees work to protect, advocate and build sustainable futures for refugees and other displacement-affected people and communities. DRC works during displacement at all stages: In the acute crisis, in displacement, when settling and integrating in a new place, or upon return. DRC provides protection and life-saving humanitarian assistance; supports displaced persons in becoming self-reliant and included into hosting societies; and works with civil society and responsible authorities to promote protection of rights and peaceful coexistence.

DRC has been operating in Syria since 2008, initially responding to the Iraqi refugee crisis before pivoting to a full-scale response to the Syria crisis from 2011 onwards. Our work encompasses the full cycle of displacement, responding to life-saving humanitarian needs and supporting community recovery until durable solutions can be achieved. DRC Syria takes an area-based approach to supporting internally displaced persons (IDPs), returnees, and host communities across our key sectors: Economic Recovery and Resilience, Protection, WASH, Shelter and Infrastructure, and Humanitarian Disarmament and Peacebuilding (including Humanitarian Mine Action).

## **2. Background**

After over a decade of armed conflict and the political transition in Syria, the country faces a complex Housing, Land and Property (HLP) landscape characterized by widespread displacement, destruction of housing and infrastructure, loss or destruction of civil and HLP documentation, damaged land administration and cadastral records, insecure tenure and secondary occupation, and unresolved HLP disputes (HNRP, April 2026).

At the same time, extensive contamination by explosive ordnance (EO) remains a significant protection concern and a major obstacle to safe access to housing, agricultural land, public infrastructure, and essential services. Humanitarian Mine Action (HMA) interventions - including explosive ordnance clearance, rubble removal, debris management, site preparation, and support to infrastructure rehabilitation - can have significant implications for HLP rights if implemented without adequate due diligence. Such activities may unintentionally reinforce insecure tenure, secondary occupation, disputed ownership, or unlawful occupation where HLP risks are not properly identified and mitigated.

The HLP TWG is currently working to consolidate HLP due diligence approaches for Shelter/NFI and CCCM activities, while HLP considerations in Mine Action have primarily been addressed by specialized mine action actors, in line with their technical expertise, operational standards, and mandates. However, the absence of a common framework or agreed minimum standards for integrating HLP considerations into HMA programming, has resulted in inconsistent operational approaches, duplication of effort, and varying levels of HLP risk management across humanitarian actors.

Recognizing this gap, the HLP Technical Working Group (TWG) and the Mine Action Area of Responsibility (MA AoR) have identified the need to develop harmonized guidance and a fit-for-purpose HLP due diligence approach for HMA interventions. This consultancy will support that process by mapping existing approaches and tools, identifying operational and policy gaps, facilitating stakeholder consultations and technical workshops, and developing harmonized guidance, adaptable Standard Operating Procedures (SOPs), and an HLP due diligence framework to strengthen coherent, conflict-sensitive, and rights-based implementation of HMA activities across Syria.

## **2. Objectives**

The primary objective of this consultancy is to strengthen the integration of HLP considerations into HMA programming in Syria by mapping existing approaches, identifying HLP risks associated with HMA activities, technical and operational gaps, facilitating inter-agency consensus and developing harmonized guidance, adaptable standard operating procedures, and a fit-for-purpose HLP due diligence framework to support coherent implementation across HLP and HMA actors. The consultant will:

- i. Map existing HLP and HMA actors, approaches, tools, guidance, SOPs, and operational practices across Syria, including their geographic coverage, technical focus, and areas of complementarity.
- ii. Conduct a comprehensive gap and risk analysis of the extent to which HLP considerations and potential HLP risks arising from HMA activities are identified and addressed within existing HMA approaches, guidelines, tools and operational processes and provide recommendation where necessary for their mainstreaming and standardization.
- iii. Facilitate technical dialogue and consensus-building between the HLP TWG, Mine Action AoR, National Mine Action Centre (NMAC) and other relevant stakeholders to strengthen coordination and promote resource sharing for the operationalization of the HLP and HMA workstream.

- iv. Facilitate validation workshops to achieve stakeholder agreement on harmonized approaches, minimum standards, key HLP risks and mitigation measures and implementation priorities for HLP and HMA programming.
- v. Develop practical recommendations, harmonized guidance, adaptable Standard Operating Procedures (SOPs), and an HLP due diligence framework to support consistent implementation of HLP and HMA activities and strengthen inter-agency collaboration.

### **3. Scope of work and deliverables (Remote and in Person)**

The consultant will be responsible for the following:

#### **A. Actor Mapping, HLP Risk Assessment and Gap Analysis (Done remotely)**

- **Actor Mapping:** Conduct a comprehensive mapping of HLP and HMA actors operating in Syria, documenting their mandates, geographic coverage, technical services (e.g., non-technical survey (NTS), legal aid, land release, tenure verification, risk education, clearance, victim assistance, rubble removal, and related HLP services), coordination arrangements, and areas of operational overlap or complementarity. The mapping should identify service gaps and opportunities for improved collaboration.
- **Methodological Review:** Review existing HLP/HMA approaches, methodologies, tools, guidance documents, SOPs, due diligence mechanisms, operational practices, and lessons learned currently used by humanitarian actors in Syria, identifying examples of good practice that could inform sector-wide harmonization.
- **HLP Risk Mapping and Assessment:** Identify and assess key HLP risks associated with HMA activities across the programme cycle, including risks related to land access and use, ownership and tenure, competing claims, displacement and return, land release and handover, reconstruction, and impacts on vulnerable or absent rights-holders. Map these risks by HMA activity, context, affected rights-holders, and level of risk. The findings will inform the development of an HLP Risk Matrix for HMA Activities, with appropriate mitigation and due diligence measures to be further developed and validated through the stakeholder consultation and coordination sessions.
- **Gap Identification:** Conduct a comprehensive assessment of operational, technical, procedural, institutional, and policy gaps affecting the integration of HLP into HMA programming. The analysis should identify barriers to the adoption, sharing, and harmonization of existing tools and approaches and provide practical recommendations to strengthen coherence across the response.

#### **B. Stakeholder consultation and coordination (Done remotely)**

- **Stakeholder Consultations:** Design and facilitate consultations with the HLP TWG, Mine Action AoR, NMAC, UN agencies, international and national NGOs, civil society organizations and other relevant technical stakeholders to gather inputs, identify priorities and build consensus around harmonized HLP and HMA approaches.
- **Coordination:** Prepare and facilitate technical working sessions, and bilateral consultations; prepare agendas, presentations, briefing materials, and meeting summaries; document recommendations and agreed actions; and support follow-up with NMAC and relevant stakeholders throughout the consultancy.
- **Collaboration Roadmap:** Develop a practical roadmap for strengthening coordination and harmonization between the HLP TWG, the Mine Action AoR and NMAC including priority

actions, institutional responsibilities, implementation milestones, recommendations for information sharing, and opportunities for joint programming and technical collaboration.

### **C. Development of harmonized guidance and due diligence framework (Done remotely)**

- **Harmonized Guidance and SOPs for HLP/HMA actors:** Develop fit-for-purpose technical guidance and adaptable Standard Operating Procedures (SOPs) to support the consistent integration of HLP considerations into HMA programming. The guidance should include operational procedures, decision-making processes, referral considerations, minimum standards, and risk management measures that can be adapted by humanitarian actors and NMAC.
- **HLP Due Diligence Framework:** Support the HLP TWG in developing a context-specific and operational HLP due diligence framework for HMA interventions. The framework should define key principles, minimum requirements, due diligence procedures, risk assessment methodologies, mitigation measures, and practical tools to guide HLP-sensitive implementation across activities such as rubble removal, debris management, land release, site clearance, infrastructure rehabilitation, and other land-affecting interventions.

### **D. Technical workshops and validation (Done in Person)**

- **Technical Workshops:** Design and facilitate a series of technical workshops with members of the HLP TWG, Mine Action AoR, NMAC and other relevant stakeholders to present mapping findings, validate the gap analysis, develop consensus on harmonized approaches, and jointly refine the proposed guidance, SOPs, and HLP due diligence framework.
- **Validation and Finalization:** Incorporate stakeholder feedback into the final products and support validation of the harmonized guidance, SOPs, and due diligence framework through the appropriate coordination structures.
- **Training:** Design and facilitate a 2-day training for NMAC and other relevant HLP and HMA actors on the tools developed.

### **Expected Deliverables**

The consultancy is expected to produce the following outputs:

1. Inception report, methodology, and detailed workplan.
2. Mapping report of HLP/HMA actors, services, tools, and operational approaches in Syria.
3. A HLP risk matrix of HMA activities
4. Gap analysis report, including recommendations for harmonization.
5. Stakeholder consultation summary and meeting reports.
6. Roadmap for HLP and HMA collaboration and operationalization of the HLP and HMA workstream.
7. Workshop materials and workshop reports.
8. Harmonized HLP and HMA technical guidance and adaptable Standard Operating Procedures (SOPs).
9. HLP due diligence framework for Humanitarian Mine Action, including practical tools and implementation guidance.
10. Final consultancy report summarizing the methodology, findings, recommendations, and proposed implementation roadmap.

### **4. Methodology**

The consultant is expected to adopt a participatory and consultative methodology that combines desk-based analysis, stakeholder engagement, technical consultations, and iterative validation of outputs. The methodology should include:

- **Desk Review:** Conduct a comprehensive review of existing HLP and Humanitarian Mine Action (HMA) documentation relevant to Syria, including technical guidance, methodologies, tools, Standard Operating Procedures (SOPs), due diligence frameworks, national mine action standards, HLP guidance, and relevant global and country-specific resources. This should include a review of existing organizational good practices and lessons learned, including DRC guidance and operational approaches.
- **Mapping, HLP Risk Assessment and Gap Analysis:** Undertake a systematic mapping of HLP and HMA actors, technical approaches, tools, and operational practices across Syria, followed by a comparative analysis to identify complementarities, overlaps, operational and policy gaps, and opportunities for harmonization.
- **Technical Consultations:** Facilitate targeted technical consultations with NMAC, the HLP Technical Working Group (TWG), Mine Action Area of Responsibility (AoR), Shelter Sector, DRC technical staff and other relevant stakeholders to validate findings, discuss priority gaps, and build consensus on harmonized approaches and HLP due diligence measures. Consultations should focus on validating and refining existing approaches in addition to undertaking primary data collection.
- **Technical Workshops:** Design, facilitate, and document a series of technical workshops to validate the mapping and gap analysis findings, agree on minimum standards, and co-develop harmonized guidance, Standard Operating Procedures (SOPs), and the HLP due diligence framework.
- **Drafting and Validation of Deliverables:** Prepare draft technical products, incorporating feedback received through consultations and workshops. Final outputs will be submitted following review and validation by DRC Syria, the HLP Technical Working Group, the Mine Action Area of Responsibility, NMAC and other relevant stakeholders.
- **Quality Assurance:** Throughout the consultancy, maintain close coordination with the DRC Syria Head of HDP, Protection Technical Lead, HLP Specialist, Regional Protection Coordinator, and Global HLP Advisor to ensure technical quality and contextual relevance.

## 5. Indicative Timeline and workplan (12 weeks)

|                                               |                                                                                    | September |  |  |  |  | October |  |  |  |  | November |  |  |  |  |
|-----------------------------------------------|------------------------------------------------------------------------------------|-----------|--|--|--|--|---------|--|--|--|--|----------|--|--|--|--|
| <b>Key Deliverables</b>                       |                                                                                    |           |  |  |  |  |         |  |  |  |  |          |  |  |  |  |
| <b>Admin</b>                                  | <b>Finalize contract</b>                                                           |           |  |  |  |  |         |  |  |  |  |          |  |  |  |  |
|                                               | <b>Check ins</b>                                                                   |           |  |  |  |  |         |  |  |  |  |          |  |  |  |  |
| <b>Inception report and detailed workplan</b> | <b>Inception meeting with DRC Syria. HLP TWG and Mine Action AOR and NMAC</b>      |           |  |  |  |  |         |  |  |  |  |          |  |  |  |  |
|                                               | <b>Review consultancy objectives, methodology, existing resources and workplan</b> |           |  |  |  |  |         |  |  |  |  |          |  |  |  |  |
| <b>Literature review</b>                      | <b>Desk review</b>                                                                 |           |  |  |  |  |         |  |  |  |  |          |  |  |  |  |
|                                               | <b>Draft Actor Mapping</b>                                                         |           |  |  |  |  |         |  |  |  |  |          |  |  |  |  |
|                                               | <b>Draft Gap Analysis Report</b>                                                   |           |  |  |  |  |         |  |  |  |  |          |  |  |  |  |
| <b>Products</b>                               | <b>Consultations summary report</b>                                                |           |  |  |  |  |         |  |  |  |  |          |  |  |  |  |
|                                               | <b>Draft Guidance Package and Due Diligence Framework</b>                          |           |  |  |  |  |         |  |  |  |  |          |  |  |  |  |
|                                               | <b>Validation Workshop Report</b>                                                  |           |  |  |  |  |         |  |  |  |  |          |  |  |  |  |

|              |                                                             |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|--------------|-------------------------------------------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Distribution | Presentation to the HLP TWG, Mine Action AoR, NMAC and DRC. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|              | Final consultancy package and deliverables                  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|              |                                                             |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

*\*Final timeline to be adjusted based on contract signing and consultant availability.*

## 6. Qualifications and Competencies

- Advanced university degree (Master's or equivalent) in Law, Urban Planning, International Development, or related discipline/field.
- At least 7 years of experience in HLP and or Humanitarian Mine Action or protection with strong experience in HLP programming in post-conflict or transitional contexts.
- The consultant or a member of the consulting team must have demonstrated experience working on, or in close collaboration with, Humanitarian Mine Action programmes, including familiarity with explosive ordnance (EO) risk management, land release processes, rubble removal, infrastructure rehabilitation, or other land-affecting humanitarian interventions.
- Demonstrated experience facilitating multi-stakeholder consultations, technical working groups, workshops and consensus-building processes involving UN agencies, NGOs, donors, and government counterparts.
- Previous experience supporting inter-agency coordination mechanisms, particularly within the Protection Cluster, HLP Technical Working Groups, Mine Action Area of Responsibility (AoR), Shelter Cluster, or comparable coordination structures, is highly desirable.
- Previous experience working in Syria or other complex conflict-affected contexts in the Middle East is strongly preferred.
- Excellent understanding of international HLP standards, principles, and emerging good practices relevant to humanitarian and early recovery programming.
- Strong knowledge of HLP due diligence approaches and their application to humanitarian programming, including activities such as rubble removal, land release, infrastructure rehabilitation, and other land-affecting interventions.
- Good understanding of International Mine Action Standards (IMAS), humanitarian mine action principles, and the operational interface between HLP and HMA programming.
- Demonstrated analytical skills, including the ability to synthesize complex technical information into practical, operational guidance.
- Excellent report writing, policy drafting, and technical guidance development skills.
- Excellent facilitation, communication, and stakeholder engagement skills.
- Ability to build consensus and work effectively with diverse technical stakeholders and NMAC
- Strong planning and organizational skills, with the ability to manage multiple workstreams and deliver high-quality outputs within agreed timelines.
- Excellent interpersonal and coordination skills, with demonstrated ability to work independently while maintaining close collaboration with technical working groups.
- Excellent written and spoken English is required. Either the Consultant or a member of his team is required to have spoken and writing skills of Arabic is considered an asset.

## 7. Application process and Evaluation of Bids

Please refer to the related section in the RFP Invitation Letter.

### Consultancy Deliverables and Payment Schedule

| Phase                                             | Key Activities / Deliverables                                                                                                                                                                                                                                                                                                                                                          | Payment Milestone                                                                                | (%)         |
|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-------------|
| <b>Phase1</b>                                     | Review of relevant literature and secondary data; stakeholder mapping; inception meetings; development and submission of inception report, methodology, and data collection tools.                                                                                                                                                                                                     | Upon satisfactory completion and approval of the inception report and literature review.         | <b>25%</b>  |
| <b>Phase 2: Data Collection and Analysis</b>      | This phase encompasses conducting key informant interviews and focus group discussions, performing thorough data organization alongside preliminary analysis, producing training materials and final products ahead of scheduled trainings, and submitting the draft findings report, the satisfactory completion and delivery of which warrants the release of the milestone payment. | Upon satisfactory completion of data collection activities and submission of the draft report.   | <b>50%</b>  |
| <b>Phase 3: Validation and Final Deliverables</b> | Facilitation of validation workshop(s); incorporation of stakeholder feedback; preparation and submission of final report and all agreed deliverables, including datasets, presentations, and other knowledge products.                                                                                                                                                                | Upon satisfactory completion of validation workshop(s) and acceptance of all final deliverables. | <b>25%</b>  |
| <b>Total</b>                                      |                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                  | <b>100%</b> |

### Illustrative Workplan

| Week         | Key Activity                                                                                | Days           |
|--------------|---------------------------------------------------------------------------------------------|----------------|
| Week 1       | Contracting, inception meetings, document review                                            | 5              |
| Week 2       | Literature review and stakeholder mapping, Methodology, tools development, inception report | 5              |
| Week 3 & 4   | Data collection preparation, pilot testing and Field data collection                        | 10 days        |
| Week 5       | Data analysis and verification<br>Draft report preparation and submission                   | 5              |
| Week 6       | Review of draft report and preparation for validation & Travel to Syria                     | 5              |
| Week 7       | Validation workshop(s) and incorporation of feedback from validation workshop               | 5              |
| Week 8       | Final report, presentation, and submission of all deliverables                              | 2              |
| Week 8       | Training for NMAC, members of HLP TWG and Mine Action AOR on developed tools                | 3              |
| <b>Total</b> |                                                                                             | <b>40 Days</b> |