

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

CONFIDENTIAL

Support of Project Finance Management

**Project number
G-018101-001**

**Tender number
10014742**

0.	List of abbreviations	2
1.	Context.....	3
2.	Tasks to be performed by the contractor	3
3.	Concept.....	4
	Technical-methodological concept	4
	Project management of the contractor (1.6)	5
4.	Personnel concept.....	5
5.	Costing requirements	5
	Assignment of personnel and travel expenses	5
	Sustainability aspects for travel	6
6.	Inputs of GIZ or other actors.....	7
7.	Requirements on the format of the tender	7

0. List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
CV	Curriculum Vitae
FK	Expert
FKT	Expert days
GIZ	Deutsche Gesellschaft für internationale Zusammenarbeit (GIZ) GmbH
KZFK	Short-term expert
MHESI	Ministry of Higher Education, Science and Innovation
TexVET	Support of the Reform and Modernization Process in the Vocational Education System of Uzbekistan
ToRs	Terms of reference
TVET	Technical vocational Education and Training
VET	Vocational Education and Training

1. Context

The Technical Cooperation Project supports Uzbekistan in reforming the system of vocational education and training (VET) in accordance with the instructions of the Government.

The overall goal of the project “Support of the Reform and Modernization Process in the Vocational Education System of Uzbekistan II” (TexVET II) is that the dual Uzbek vocational training system is strengthened in terms of its relevance to the labor market, quality of training, and gender equality.

This project is a continuation of TexVET I and its strategy continues its multi-level and multi-stakeholder approach from the first project phase to supporting a comprehensive TVET reform in Uzbekistan. The strategy aims to achieve effective cooperation between all relevant TVET actors which is fostered through interactive formats. Having the experience of the previous project and the experience of GIZ worldwide at hand, TexVET II is not focusing only on the textile and leather sector as in the last project cycle but also work with further sectors. Thus, the concept of dual education will be introduced into more sectors and will achieve a further scope and public awareness.

Among other activities it is planned that:

1. the project consults Uzbek government decision-makers – such as those from the Ministry of Higher Education, Science and Innovation (MHESI) and the Ministry of Employment and Poverty Reduction (MEPR) and the Institute for the Development of Vocational Education in order to improve the systemic framework conditions for dual vocational education and training;
2. the project strengthens the institutional capacities of the Institute for Development of Professional Education under MHESI;
3. labor market-oriented dual vocational training has been expanded to new sectors;
4. The institutional capacities of selected vocational training institutions to implement modernized dual vocational training programs or dual study programs have been strengthened;
5. The personnel and institutional capacities for gender-equitable career orientation and planning have been strengthened.

In addition, cooperative management, support, and basic processes will be expanded, as well as knowledge transfer as the basis for a dual VET system. This will ensure the recognition and sustainability of the project. Thanks to the support of the established Sector Skills Council– a new and important institution for improving VET in the textile sector, the potential that will contribute to high-quality VET in the long term will be created.

Gender equality strategies and gender-sensitive training courses are designed to promote gender equality and aspects of sustainable inclusion for all in the long term.

The political partner of the project is MHESI.

2. Tasks to be performed by the contractor

To ensure the overall project's success, sound financial management is essential. Precise planning of each activity and its associated costs is absolutely crucial. Furthermore, a significant budget increase is planned for the course of 2026, which will further complicate the planning.

In this context the consultant shall guarantee that the process of establishing a well-functioning and stable financial management system for the project is carried out successfully.

The contractor is responsible for providing the following services:

- Supporting and consulting the project manager on financial issues
- Contributing to the establishment of a coherent annual financial plan as part of the project's operation plan

Certain milestones, as laid out in the table below, are to be achieved by certain dates during the contract term, and at particular locations:

Milestone	Deadline/place/person responsible
1. Financial consultancy to the project manager	Ongoing, monthly: appr. 1 day every month (in total 23 days) as agreed between consultant and Project manager
2. Annual in situ planning workshop, establishing of an annual budget, cash flow plan and procurement plan jointly with the team	1 Workshop planned for November 2026 and 2027 (5 days in the country)

Period of assignment: From **04.05.2026** until **29.02.2028**.

3. Concept

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

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them.

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

Project management of the contractor (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail (1.6.1).

4. Personnel concept

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

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

Tasks of the key expert 1

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Regular reporting in accordance with deadlines

Qualifications of the Key expert 1

- Education/training (2.2.1): University qualification (German 'Diplom'/Master) in financial management, economics, administration sciences or other relevant
- Language (2.2.2): Good business language skills in English in C1 General professional experience (2.2.3): 10 years of professional experience in the financial sector
- Specific professional experience (2.2.4): 10 years in adult training and teaching
- Leadership/management experience (2.2.5): 6 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.2.6): 8 years of experience in projects in Asia (region) (5 points), of which 4 years in projects in Uzbekistan (country) (5 points)
- Development Cooperation (DC) experience (2.2.7): 8 years of experience in DC projects

5. Costing requirements

Assignment of personnel and travel expenses

Per diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable from the [German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2026 \(GERMAN ONLY\)](#))

Accommodation allowances are reimbursed as detailed in the specification of inputs below.

With special justification, additional Accommodation costs up to a reasonable amount can be reimbursed against evidence.

All business travel must be agreed in advance by the officer responsible for the project

Sustainability aspects for travel

GIZ has undertaken an obligation to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means of transport, airlines and flight routes with a higher CO₂ efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO₂ emissions caused by air travel must be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The [Development and Climate Alliance \(German only\)](#) has published a [list of standards \(German only\)](#). GIZ recommends using the standards specified there.

Specification of inputs

Please calculate your quotation accurately based on the parameters set out in the table below:

Fee days	Number of experts	Number of days per expert	Total	Comments
Key expert 1	1	28	28	5 days in Usbekistan
Travel expenses	Quantity	Price EUR	Total EUR	Comments
Per-diem allowance in country of assignment	7	32,00	224,00	For Uzbekistan
Overnight allowance in country of assignment	5	To be completed by the bidder	To be completed by the bidder	Overnight stays abroad: Note: Under the BMF travel expense regulations, overnight allowances not exceeding 100% of the lump sum amounts can be submitted for reimbursement against evidence. Up to 75% of the maximum rates specified in the travel expense regulations can be submitted for reimbursement on a lump-sum basis. Please indicate in the price schedule whether your offer is on a lump-sum basis or against evidence.

				For Uzbekistan, see Link : German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2026 (GERMAN ONLY)
Transport	Quantity	Price EUR	Total EUR	Comments
International flights	1	To be completed by the bidder	To be completed by the bidder	1 return flights to Tashkent/Uzbekistan (against evidence)
CO ₂ compensation for air travel	2	50,00	100,00	A fixed budget of EUR 100 is earmarked for settling carbon offsets against evidence.
Travel expenses (train, car)	1	100,00	100,00	Travel within the country of assignment, transfer to/from airport in the homecountry, visa costs etc. A fixed budget of EUR 100 (against evidence)
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	2.000	2.000	A budget of EUR 2.000 is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.

6. Inputs of GIZ or other actors

GIZ and/or other actors are expected to make the following available:

Transportation on site with own project vehicle

7. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English.

The complete tender must not exceed 10 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted English.

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. **The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits.** The specifications for pricing are defined in the price schedule.