

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

CONFIDENTIAL

Developing and establishing qualification standards for formal training of in-company trainers in Uzbekistan

**Project number/
cost centre:
G-018101-001**

**Tender number
10022810**

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0. List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
FK	Expert
FKT	Expert days
KZFK	Short-term expert
ToR	Terms of reference
VET	Vocational Education and Training
TTLM	Teacher Training and Learning Materials
NQF	National Qualification Framework

1. Context

The project strategy continues the multi-level and multi-stakeholder approach from the first project phase in order to support comprehensive vocational education and training reform in Uzbekistan. It aims to promote effective cooperation between all relevant vocational education and training stakeholders through interactive formats.

The project trains decision-makers from the government, such as the Ministry of Higher Education, Science and Innovation (MHESI), the Ministry of Employment and Poverty Reduction (MEP), the Institute for the Development of Vocational Education and Training, professional associations and local chambers of commerce and industry on the topics of modern vocational education and training systems, dual training and modern education administration.

The project is modernizing six vocational standards (e.g. for social workers and automotive mechatronics technicians) and the associated curricula. The project is testing these in up to 15 vocational training institutions. It also equips the institutions with the necessary teaching materials. In addition, two dual study programs are being set up and tested in Uzbekistan with German partner universities of applied sciences.

Furthermore, in cooperation with the Ministry of Pre-school and School Education (MPSE), the project is introducing career guidance services.

The objective of the project is described as follows:

“The dual Uzbek vocational training system is strengthened in terms of its relevance to the labour market, quality of training, and gender equality”

To reach the objective a total of five outputs has been defined:

Output 1: The systemic framework conditions for dual vocational education and training have been improved.

Output 2: The institutional capacities of the Institute for Development of Professional Education under MHESI have been strengthened.

Output 3: The labour market-oriented dual vocational training has been expanded to new sectors

Output 4: The institutional capacities of selected vocational training institutions to implement modernized dual have been strengthened.

Output 5: The personnel and institutional capacities for gender-equitable career orientation and planning have been strengthened.

The private sector represents a fundamental driving force in the development of Uzbekistan’s dual vocational education system because it

- ensures practical relevance and training quality,
- aligns education with real labour market needs,
- contributes to innovation and reform partnerships,
- strengthens the systems’ financial and structural sustainability.

Well-qualified in-company trainers play a central role in the dual VET-system of Uzbekistan. They are primarily responsible for ensuring that workplace training does not merely consist of productive labour within the company but is structured as a pedagogically sound and systematically organized learning process. By combining up-to-date technical expertise with

vocational pedagogical competence, they ensure that apprentices develop comprehensive occupational competence. Through the planning of in-company training phases, the definition of clear learning objectives, and continuous performance feedback, they guarantee that practical activities contribute directly to measurable skill acquisition.

Furthermore, in-company trainers serve as a crucial link between enterprises and vocational schools. In a dual system, close coordination between learning venues is essential for overall effectiveness. Qualified trainers align workplace training content with school curricula, translate theoretical knowledge into real work processes, and provide feedback to educational institutions regarding technological developments and emerging skill requirements. In doing so, they significantly enhance coherence and quality assurance within the system.

Within the context of ongoing reforms, they also play an important role in implementing newly defined qualification standards and they operationalize nationally established training regulations in daily workplace practice, document learning progress, and participate in examination and certification procedures. Consequently, they function not only as pedagogical actors but also as key implementers of education policy reforms.

Beyond their contribution to competence development, well-qualified trainers strengthen companies' innovative capacity and competitiveness. By integrating new technologies into training processes and supporting the early recruitment and retention of skilled workers, they contribute to long-term productivity gains. At the same time, they foster apprentices' social and personal competences—such as responsibility, teamwork, and professional identity formation—which are essential for sustainable labour market integration.

This work assignment aims to develop and introduce a qualification standard for in-company trainers in the Uzbek dual vocational education and training system and to qualify a first group of master trainers. This shall include:

1. Selection, qualification and coaching of 6 master trainers from 6 sectors to enable the independent planning, implementation and evaluation of the training program developed in WP 2.
2. Advising the GIZ project and its political partner on the development of an Uzbek national competence-oriented qualification framework for Dual System in-company trainers and the development of guidelines for the qualification, examination and certification of in- company trainers
3. Developing a competence-oriented and cross-sectoral training programme including examination tasks in accordance with the standard developed in WP 1 for the qualification of in-company trainers, including training plan and teacher training and learning material (TTLM)
4. Support and coaching of 6 pilot training courses for company trainers. (one training with about 15 participants per sector) and coaching of the 6 qualified master trainers in planning, implementation and evaluation.

The task packages have a direct effect on the achievement of goals in output 1, 2, 3 and 4. By advising the MHESI on the development and institutionalisation of a national standard for the training of in-company trainers, an active contribution is being made to improving the normative framework condition of dual vocational education and training in Uzbekistan. (output1). Several certified in-company trainers are available to the dual system as a starting point for further up-scaling (Output 2.1) in 6 sectors (output 3.1) And the institutional capacities of the dual

vocational schools will be improved through the cooperation with the business sector and collaboration with certified in-company trainers (output 4)

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

Planning and carrying out all activities and tasks as described below in the four work packages:

- work package 1: Selecting and qualifying master trainer
- work package 2: Developing qualification framework
- work package 3: Developing curricula and training material
- work package 4: Pilot training of in-company trainers

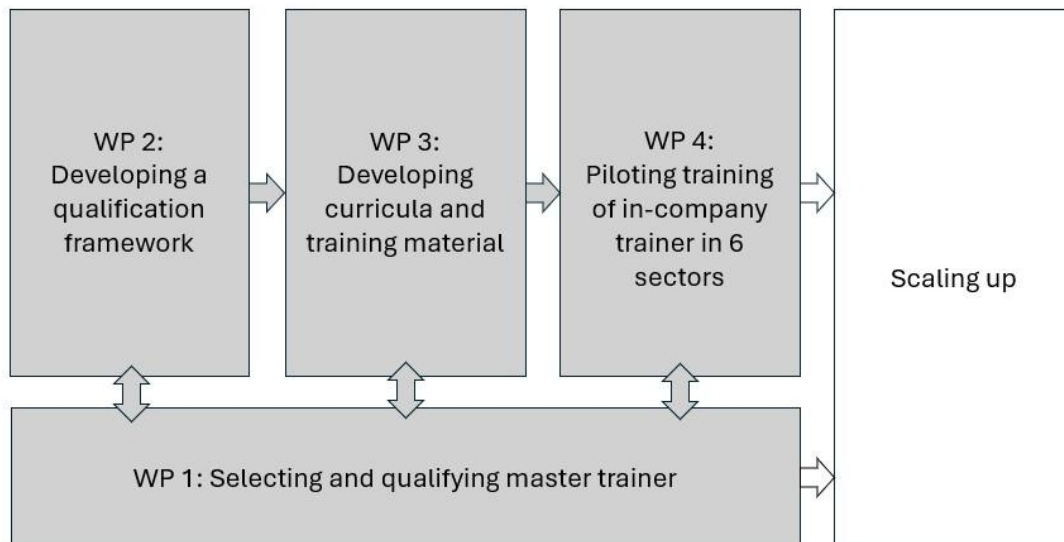


Fig.1 Implementation logic

Work package 1: Selection, qualification and coaching of 6 master trainers

To introduce a standardized training program and formal certification processes for in-company trainers in Uzbekistan, one experienced in-company trainer shall initially be selected from each of six economic sectors in cooperation with GIZ and trained as a master trainer.

Possible sectors are as follows:

- Sustainable agriculture
- Textile industry
- Banking economy
- E-mobility or construction sector (tbc)
- Railway
- Social work

(Sector may change, please consult with GIZ upon implementation)

This first requires the definition of criteria for the selection of master trainers and later the implementation of a selection or application process.

The contractor recommends suitable selection criteria and procedures, and GIZ supports the contractor in involving its political and strategic partners in the formation of a selection committee.

To systematically develop the capacities of the selected individuals, the contractor will develop individual qualification paths, which will form the basis of a qualification agreement to be concluded between GIZ and the future master trainers.

The qualification path for six master trainers is to be designed to be interactive and should include:

- 2 times 5 days face-to-face training in Tashkent,
- 2 online workshops with the master-trainer group,
- Up to 2 individual online coaching sessions (half day each) for each master trainer over the period of implementation,
- A three-week internship for each Master Trainer at training companies in Germany or, alternatively, at a sector-related inter-company training provider, including opportunities for work shadowing, practicing, excursions where applicable, suitable accommodation in dormitories or self-catering apartments, and support with a suitable leisure programme.

After the HCD activities have been implemented, the six master trainers will have a full understanding of the role of an in-company trainer within the Dual VET, covering the planning, delivery, monitoring and evaluation of in-company training, and considering the balance between the company's daily needs on the one hand and the curriculum requirements on the other.

Furthermore, the master trainers will be able to independently deliver the training programme to be developed in Work Package 2 and to qualify an initial group of 15 in-company trainers per sector, who in turn can be trained as master trainers. (Scaling up effect, cf. fig 1)

Deliverables work package 1:

1. List of selection criteria for future master trainers,
2. Procedure for selecting the master trainer incl. involving the partners of the GIZ programme,
3. Written capacity development plan for each master trainer inclusive involving them in the activities for work package 2 – 4,
4. Implementation of 1 face-to-face training course for the selected trainers in Tashkent (up to 5 present training days),
5. Face-to face support and assistance for master trainers in the planning, delivery and assessment of their own pilot training courses (up to 5 present coaching days),
6. Providing online workshops and coaching activities over the project period,
7. 3-week job-shadowing in Germany, as described above,
8. Documenting the human capacity development results.

Work package 2: Support the GIZ and its partner in the development of Uzbek competence-oriented standards for the training and certification of in-company trainers.

The activities in Work Package 2 support the development of the policy and regulatory framework for establishing formal qualification standards for in-company training and are to be understood as policy advisory for GIZ and its political and strategical Uzbek partner.

The competence-oriented qualification framework shall systematically define which professional competences the in-company trainers must acquire and demonstrate. Rather than focusing primarily on input factors, it emphasizes expected learning outcomes and competence levels, thereby ensuring transparency, comparability, and quality assurance within the Uzbek dual vocational education and training system. In addition, it must be described which Uzbek training provider should be accredited by which institution to conduct, examine and certify the trainings.

The qualification standards shall include the following elements:

- Legal basis for the accreditation of the training programme and the authorised training providers,
- Competence dimensions, including professional competence, methodological competence, social competence, personal competence, vocational and work-based pedagogical competence,
- Competence profiles, describing tasks and responsibilities of Uzbek In-company trainer,
- Learning outcomes, measurable and assessable,
- Assessment and validation mechanism, e.g. examination formats, evaluation criteria, certification procedures,
- Integration into the Uzbek NQF,
- Quality Assurance and updating mechanisms, e.g. for adaptation to technological and labor market developments.

To complete the tasks, deskwork research, interviews and workshops with Uzbek vocational education and training experts and GIZ are to be planned and carried out. In the further course, guidelines are to be developed that describe the qualification framework, recommendations on qualification providers to be carried out and examination institutions.

Deliverables work package 2:

1. Written draft proposal of a qualification framework for formal “Training of In-company trainer” in Uzbekistan
2. Written guidelines, including related processes for the implementation, assessment, certification and quality assurance of this ToT for Uzbek In-company trainer

Work package 3: Development of competence-oriented and cross-sectoral training curricula, training and learning material and examination tasks

Based on the qualification framework developed in work package 2 for a standard training course for in-company trainers, this work package aims to develop a corresponding training curriculum, including a training plan and teaching and training materials. The training programme should be designed in such a way that it can be used across sectors by qualified master trainers. At least the following content should be covered:

- Vocational and pedagogical fundamentals
- Training organization and management
- Legal and regulatory framework, specifically the Uzbek Dual System
- Cooperation between learning venues
- Leadership and communication skills
- Innovation and digitalization skills
- Practical phase and final competence assessment (written and practical exam)

In total, the training programme for the standard Uzbek in-company training should not exceed 80 training hours. The theoretical and practical examination should not exceed 4 hours.

International experience (e.g. German AdA certificate) can be used and incorporated into the development of this training curriculum. However, particular attention should also be paid to the Uzbek legal, economic and cultural framework conditions.

The future master trainers from the six sectors mentioned above who were selected in work package 1 should be involved in the development of curricula and TTLM, e.g. through online workshops or coaching of work tasks as part of their capacity development qualification path. This will allow local experience to be incorporated, create a deep understanding of the training content among the future master trainers, and generate ownership of the curriculum and training materials.

Deliverables work package 3:

1. Witten training plan, including TTLM for each training module,
2. Example of tasks for theoretical and practical exam based on the guidelines developed in work package 2

Work package 4: Implementation of 6 training courses for In-company trainers

In this work package, the 6 qualified master trainers are to be supported and coached in the planning, face to face implementation and evaluation of the standard training course and examinations developed in work packages 1 and 2.

The individual training courses are to be planned in such a way that about 15 participants per sector are trained, tested and certified as Uzbek In-company trainer (multiplier effect). GIZ helps recruit participants from companies all over the 6 sectors.

The support and coaching measures are to be carried out before, during and after the training courses. For example, by reviewing individual training preparations, briefings, and debriefings of training activities, online observations of training sessions, training evaluations, etc.

At the end of the 6 training courses, the contractor will prepare a report on each training course together with the master trainer. If necessary, this contains recommendations for content and didactic adjustments to the previously developed training plan.

Deliverables work package 4:

1. 6 brief feedback reports of the lesson plans for the initial trainings
2. Online coaching activities, such as workshops, briefings, debriefings
3. Final report on evaluation of the 6 training sessions including recommendations for adaptations

Furthermore,

- The contractor is responsible for selecting, preparing, training and steering the international and national, short and long-term experts assigned to perform the advisory tasks.
- The contractor provides equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
- The contractor reports regularly to GIZ in accordance with the current AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

In addition to the reports required by GIZ in accordance with the AVB, the contractor submits the following reports:

- Inception report
- Brief quarterly written reports or minutes of meeting on the progress of project implementation, including details on the achievement of each milestone described below
- Final written report, including all developed training material, documents and recommendations for future upscaling

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

Milestones/process steps/partial services	Deadline/place/person responsible
6 master trainers are selected and informed (wp 1)	31 August 2026
HCD Qualification path for 6 Master trainer available (wp1)	30 September 2026
Guidelines, including draft training regulations as well as recommendations for the accreditation of program and training provider are available (wp2)	31 October 2026
Training plan, TTLM and examination tasks for the training of in-company trainer are available and submitted to GIZ (wp3)	31 January 2027
6 Master trainer have completed their capacity development program inclusive 3-week job-shadowing in Germany (wp1)	30 March 2027
All training preparations for the initial in-company training course in 6 sectors are finalized (wp4)	30 April 2027
80 In-company trainers from 6 sectors are qualified and formal certified as In-company trainer (wp4)	30 June 2027

Period of assignment: from August 2026 until 31 December 2027.

3. Concept

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

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following

this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

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

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and its contribution to the **results-based monitoring system** (1.3.2).

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

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

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 6), the range of tasks involved and the required qualifications.

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

Team leader

Tasks of the team leader

- 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
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
- Technical backstopping of all working packages
- Regular reporting in accordance with deadlines

Qualifications of the team leader

- Education/training (2.1.1): university degree (German 'Diplom'/Master) in Business or Social sciences
- Language (2.1.2): C1-level language proficiency in English language
- General professional experience (2.1.3): 7 years of professional experience in the VET-sector
- Specific professional experience (2.1.4): 7 years in adult education
- Leadership/management experience (2.1.5): 5 years of management/leadership experience as project team leader or manager in a company

- Regional experience (2.1.6): 5 years of experience in projects in central Asia (6 points), of which 2 years in projects in Uzbekistan (4 points)
- Development cooperation (DC) experience (2.1.7): 5 years of experience in DC projects

Short-term expert pool with minimum 2, maximum 3 members

For the technical assessment, an average of the qualifications of all specified members of the expert pool is calculated. Please send a CV for each pool member (see below Chapter 6 Requirements on the format of the bid) for the assessment.

Tasks of the short-term expert pool

- Carrying out all the activities listed above from work packages 1–4
- Participating in operational coordination meetings with GIZ and its Uzbek partner institutions
- Contributions to the agreed reports

Qualifications of the short-term expert pool

- Education/training (2.6.1): 1 expert with university qualification (German ‘Diplom’/Master) in Business, Social Sciences or Political Science, 1 expert with “Master professional” qualification (German Master craft)
- Language (2.6.2): 1 expert with C1-level language proficiency in English, 1 expert with B2-level language proficiency in English
- General professional experience (2.6.3): 1 expert with 7 years of professional experience in the international VET-sector, 1 expert with 7 years of professional experience in In-company training
- Specific professional experience (2.6.4): 1 expert with 5 years of professional experience in policy making within the VET-sector, 1 expert with 5 years of professional experience in conducting trainings for in-company trainer
- Regional experience (2.6.5): all experts with 2 years of experience in central Asia (region), 1 expert with 2 years of experience in Uzbekistan (country)

The tenderer must provide a clear overview of all proposed short-term experts and their individual qualifications.

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 https://www.bundesfinanzministerium.de/Content/DE/Downloads/BMF_Schreiben/Steuerarten/Lohnsteuer/2025-12-05-steuerliche-behandlung-reisekosten-2026.html).

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

Fee days	Number of experts	Number of days per expert	Total	Comments
Designation of TL	1	8	8	
Designation of short-term expert pool	1	49	49	Pool consists of 2 – 3 experts
Transport	Quantity	Number per expert	Total	Comments
CO₂ compensation for air travel Guidance for GIZ service providers on avoiding, reducing and offsetting GHG emissions	4	1	4	A fixed budget of EUR 200 (4 x EUR 50) is earmarked for settling carbon offsets against evidence.
Fixed travel budget	2	EUR 2,400	EUR 4,800	A budget is earmarked for travel to the following countries: Uzbekistan. A fixed budget of EUR 4,800 is earmarked for settling travel expenses against evidence, covering flights transportation, per diem and overnight accommodation allowances You can find further information on the travel expense budget in the 'Price schedule' document.

				Please use the 'Explanations' column in the price schedule to break down the individual items. Settlement is possible only until the budget is depleted.
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	EUR 6,900	EUR 6,900	A budget of EUR 6,900 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.
Other costs 6 master trainer, 3-week-shadowing in Germany, add. 1 interpreter (7 persons)				1) Accommodation, 2) per-diem allowance and 4) public transport will be reimbursed against evidence.
1) Accommodation (7 x 23d)	161	EUR 50	EUR 8,050	A fixed budget of EUR 9,000 is set aside to cover 3) training costs (e.g. trainer and delivery costs, training facilities, training material)
2) per-diem allowance (7 x 23d)	161	EUR 28	EUR 4,508	
3) Training costs	15	EUR 600	EUR 9,000	
4) Public transport	7	EUR 60	EUR 420	

6. 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 3 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 in 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.

7. Outsourced processing of personal data

The performance of the contract may be associated with the processing of personal data by the contractor, such as (but not limited to) names and contact information and who would alone define the nature of such data and how such processing would be carried out. In such cases, the contractor shall act as an independent DATA CONTROLLER and must alone comply with ALL applicable data protection obligations, including those stemming from regional and local laws. The contractor shall process personal data only when a given goal cannot be reasonably attained without such data. The data protection principles such as lawfulness, data minimization, accuracy, purpose limitation, storage limitation, transparency, integrity and confidentiality, and accountability, as well as the numerous rights of the data subject must be paid due attention. The GIZ is NOT in any way responsible for such processing. Whenever the contractor executes the instructions of a partner to the GIZ with regard to such processing, the partner shall be the data controller, and the data processing shall be carried out in accordance with the partner's instructions as well as laws and standards to which it is subject. If the contractor is not subject to the GDPR and the applicable laws do not contain any explanation on the data protection principles and rights mentioned here, the definitions and meanings provided by the GDPR (Regulation (EU) 2016/679) should be considered.