

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

CONFIDENTIAL

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<b>Development of a Regional Ramsar Strategy for Central Asia</b>	<b>Project number/ cost centre: G-010101-001</b>
	<b>Tender number 10034814</b>

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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
CBD	Convention on Biological Diversity
CMS	Convention on Migratory Species
CRA	Climate Risk Analysis
DIAPOL-CE	Policy Dialogue and Knowledge Management on Climate Protection Strategies
FK	Expert
GCA	Green Central Asia II Project
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
IKI	International Climate Initiative
MoEEPCC	Ministry of Ecology, Environmental Protection and Climate Change in Uzbekistan
RRI-CA	Ramsar Regional Initiative Central Asia
SDG	Sustainable Development Goal
SLS	Sudochye Lake System
ToRs	Terms of reference
UNCCD	United Nations Convention to Combat Desertification
UNFCCC	United Nations Framework on Climate Change

## 1. Context

Within the framework of the International Climate Initiative (IKI), the German Federal Ministry for the Environment, Climate Action, Nature Conservation and Nuclear Safety (BMUKN) commissioned Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH with the implementation of the project “Policy Dialogue and Knowledge Management on Climate Protection Strategies” (DIAPOL-CE), running from 03/2014 until 06/2027.

The DIAPOL-CE project assists governments in partner countries in Africa, West and Central Asia, South Caucasus, and Eastern Europe to apply internationally proven approaches in developing resilient, climate- and eco-friendly economies. The project supports partner ministries in integrating the potential of natural carbon sinks (forests, peatlands) into their climate change mitigation strategies. Experts analyze economic development pathways that also strengthen resilience to the effects of climate change and biodiversity. The project supports pilot approaches to climate-sensitive, sustainable, and environmentally friendly management of natural resources that simultaneously enable local economic development. Financing options for the dissemination of successful approaches will be developed with the partner countries. Regional expert forums enable learning between responsible authorities and actors from business and science. The project processes regional learning experiences and makes them available for IKI projects worldwide.

From February 2024 until December 2025, DIAPOL-CE cooperated with the Ministry of Ecology, Environmental Protection and Climate Change (MoEEPCC) in Uzbekistan with a project focusing on the Sudochoye Lake System (SLS) Ramsar Site. Together with partners, DIAPOL-CE supported MoEEPCC in developing a national Ramsar Strategy for Uzbekistan, the first strategy of this kind in the region. The main objective of the strategy is the long-term management and conservation of the Uzbek Ramsar sites, their sustainability and the wise use of wetlands to maintain vital functions and provide ecosystem services for people and nature.

Wetlands - and thus Ramsar sites - are among the most valuable ecosystems in arid regions, providing vital ecological, cultural, and economic benefits. They play a crucial role in maintaining ecosystem health and community well-being by supporting biodiversity, contributing to livelihoods, and enhancing safety and sustainability for both the environment and local population.

However, wetlands in Central Asia are under threat. Central Asia is one of the driest and most climatically vulnerable regions in the world, where temperatures are rising faster than the global average and which is considered a climate change hotspot<sup>1</sup>. In the face of increasing water scarcity, caused in part by glacier melt, reduced flow in transboundary rivers and extreme weather events, wetlands act as critical ecosystems that provide natural protection and resilience.

Wetlands serve as a refuge for rare and endemic plant and animal species, as well as providing important stopover sites for migratory birds along their seasonal migration routes, such as the

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<sup>1</sup> Various sources: [Climate Change and Security in Central Asia - Regional Assessment Report](#), [Central Asia — Potsdam Institute for Climate Impact Research](#), [Regional Fact Sheet Asia](#)

Central Asian Flyway under AEWA (Agreement on the Conservation of African-Eurasian Migratory Waterbirds).

Unfortunately, their area is shrinking significantly due to increasing droughts, unsustainable use of land and water resources (agriculture, irrigation), advancing urbanization, and so on. Furthermore, frequent and prolonged droughts, reduced water availability and widespread land degradation pose a serious threat to food security and a stable water supply for millions of people in the region.

Due to the successful development of the national Ramsar strategy for Uzbekistan and due to the Issyk-Kul Resolution 2025, an outcome of a Regional Workshop on the Conservation and Wise Use of Wetlands under the Ramsar Convention organized and supported by Green Central Asia (GCA), GIZ DIAPOL-CE intends to expand its engagement in Central Asia and so, the aim of this assignment is to develop a **Regional Ramsar Strategy for Central Asia**.

Any approach of developing a Regional Ramsar strategy in Central Asia would need to be guided by the institutional requirements of the Ramsar Convention, whilst at the same time considering the specific ecological and political circumstances of the region (such as transboundary watershed systems and water scarcity). This is even more important as modern Ramsar strategies consider wetlands not any more as isolated areas, but as critically important for adaptation to climate change and regional stability.

A Central Asian Ramsar strategy should therefore focus on the 'nexus principle' (the interconnection between water, energy, food and ecosystems) to ensure that wetlands are recognized as vital infrastructure for regional security.

## **2. Tasks to be performed by the contractor**

A strategy is a high-level, long-term plan designed to achieve specific objectives or goals. It outlines the overall direction and vision. The purpose of a strategy is to set the overarching framework that guides decision-making and resource allocation. When developing a Regional Ramsar Strategy for Central Asia, the specific ecological, geopolitical and socio-economic conditions of the region must be considered. Central Asia is characterized by extreme aridity and complex transboundary interdependencies, with the ecological integrity of wetlands being crucial to regional stability, water security and climate resilience. A particularly significant added value would be to design the regional strategy in such a way that it can be used directly as a template for the subsequent national Ramsar strategies of Kazakhstan, Kyrgyzstan, Tajikistan and Turkmenistan. This would create a coherent regional and national policy framework, rather than five separate strategies.

Building upon the Issyk-Kul Resolution from 2025 (Green Central Asia Workshop) and considering the outcomes of the workshop, the participants agreed on the following important needs for regional cooperation<sup>2</sup>:

- developing a joint RRI-CA Action Plan until 2028

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<sup>2</sup> Selection only, does not fully reflect all agreed objectives.

- expanding the network of Ramsar Sites and improving the effectiveness of their management, including the integration of climate resilience measures and the restoration of degraded ecosystems
- capacity building for regional specialists and organizations on various topics
- enhancing cooperation in monitoring, scientific research, and information exchange
- organizing and conducting annual thematic regional meetings
- involving local communities in the conservation and sustainable use of wetlands, the development of ecotourism and environmental education, as well as strengthening their resilience to climate-related risks

The contractor shall consider the following general hints while working on the development of the different work packages:

- Ensure exchange and communication with other stakeholders and donors active in this field, particularly to inform about the envisioned development, to create and intensify synergies, and to avoid duplications.
- Coordinate the work besides DIAPOL-CE and GCA projects also closely with the different National Ramsar Focal Points<sup>3</sup> in the five countries, the Ramsar Regional Initiative for Central Asia (RRI-CA) the relevant ministries in charge (e.g. Ministry of Water, Ministry of Environment), respective Protected area departments, and relevant national authorities in the region.
- Please ensure the inclusion of traditional knowledge, skills, and wetland practices from wetland-dependent communities in planning and management processes, with a focus on gender inclusion. This approach will enhance community well-being and improve the sustainable management of wetlands.
- While working on the Regional Ramsar Strategy, it shall be ensured that Ramsar Sites in general are maintained not just as ecological zones but also for their socioeconomic benefits to local communities. However, wetlands significantly contribute towards the agreements on biodiversity (CBD), climate (UNFCCC), water and land degradation (UNCCD), and the global biodiversity goals.
- Existing results and recommendations from other initiatives or climate risk analysis – conducted by another contractor shall be taken into consideration for the development process.
- Ensure exchange and communication with representatives from ministries or governmental departments, non-governmental organizations, and other stakeholders etc. related to knowledge management and usage of project developments in the aftermath of the project.
- Align and coordinate the development of the Regional Ramsar Strategy for Central Asia with the Fifth Strategic Plan of the Convention on Wetlands 2025-2034, its vision, the goals and its specific targets<sup>4</sup>.
- Use the National Ramsar Strategy of Uzbekistan<sup>5</sup> as example and guidance in terms of orientation etc.

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<sup>3</sup> Mr. Maksim Mitropolskiy is the chair of the Ramsar Regional Initiative in Central Asia. Focal Points of all countries can be found here: [Kazakhstan](#), [Kyrgyzstan](#), [Tajikistan](#), [Turkmenistan](#), [Uzbekistan](#)

<sup>4</sup> [Convention on Wetlands fifth strategic plan e.pdf](#)

<sup>5</sup> <https://greencentralasia.org/en/2025/11/national-ramsar-strategy-of-uzbekistan-2026-2030-2/>

The contractor is responsible for providing the following services:

### **Work package 1: Inception, Regional Assessment, and Stakeholder Consultation**

The aim of the first work package is to establish a sound knowledge base for the development of the RRICA Regional Strategy through a scoping process, a comprehensive regional assessment and consultations with stakeholders in the five Central Asian countries. It will identify the key challenges, threats, opportunities and capacity needs in the field of wetland conservation, as well as strategic priority areas for regional cooperation, thereby providing the evidence base for the subsequent strategy development process.

Methodologically, the contractor shall conduct an extensive review of existing literature and data, consultative meetings or exchanges with various stakeholders, visiting selective Ramsar Sites, a Kick-off Workshop, sharing meeting notes/ information, etc.

#### **Inception:**

- Organize project Kick-off with GIZ, RRI-CA Secretariat/ Focal Points to align expectations, timeline and deliverables (online)
- Agree upon travel itinerary and workshop places (e.g. KAZ, KGZ, UZB)
- Develop a Stakeholder-Map that shows also stakeholders' interests, mandates, cooperation potential
- Agreement on working mode

#### **Mandates and strategic positioning:**

- Analysis the mandate of RRI-CA and identify gaps, such as missing governance structure of RRI-CA, roles and functioning of the secretariat, steering committee, and focal points, etc. and analyse it with the requirements of the Ramsar Convention
- Analysis of the decision-making and financial mechanism processes
- Considering of relevant Ramsar COP resolutions that are evident to the work of the RRI-CA
- Analysis of the current Ramsar 5th Strategic Plan 2025 – 2034
- Analysis the integration of RRI-CA's work into regional environmental and water governance processes and identify gaps

Deliverables: Develop a brief inception report summarising the inception phase and agreements as well as providing overview on the gap analysis of step 2 (Mandates and strategic positioning).

#### **Regional Assessment:**

The contractor shall conduct a comprehensive analysis of the wetland situation in Central Asia. The regional assessment shall primarily be based on a review of existing literature, available datasets, national and international reports and stakeholder consultation. Visiting selective Ramsar Sites (3 sites, 1 per country, 3 countries max.) shall help to understand local challenges and conflicts, good practice examples, insights into governance issues and/ or funding issues at site level.

- Assessing the importance of Ramsar sites in Central Asia considering the transboundary character of wetlands in the region, aspects of integrated water

resource management, biodiversity and climate change adaptation potential and focussing the following issues in particular:

- Ecological - e.g. environmental functions and ecosystem services, species abundance, conservation of wetlands and endangered and endemic species, biodiversity, condition/ status quo of the Ramsar systems, hydrology
- Socio-economic aspects- e.g. land use and economic interests, importance of local communities/ wetlands related communities, sustainability and human-nature interactions, livelihoods, natural and cultural heritage/ cultural values;
- National policies, governance, financing/ funding to explore financial resource mobilization for long time financing
- Monitoring and evaluation of economic value/ potential of Ramsar sites (e.g. tourism/ eco-tourism, infrastructure, and others);
- Identifying drivers that led to loss and degradation of Ramsar sites in Central Asia and assessing the economic-environmental value of such inland wetlands/ water bodies;
- Literature review and analyses/ harmonization of the strategy to be developed with the following non-exhaustive list of documents:
  - national climate and adaptation plans, NBSAPs, existing management plans
  - policies and legislation documents
  - Green Central Asia Regional Action Plan, Green Central Asia Regional Climate Change Adaptation Strategy for Central Asia
  - Special attention should be given towards the integration/ harmonization and possible synergies with the frameworks of the Convention on Biological Diversity (CBD), the Convention on Migratory Species and Wild Animals (CMS), the UN Framework Convention on Climate change (UNFCCC), the UN Convention to Combat Desertification (UNCCD), and the Sustainable Development Goals (SDG), too.
  - It is also important to understand, if environmental standards and guidelines related to wetlands prevail.
- Consider and integrate the strategic goals/ priority areas of the Ramsar Convention's 5th Strategic Plan 2025 – 2034;
- Assess the progress of Ramsar's 4th Strategic Plan and national reports towards its implementation and achievements;
- Visit 3 Ramsar Sites (1 per country, 3 countries max., 4 days per country) to gain knowledge of governance and financing issues, natural resource management, challenges and conflicts, impacts of climate change, etc. The sites shall reflect different wetland types and management contexts.

**Deliverable:** The contractor shall provide a brief regional assessment report, including gaps and capacity needs.

### **Stakeholder Consultation:**

The contractor shall held consultation with Ramsar administrative authorities, national Ramsar focal points, government institutions, non-governmental organisations, scientists, development partners and regional organisations to validate the results of the regional assessment (step 3 of WP 1) to identify regional priorities and strategic topics for the conservation and wise use of wetlands in Central Asia. Attention shall be paid to challenges and opportunities related to climate change, wetland degradation, biodiversity conservation, capacity building, knowledge management, sustainable financing options and regional cooperation, among others. The results shall be summarised into a prioritised set of strategic themes and areas for action, which will form the basis for the Regional Strategy Development Workshop (Work Package 2) and the development of the RRI-CA Regional Strategy. Ideally, the stakeholder consultations



will be planned back to back to the site visits, at least for three countries. For two countries, the stakeholder consultations shall be conducted online.

Deliverable: The contractor shall provide the minutes of the consultations held and a brief report summarizing the prioritised strategic themes and areas for action to be considered in the Regional Ramsar Strategy.

### **Work Package 2: Regional Strategy Development Workshop**

This work package aims to bring together key stakeholders from Central Asia to discuss and validate the results of the work package 1, identify strategic priorities, and jointly develop the vision, mission and thematic priorities of the RRI-CA Regional Strategy. The strategy workshop serves as a central participatory platform to strengthen regional ownership and reach a consensus on the future strategic direction of RRICA. If the planning of the Regional Strategy Development Workshop corresponds with the envisioned annual thematic regional meeting of the RRI-CA it could be combined.

- Prepare, organize, follow-up of a regional strategy development workshop (2 full days workshop, possibly Tashkent/ Almaty/ Bishkek) with the various stakeholders (Focal Points RRI-CA, +max. 10 pax from RRI-CA Secretariat, representatives of relevant ministries, organizations, etc.) to present the results of Work Package 1 (RRI-CA mandate, regional assessment, prioritised strategic topics, ...)
- Joint development of a vision, mission, and the strategic priorities to be used for the Regional Ramsar Strategy
- Update of the joint agreed timeline
- Discussion of Theory of Change for the envisioned Regional Ramsar Strategy
- Formal coordination of the strategy document to be developed with the five states.

Deliverables: The contractor shall provide a workshop report and consolidated strategic guidelines of the RRI-CA

### **Work Package 3: Development of the Regional Ramsar Strategy**

The Regional Ramsar Strategy for the RRI-CA for the period 2027–2035 shall build upon the sound knowledge base evolved under work package 1 and 2. Any effort to develop a Regional Ramsar strategy for Central Asia must be aligned with the institutional framework and requirements of the Ramsar Convention, while also taking into account the region's unique ecological and political context, including transboundary river basins and increasing water scarcity. This consideration is particularly important given that contemporary Ramsar approaches no longer view wetlands as isolated ecosystems, but rather as essential components of climate change adaptation, sustainable water management, and regional stability. The Central Asian Ramsar strategy shall therefore focus on the 'nexus principle' (the interconnection between water, energy, food and ecosystems) to ensure that wetlands are recognized as vital infrastructure for regional security. The Ramsar Strategy of Uzbekistan and regional framework documents such as the MedWed "Framework for Action 2016-2030"<sup>6</sup> can provide guidance during the development process. Furthermore, the regional strategy should

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<sup>6</sup> [MedWet\\_ENGLISH\\_Framework-for-Action-2016–2030.pdf](#)



serve to provide guidance to the countries involved, given that national strategies are still lacking in Kazakhstan, Kyrgyzstan, Tajikistan, and Turkmenistan. As long-time financing is essential too, identification of financing opportunities and development of a strategic resource mobilization framework shall be considered during the development process.

As vision, mission and strategic priority areas were discussed during the Regional Strategy Development Workshop the contractor shall develop a simple and reachable Action Plan as an Annex to the strategy.

A well-founded outline for a Regional Ramsar Strategy in Central Asia could include the following chapters, for example: background & mandate of RRI-CA; legal and institutional framework; situation analysis/ stocktaking/ gap analysis; vision, mission, strategic objectives, and theory of change; transboundary wetland governance; action plan; resource mobilization framework; monitoring and evaluation; guidance for National Ramsar Strategy Development.

Deliverables: Draft Regional Ramsar Strategy including Action Plan, Resource Mobilization Framework and guidance for National Ramsar Strategy Development.

#### **Work Package 4: Monitoring & Evaluation Framework**

This work package aims to develop a practical Monitoring & Evaluation Framework that enables RRI-CA and its partners to systematically track the implementation of the Regional Strategy, assess progress towards strategic objectives, measure impacts, and support adaptive management. The framework will provide the basis for regular reporting, accountability, evidence-based decision-making, and continuous learning throughout the strategy implementation period. With the help of work package 4, RRI-CA shall have an operational framework in place to monitor implementation progress, evaluate results and impacts, facilitate reporting to stakeholders and donors, and incorporate lessons learned into future planning and decision-making processes.

- Develop a results framework linking strategic objectives, outcomes, outputs and activities
- Define SMART indicators and identify baseline information where available<sup>7</sup>
- Establish monitoring and reporting mechanisms, including roles, responsibilities and reporting schedules
- Develop data collection and verification approaches
- Design an evaluation framework, including provisions for mid-term and final reviews
- Integrate learning and adaptive management mechanisms to support continuous improvement
- Ensure consistency with relevant Ramsar Convention reporting requirements and regional wetland conservation objectives.

Deliverable: The contractor shall provide a framework, that includes a results and indicator matrix, available baseline information, monitoring and reporting arrangements, data collection

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<sup>7</sup> Following the model of the MedWet Mediterranean Wetlands Observatory (MWO), a central body should collect data on the condition of and trends in wetlands.

and verification approaches, and mechanisms for periodic review, lesson learning and adaptive management.

### **Work Package 5: Capacity Development, CEPA, and Strategy Review**

To support implementation and ownership of the Regional Strategy, targeted CEPA and capacity development measures shall be developed. Thus, the contractor shall set a focus on capacity building for senior officials from ministries responsible for implementing the Ramsar Convention, specialists and organizations involved in the management of Ramsar sites and nature conservation activities, representatives of the Regional Environmental Centre for Central Asia, (CAREC), the International Union for Conservation of Nature (IUCN), international partner organizations and international financiers/ donors interested in promoting the conservation of wetlands and biodiversity, among others. Furthermore, and due to the existence of a syllabus for the Green University Tashkent on the topic of protected areas and management, the contractor shall include relevant findings of this assignment to the course agenda, e.g. transboundary water governance, strategic priorities and objectives, etc. A knowledge transfer workshop and a regional meeting on CEPA accompanies this work package.

- Update of the already existing Course syllabus “Introduction to the Ramsar Convention” for Green University Tashkent, particularly on the strategic meaning of having a regional and transboundary Ramsar Strategy.
- Organization of regional Capacity Building workshop (2 days) on communication, capacity building, education, participation and awareness (CEPA) for Ramsar Focal Points of the five Central Asian Countries. Results and capacity needs identified in WP 1, as well as learning and adaptive management mechanisms to support continuous improvement identified in WP 4 shall be taken up here.
- Communication of results and presentation of the DRAFT strategy (e.g. 1 day workshop) to decision makers to contribute to an enhanced understanding of the document as well as to its meaning to embed the strategy within the Ramsar Regional network.
- Facilitate a structured review and commenting process of the DRAFT Regional Ramsar Strategy, including the collection, documentation and consolidation of comments and recommendations from National Ramsar Focal Points, governmental institutions and relevant stakeholders.
- Revise the DRAFT Regional Ramsar Strategy based on the comments received and prepare a revised version for presentation and validation under Work Package 6.

Deliverables: updated university syllabus, Capacity Building Workshop, commented DRAFT Regional Ramsar Strategy to be further revised.

### **Work Package 6: Presentation, validation and endorsement process**

This work package aims to present the draft RRI-CA Regional Strategy, the Monitoring, Evaluation and Learning (MEL) Framework, and the CEPA products to key stakeholders for review, discussion and formal validation. Through a regional validation workshop, feedback from National Ramsar Focal Points, partner organizations and other stakeholders will be collected and incorporated into the final strategy package to ensure regional ownership, relevance and endorsement.

- Prepare and organize a 2-day regional validation workshop.
- Present the draft RRI-CA Regional Strategy and its strategic objectives.
- Present the MEL Framework and explain monitoring and reporting arrangements.

- Present the CEPA and knowledge-transfer products developed under the project.
- Facilitate discussions and collect feedback from National Ramsar Focal Points and other stakeholders.
- Document comments, recommendations and agreed revisions.
- Revise and finalize all project outputs based on stakeholder feedback.
- Prepare and submit the Final Validation Report.
- Submit the Final RRI-CA Strategy Package, including the validated strategy, MEL Framework and CEPA products.

Deliverables: Final validation report, final Regional Ramsar Strategy and Action Plan

### Project management of the contractor

- 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.

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
<b>Work Package 1:</b> Inception + Mandates and strategic positioning: brief inception report summarising the inception phase and agreements as well as providing overview on the gap analysis; <u>Regional Assessment:</u> The contractor shall provide a brief regional assessment report, including gaps and capacity needs; <u>Stakeholder consultations:</u> The contractor shall provide the minutes of the consultations held and a brief report summarizing the prioritised strategic themes/ areas for action to be considered in the Regional Ramsar Strategy.	Month 1 – Kick-off, Inception Report  Month 3 – Side Visits (3 countries), Regional Assessment Report, minutes, prioritised strategic themes
<b>Work Package 2:</b> The contractor shall provide a workshop report and consolidated strategic guidelines of the RRI-CA.	Month 4 – Regional Strategy Development Workshop, Workshop report, Strategic Guidelines
<b>Work Package 3:</b> Draft Regional Ramsar Strategy including Action Plan, Resource Mobilization Framework and guidance for National Ramsar Strategy Development.	Month 6 – Draft Regional Ramsar Strategy including Action Plan, Resource Mobilization Framework
<b>Work Package 4:</b> The contractor shall provide a framework, that includes a results and indicator matrix, available baseline information, monitoring and reporting arrangements, data collection and verification approaches, and	Month 6 – MEL Framework

mechanisms for periodic review, lesson learning and adaptive management.	
<b>Work Package 5:</b> updated university syllabus, Capacity Building Workshop, commented DRAFT Regional Ramsar Strategy to be further revised.	Month 7 – Capacity Development & CEPA Workshop, Updated University Syllabus, Capacity Building Workshop Report, Consolidated Comments & Recommendations, Revised Draft Regional Ramsar Strategy
<b>Work Package 6:</b> Final validation report, final Regional Ramsar Strategy and Action Plan	Month 8 – Regional Validation Workshop, Final validation report, Final Regional Ramsar Strategy including Action Plan

Period of assignment: from 17.08.2026 until 14.04.2027.

### 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**.

#### 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.

The tenderer is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

The tenderer is required to describe its backstopping concept. The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the tender in accordance with Section 3.1 of the GIZ AVB:

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between the tenderer and GIZ
- Assuming personnel responsibility for the contractor's experts
- Process-oriented steering for implementation of the commission
- Securing the administrative conclusion of the project

#### **Further requirements (1.7)**

The tenderer is required to describe its handling of gender related topics during project implementation.

#### **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 in the technical assessment.

The consulting team shall consist of the following members:

- Team Leader
- Ramsar & Wetlands expert
- Monitoring & Evaluation expert
- Sustainable Finance expert
- Regional Expert Pool

#### **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
- Regular reporting in accordance with deadlines
- Conduction of Capacity Building measures for governmental officials and PA staff
- Fostering exchange among stakeholders,

- Monitoring and reporting

#### Qualifications of the team leader

- Education/training (2.1.1): Master's degree (or equivalent) in environmental or natural resource management, environmental economics, landscape ecology, biology, or geography, with a strong focus on conservation planning and protected area management
- Language (2.1.2): C1-level language proficiency in English
- General professional experience (2.1.3): 9 years of professional experience in the public or private environmental management, biodiversity, resource management, protected area management or nature conservation sector
- Specific professional experience (2.1.4): 3 years of experience in conduction of training/teaching of environmental management, biodiversity, resource management or nature conservation topics
- Leadership/management experience (2.1.5): 6 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 7 years of experience in projects in Central Asia
- Development cooperation (DC) experience (2.1.7): 6 years of experience in DC projects
- Other (2.1.8): B2-level language proficiency in Russian

#### **Key expert 1 - Ramsar & Wetlands Expert**

##### Tasks of key expert 1

- Environmental strategy development with a focus on wetlands
- Support biodiversity conservation development for protected areas
- Support to the Team Leader in conducting capacity building measures for stakeholders
- Present and facilitate discussion of the regional strategy on national and local level
- Elaboration of recommendations
- Thematic guidance
- Conducting Interviews
- Literature review and data assessment

##### Qualifications of key expert 1

- Education/training (2.2.1): Master's degree (or equivalent) in Environmental Management, Natural Resources Management, Ecology/ Wetland ecology, Nature conservation or a related field
- Language (2.2.2): C1 level language proficiency in English
- General professional experience (2.2.3): 6 years of professional experience in public or private environmental management, biodiversity conservation, resource management, protected area management, or nature conservation
- Specific professional experience (2.2.4): 4 years of experience in developing policy and environmental strategies with focus on wetland ecosystems and nature/ biodiversity conservation topics
- Regional experience (2.2.6): 4 years of experience in implementing projects in post-soviet countries/ Central Asia
- Development Cooperation (DC) experience (2.2.7): 4 years of experience in DC projects
- Other (2.2.8): C1 level language proficiency in Russian

## **Key expert 2 - Monitoring & Evaluation Expert**

### Tasks of key expert 2

- Development of monitoring and evaluation scheme
- Data analysis, development SMART indicators, qualitative assessment of interviews
- Support of the Team Leader in conducting capacity building measures for stakeholders
- Present and facilitate discussion of Monitoring Framework

### Qualifications of key expert 2

- Education/training (2.3.1): Master's degree (or equivalent) in Environmental Management, Natural Resources Management, Development Studies, Economics, International Relations or a related field
- Language (2.3.2): C1 level language proficiency in English
- General professional experience (2.3.3): 5 years of professional experience in monitoring and evaluation, developing results frameworks, theory of changes, indicator systems in the environmental context,
- Specific professional experience (2.3.4): 5 years of experience in statistics, data science, design of surveys and questionnaires, impact evaluation, considering also gender and social aspects
- Regional experience (2.3.6): 2 years of experience in implementation of projects in Central Asia
- Development Cooperation (DC) experience (2.3.7): 2 years of experience in DC projects
- Other (2.3.8): B1-level language proficiency in Russian

## **Key expert 3 - Sustainable Finance Expert**

### Tasks of key expert 3

- Development Resource Mobilization Framework
- Analyses of potential donors and longtime financing options
- Development of a financial strategy for RRI-CA
- Providing recommendations for institutional embedding
- Assessing/ Analyzing Fundings Gaps
- Recommendations for resource mobilization

### Qualifications of key expert 3

- Education/training (2.4.1): Master's degree (or equivalent) in Environmental Economics, Finance, Economics, Public Finance, Environmental Policy, Natural Resource Economics, International Development or a related field.
- Language (2.4.2): C1 level language proficiency in English
- General professional experience (2.4.3): 5 years of professional experience in sustainable finance, environmental finance, biodiversity finance, climate finance or resource mobilization.
- Specific professional experience (2.4.4): 5 years of experience in developing financing strategies, resource mobilization frameworks of financing mechanisms for environmental and/or biodiversity related programs
- Regional experience (2.4.6): 2 years of experience in implementation of projects in Central Asia



- Development Cooperation (DC) experience (2.4.7): 2 years of experience in DC projects
- Other (2.4.8): B1-level language proficiency in Russian

### **Short-term expert pool with minimum 5, maximum 5 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 7 Requirements on the format of the bid) for the assessment.

#### Tasks of the short-term expert pool

- Support the development of the regional strategy
- Stakeholder mapping, analysis of documents, data collection
- Organizational and administrative support
- Commenting on the regional strategy
- Analyzing policy framework conditions, existing legislation, identification of policy gaps
- Identify and engage all the relevant stakeholders
- Provide policy recommendations
- Preparation to proposed WS and co-facilitation during discussion at local and national level

#### Qualifications of the short-term expert pool

- Education/training (2.6.1): all experts with a master's degree (or equivalent) in environmental science, water resource management, ecology, environmental policy, natural resource management, geography or a related field.
- Language (2.6.2): all experts with C1-level language proficiency in Russian
- General professional experience (2.6.3): all experts with 7 years of professional experience in environmental management, policy development, monitoring and evaluation, with experience in (integrated) water resource management and biodiversity conservation
- Specific professional experience (2.6.4): all experts with 4 years of professional experience in working with governmental institutions, protected area administrations, environmental authorities, research institutions, or NGOs
- Regional experience (2.6.5): all experts with 5 years of experience in Central Asia (region)
- Development cooperation (DC) experience (2.6.6): all experts with 2 years of experience in DC
- Other (2.6.7): all experts with B1 level language proficiency in English

#### Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

- Team skills
- Initiative
- Communication skills
- Socio-cultural skills
- Efficient, partner- and client-focused working methods

- Interdisciplinary thinking

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 [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 (CO<sub>2</sub> 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 CO<sub>2</sub> efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO<sub>2</sub> 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

**Price offers exceeding EUR 215.999 will be excluded from the evaluation and therefore from the tender procedure.**

Fee days	Number of experts	Number of days per expert	Total	Comments
Designation of TL	1	42	42	International Expert
Designation of Ramsar & Wetlands expert	1	60	60	International Expert

<b>Designation of Monitoring &amp; Evaluation expert</b>	1	18	18	International Expert
<b>Designation of Sustainable Finance expert</b>	1	15	15	International Expert
<b>Designation of short-term national expert pool</b>	5		75	National Experts
<b>Travel expenses</b>	<b>Quantity</b>	<b>Number per expert</b>	<b>Total</b>	<b>Comments</b>
<b>Fixed travel budget</b>	1		45.071	A budget is earmarked for travel to the following countries: Uzbekistan, Kyrgyzstan, Kazakhstan, eventually Tajikistan (3 countries out of four)  A fixed budget of EUR <b>45.071</b> is earmarked for settling travel expenses against evidence.
<b>Transport</b>	<b>Quantity</b>	<b>Number per expert</b>	<b>Total</b>	<b>Comments</b>
<b>CO<sub>2</sub> compensation for air travel</b>	44	2x50 EUR per flight	44	A fixed budget of EUR 4.400 is earmarked for settling carbon offsets against evidence.
<b>Other costs</b>	<b>Number</b>	<b>Price</b>	<b>Total</b>	<b>Comments</b>
<b>Flexible remuneration</b>	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.
<b>Subcontracts</b>		11.000	11.000	The budget contains the following costs for various services:  1.200 for simultaneous translation 6.800 for CEPA experts 1.000 for translation of documents 2.000 for design, printing, etc.

## **Workshops, events and trainings**

The contractor implements the site visits, exchange visits and workshops/presentations as described under chapter 2) Tasks to be performed by the contractor.

- Organize project Kick-off with GIZ, RRI-CA Secretariat/ Focal Points to align expectations, timeline and deliverables (online)
- Visit 3 Ramsar Sites (1 per country, 3 countries max., 4 days per country) to gain knowledge of governance and financing issues, natural resource management, challenges and conflicts, impacts of climate change, etc.
- Prepare, organize, follow-up of a regional strategy development workshop (2 full days workshop, possibly Tashkent/ Almaty/ Bishkek) with the various stakeholders (Focal Points RRI-CA, +max. 10 pax from RRI-CA Secretariat, representatives of relevant ministries, organizations, etc.)
- Organization of regional Capacity Building workshop (2 days) on communication, capacity building, education, participation and awareness (CEPA) for Ramsar Focal Points of the five Central Asian Countries.
- Prepare and organize a 2-day regional validation workshop

## **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 - tentatively for GIZ staff
- costs for workshop venue rent will be covered by GIZ

## **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 (language).

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.

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.